

Children & Young People Overview and Scrutiny Panel

Date: 27/11/ 2023

Subject: Youth Services Marketing

Lead officer: Keith Shipman

Lead member: Councillor Sally Kenny

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Recommendations:

- A. For information on how Youth Services in Merton market services to young people and parents
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report outlines how Merton Council fulfils its duty to publicise the local Youth Offer.
- 1.2. The statutory requirement for a local Youth Offer is set out in the 1996 Education Act. Guidance was issued alongside this Act that requires councils to review the Offer and, based on a local needs analysis, ensure that it is sufficient to meet that need. Once the Youth Offer is established it must then be publicised.
- 1.3. In 1996 the publicising of the Youth Offer was carried out through the use of websites and physical advertising. Since then, the use of social media has developed and become a significant medium through which the Youth Offer is publicised. The audience for that marketing may need to be parents, as well as young people, depending upon the age and needs of the child.
- 1.4. The Youth Offer includes all educational and recreational leisure time activities on offer in Merton. They do not need to be funded or offered by the Council, and are wide ranging, including one to one support as part of a targeted service, and universal, community based, open access sessions in a youth club or adventure playground.
- 1.5. New Youth Guidance was issued in September 2023 and this guidance will be used to review the local Youth Offer going forward.
- 1.6. This report notes the opportunities offered by the Council's 'Borough of Sport' priority, including how it could support improved marketing of the Youth Offer, so that awareness of what is available in Merton can be raised with more young people.

2 DETAILS

Statutory Guidance and the Merton Youth Offer

- 2.1. The Education Act 1996, Section 507B, requires local authorities to, so far as reasonably practicable, secure access for all qualifying young people to a sufficient quantity of 'youth services,' namely:

- a sufficient quantity of *educational* leisure-time activities which are for the improvement of their well-being and sufficient facilities for such activities; and
- a sufficient quantity of *recreational* leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.

2.2. The two forms of activity are not mutually exclusive but local authorities must, so far as reasonably practicable, secure access for young people to sufficient forms of, and facilities for, both types of activities. They include, but are not limited to:

- sports and informal physical activities;
- cultural activities;
- outdoor residential, weekend or holiday-time activities;
- special interest clubs; and
- volunteering activities.

2.3. Both types of activities, and related facilities, must be for the improvement of young people's well-being. Well-being, as defined in the act, relates to:

- physical and mental health and emotional well-being;
- protection from harm and neglect;
- education, training and recreation;
- the contribution made by young people to society; and
- social and economic well-being.

2.4. To do so, the educational leisure-time activities must include sufficient activities which are for the improvement of young people's personal and social development. These are the types of activities traditionally provided through youth work, which, for instance:

- connect young people with their communities, enabling them to develop a strong sense of belonging and contribute actively to society;
- champion them to have a voice in decisions which affect their lives;
- take place in local and fit-for-purpose environments in which they can socialise safely with their peers, spend time with people from different backgrounds and develop trusting relationships with adults;
- offer opportunities to take part in a wide range of activities through which young people build skills for life and work and the capabilities they need to make a successful transition to adulthood;
- raise young people's aspirations in education, training, or employment, encouraging them to realise their potential; and

- help disadvantaged and vulnerable young people, as well as young people at risk of not realising their full potential, informing their decisions and thereby reducing risky, anti-social behaviours.

2.5 Merton Council fulfils this duty through the offer of a range of Youth Services:

- The provision of universal, open access Youth Centres in the areas of the borough with highest demographic need: Pollards Hill, Phipps Bridge and Eastfields (Acacia Adventure Playground).
- The delivery of the Holidays, Activities and Food (HAF) program in school holidays.
- Detached street based youth work - meeting young people where they are in the community.
- Targeted youth work support from the My Futures team.
- Ensuring that young people's voices are heard at both the universal and targeted levels, through the Council's Participation Team.
- Support for the Duke of Edinburgh Awards Scheme.

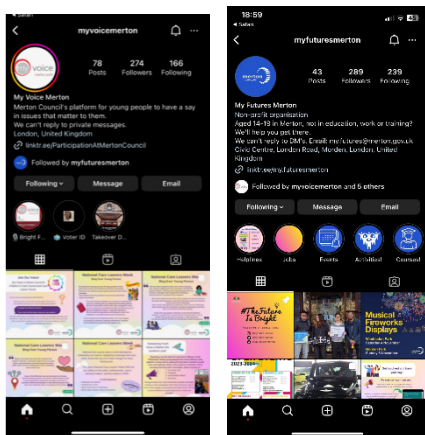
2.6 The Council also liaises with, and publicises, the broad offer from voluntary and community sector youth groups, linked to the Merton Youth Partnership.



2.5. The 'my' youth brand has been used for many years, with 'm' standing for Merton, and 'y' for Youth:

- My Youth: for open access youth services;
- My Voice: for young people's participation;
- My Futures for targeted support.

The branding is used across a range of Council social media platforms.



2.6. The Council has responded to the statutory duty by having the highest ambitions for Merton children, young people, and their families. Youth services are multi-disciplinary, with their roots firmly within informal and non-formal education. Over the years, as part of the integrated youth support offer, a distinctive set of values, standards and principles have evolved which draw on the varying traditions of work with children and young people including:

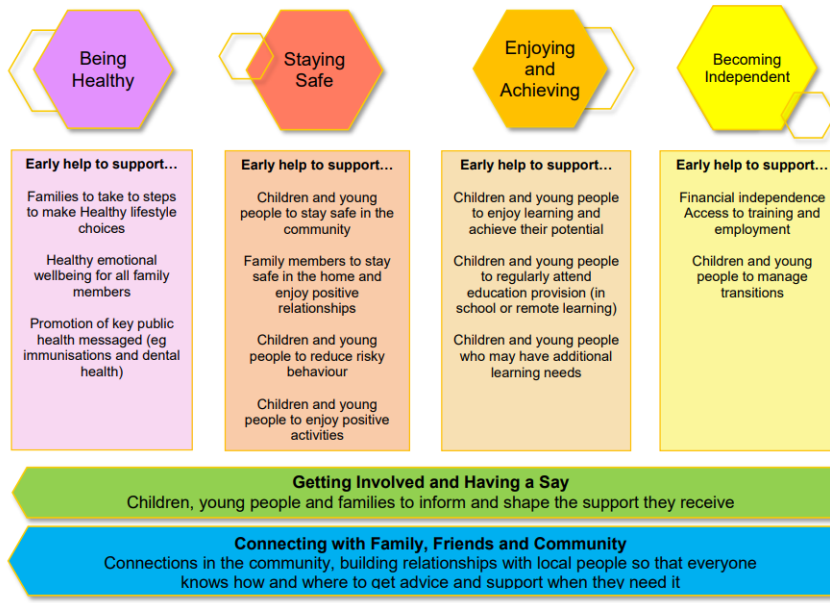
- adventure play;
- youth employability;
- issue-based work with young people;
- youth engagement and participation;
- targeted youth support;
- centre and street-based youth work;
- accredited learning;
- national youth programmes; and
- partnership work with the voluntary, community and uniformed sectors.

2.7. Merton’s integrated youth support offer is provided within the Merton Safeguarding Children Partnership’s model of Effective Support, and of Early Help.



Merton's Early Help Priorities

In Merton we want to make sure that all children can achieve well in the following areas of life:



- 2.8. The Effective Support model maximises the support for young people provided within their family and their community.
- 2.9. Within the Effective Support model, the Merton Youth Offer sits alongside a significant range of other services that support young people, for example therapeutic, school based, safeguarding and health-based interventions. Thus, youth work makes up one part of the wider offer to children and young people in Merton.
- 2.10. Publicising the youth offer it is not just about making young people aware of what is available. Parents can be a key audience for allowing access or enabling young people to attend a club or program. Some services are targeted at specific group (for example, young people not in education or employment, or those in the care of the local authority), and targeted publicity is more appropriate for these services. Different channels of communication are used to try and reach each group.

Website publicity

Liaison with and publication of the offer from voluntary and community sector youth groups, linked to the Merton Youth Partnership.

YOUNG MERTON

- 2.11. The statutory guidance for Youth Services identifies that every local authority must provide a local offer for young people, bringing together the range of local services, including those provided by the voluntary, community and uniformed youth sector, so they know what there is available, and where and how these services might be accessed. Merton provides **YOUNG MERTON** which is a young people 'skin' of the family services' web-based directory.

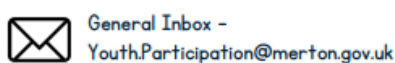
The Youth Parliament and Young Inspectors have advised on the development of this website.

- 2.12. The Young Merton website includes services and information, advice and guidance for Merton's young people, covering topics such as keeping safe and healthy, work, money, and education and learning. It also includes the local offer for care leavers, and signposts young people towards opportunities to have their say and get involved in their communities.
- 2.13. Although we are aware that the Youn Merton website might not be the main way that young people access information, over the past six it was viewed over 7000 times by 2246 users. In August alone, Young Merton had a total number of views of 1,321 and 513 unique users. The most popular pages were:
- Things to do
 - Floodlight London - Adult education courses
 - Local Offer for Care Leavers
- 2.14. The site is also promoted to professionals so that they can signpost young people.

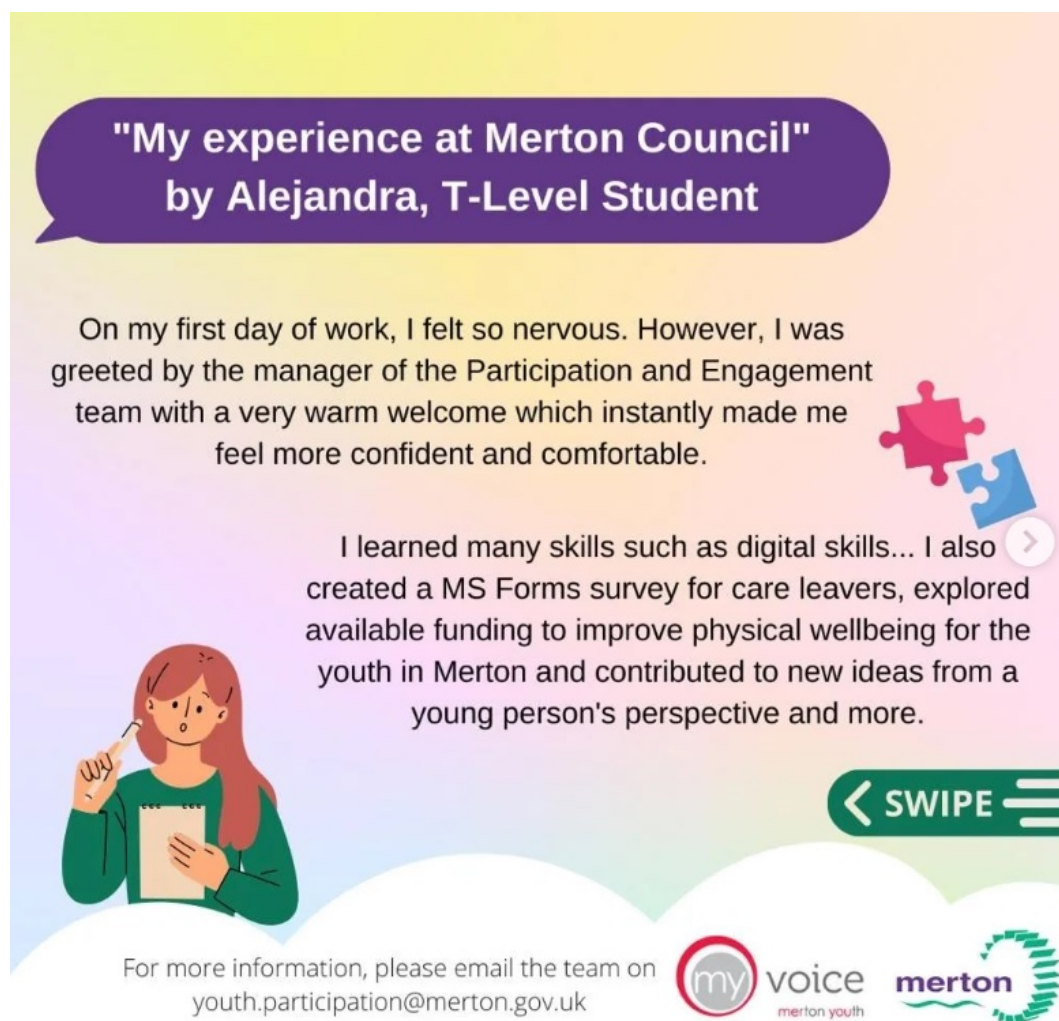
Universal and targeted youth voice through the participation team

- 2.15. The Participation and Engagement Team organise a range of ways to ensure we hear the voice of young people, and to give them access to decision makers. The team runs the Youth Parliament, the Children and Disabilities in Care Council, and the Merton SEND Youth Advisory Forum. The team also includes the young inspectors, who help us hear the voice of children and young people on a wider range of issues.
- 2.16. The Participation and Engagement Team promote opportunities for young people's voices to be heard in a variety of ways: liaising with professionals, emailing parents/foster carers directly, newsletters aimed at children & young people, as well as attending in-person events such as Merton's Big Sports Day and Merton College freshers' fair.
- 2.17. For care-experienced children and young people, including care-leavers, we offer a variety of events and activities, including arts & crafts sessions and day trips into Central London. These events are promoted through communications with foster carers and social workers, through the team's newsletter, and directly to young people who are engaged with the service. Year to date 23 care experienced children and young people have engaged with these activities.
- 2.18. Merton's Youth Parliament brings young people from across our schools and communities together. Over the academic year 2022/23 12 meetings, involving 20 young people, were held, in addition to sub-groups with focused themes.
- 2.19. Through a variety of ways, including visits to secondary schools and promotion online, the cohort for 2023/2024 has risen to 29 young people.
- 2.20. The team recently launched a SEND Youth Advisory Forum; working with colleagues from special schools. The first meeting took place virtually at the start of October which was attended by 16 young people.

- 2.21. The team primarily uses 'WhatsApp' to keep young people updated with events, activities, and future meetings. WhatsApp is also used to reach out to parents and foster carers. Young people can access the WhatsApp group on Wi-Fi: it does not require a phone contract.
- 2.22. Over the last twelve months, two newsletters aimed at children and young people have been established. The first is for children in care and care leavers, which is posted directly to young people. The second is a bulletin for secondary school pupils. Both formats include information on services available, competitions and opportunities to have a say. We also aim to get young people to contribute to the newsletters.
- 2.23. First edition of our school bulletin:



- 2.24. In 2022, the team began using the social media platform Instagram to showcase, promote and share opportunities with young people. The team have access to a Facebook and X (formerly Twitter) account. However young people have informed us that these are not their preferred platforms for engagement and therefore they are not used by the team.
- 2.25. The team currently has over 250 followers on Instagram under the handle @myvoicemerton; this has been achieved through authentic engagement as highlighted above.
- 2.26. Example of Instagram post



- 2.27. In addition to creating their own posts on Instagram, the team also shares wider opportunities by ensuring they are engaging with accounts from other service providers such as Catch22, Student Spectra and Off The Record. In return, these accounts also engage with the team's posts and have shared opportunities to their own followers.
- 2.28. The team also use Instagram to showcase job opportunities within the team, such as 'Young Inspector' and 'Expert by Experience Trainer' roles.
- 2.29. Screenshot from @myvoicemerton:



Are you care experienced and interested in becoming a Trainer?

Merton Council are looking for young people with care experience to help us deliver training to our staff, fostering families, Councillors and partners. Could this be you?

The training is called **Total Respect Training**; it helps all those working with care experienced children and young people and focuses on how they can listen to children and young people, and take their views seriously.



This is a paid opportunity for young people; if you are under 16 you will receive £100 in vouchers to attend the training course. If you are 16-24 years old you can apply directly on the Merton Jobs website to become an Expert by Experience Trainer.

To register your interest or for more information please email youth.participation@merton.gov.uk



- 2.30. The team make use of video content, created by young people for young people. Examples of this would be the Takeover Day 2022 reel, the new Children's Trust video and the [Young Inspector video on Voter ID](#).
- 2.31. Videos are shared with young people through the Instagram page, through Merton Council's website and YouTube channel, and through school networks.
- 2.32. The team have also launched a new podcast for young people. The first podcast was recorded by Young Inspectors who spoke about their peer research project. A provisional timetable of future podcasts to be recorded and launched in the future has been created, with the aim of highlighting the work of the team and opportunities for further engagement.
- 2.33. Picture from podcast recording and Spotify link: [Bright Futures: A Spotlight on Youth Services for Children in Care](#)



- 2.34. Opportunities for young people, and links to useful websites, are also highlighted through [our Linktree page](#). This is shared widely with young people, parents/carers, and professionals.
- 2.35. Working with Merton Council's Communications team, the launch of an e-newsletter is planned for 2024 to further engage young people and provide a platform where they can access opportunities within the local authority and its partners. Young people, parents/carers and professionals will be able to subscribe so they can receive updates as and when they are published.
- 2.36. The Council's recent children and young people's survey saw over 2,300 responses received which is an increase from our previous surveys and research.
- 2.37. Communication with young people involves not just seeking their views but also feeding back the Council's, and wider partnership's, response.

Holiday, Activities and Food Programme (HAF)

- 2.38. The Holiday Activities and Food (HAF) Programme is a central government funded program to provide holiday-based activities to children on free school meals and other vulnerable children. In Merton this scheme has been expanded through additional Council funding to support the challenges of the costs of living.
- 2.39. The marketing of HAF is primarily to the parent/carer as they are eligible to place their child in a program. However, some providers of secondary age HAF activities also target young people themselves to encourage attendance. Across the year we have had over 40 providers engaged in the programme, ranging from small youth clubs to large sports organisations, who have their own marketing and branding.
- 2.40. This summer saw a step change in how the HAF programme was marketed in Merton. The Holiday Activities App package was procured, which enables schools to order vouchers to be distributed to the parents of pupils eligible for the pupil premium. It also enables officers in Children's Social Care and the Family Wellbeing Service to distribute vouchers to the families they work with, and Carers Support Merton to distribute to Young Carers. Commonsense

Community Trust helped coordinate activities for Ukrainians, and an evening at the refugee hotel ensured that every refugee child could benefit. The App also enabled us to respond very quickly to individual cases. For example, a school contacted officers about a mother going into hospital for cancer care - within minutes she had vouchers by email for her children to participate in HAF. Vouchers were redistributed every week to those who had not yet booked any sessions, and this persistence was successful in ensuring that more families were able to access activities.

- 2.41. Schools are key partners in the marketing of HAF. All Merton schools supported HAF voucher distribution, and most contacted eligible parents through Parentmail of similar systems to encourage take up of the provision on their site and the programme more generally. One of the outstanding projects this year was a two-week dance programme at Ricards Lodge. The school's Head of Dance personally contacted secondary and primary (for Year 6 pupils) headteachers, resulting in a 40-place dance programme being enjoyed by children from many schools. The programme finished with a performance at the Lantern Arts Centre.
- 2.42. Merton's own Youth Centres and the Adventure Playground all had exciting summer programmes, with lots of trips, including residential and camping trips. They delivered 1,603 sessions to a total of 375 HAF-eligible children, and many others too.
- 2.43. The Council's Communications Team supported with publicity on the Council's social media sites, including about visits from the Leader and other senior Merton Cabinet members to HAF provision.
- 2.44. In total, across the summer holiday, 1,954 children were funded to enjoy 16,166 sessions - almost double that of the previous summer. In terms of reach, Merton is one of the most successful boroughs in London.
- 2.45. Feedback from providers on the use of the app was that it makes planning and the verification of eligibility much easier. Where digital access was a concern, providers helped families to use the app.
- 2.46. Whilst the use of the app as a marketing tool has been a great success and has reduced schools' administrative burden, word of mouth and ringing individual families to encourage attendance have also been successful means to increase uptake.
- 2.47. Two children enjoying that HAF schemes.



2.48. Ukrainian Families HAF project at the seaside.





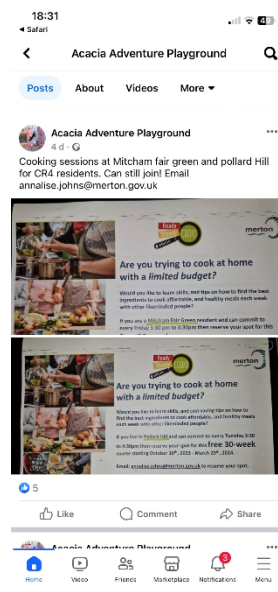
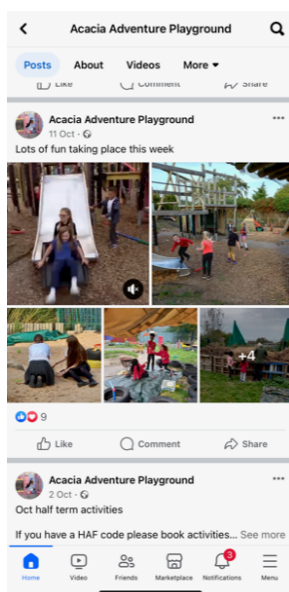
Council open access youth provision, including Family Hubs

- 2.49. Merton's open access youth provision is provided in three geographic areas with high levels of demographic need. Two of these are youth centres and one is the adventure playground. In addition, the Council youth service provides detached work where children who are regularly seen in areas outside in the borough are supported to be safe and engage in more in services. The offer is structured and goes beyond the simple provision of leisure activities. The service runs a specialist club for young people with disabilities called MAGIC. The service also works with Merton mainstream and special schools to deliver the Duke of Edinburgh award.
- 2.50. Our settings and access points are often the places where emerging difficulties can be first spotted or where children and young people will themselves first ask for help. Some of the children and young people that use our provision lack confidence as learners because they've had unsuccessful experiences of formal education, so they're also the most appropriate setting within which the extra help children and young people need can be sourced and delivered.
- 2.51. All these services share a common set of values and approaches that underpin their engagement with children, young people, and their families:
- (i) Participation: to support children and young to have a voice and actively be involved in decisions that shape their present and future.

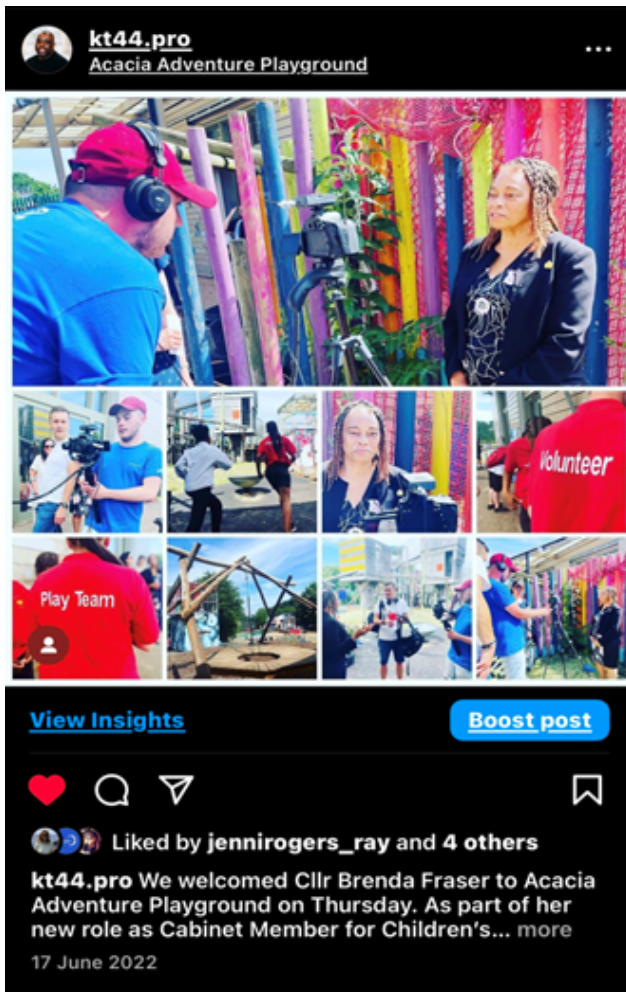
- (ii) Promoting equality, equity, diversity, inclusion and belonging by enabling and supporting children and young people to appreciate the differences within our communities and the wider global society.
 - (iii) Partnership working with our practitioners and children, young people, families, and the wider community.
 - (iv) Promoting personal, social, and political development of children and young people.
 - (v) Informal and non-formal education based on a voluntary relationship with children and young people so that they make the decision to accept or reject the offer.
 - (vi) Challenging children and young people through enabling participation in a fun and diverse range of positive activities that raises their aspirations and encourages them to take risks in a safe and supported environment through decision making.
 - (vii) Empowerment and personal agency ensuring that children and young people have the confidence, support, tools, and space to take control of their lives.
- 2.52. Merton's community based universal Youth Service engages children and young people of all interests and abilities and provides opportunities for early intervention in a wide variety of venues and settings. It extends early intervention into many different areas of children and young people's lives, enabling them to pursue their interests, develop their talents, enjoy learning, and have fun.
- 2.53. These services need to market to parents as well as children as the parents will enable access to services for young children or those with higher needs. Equally the services need to market directly to young people in these geographical areas.
- 2.54. Services are always thinking of innovative and creative ways in which to engage children, young people, and their families. Youth Work Week (Monday 6th - Sunday 12th Nov 2023) - [Youth Work in every place and space](#) has been used as a lever, workers attend local schools to run assemblies and inform parents of the offer.
- 2.55. Youth Centres are part of the Merton Council Family Hubs. This is a new initiative and branding which has been helpful in reaching out to local parents, publicising a range of family and young people-based services. The brand has been developed with an external agency and is being used in communication and local signage. Over time it is hoped that this brand will be recognised by local parents as a sign of where services are available in a range of community buildings, including (as well as youth services) children's centres, libraries, and voluntary sector provision.
- 2.56. Merton Family Hub Brand



- 2.57. The Acacia Adventure Playground and Phipps Bridge Youth Centre are both Family Hub centres. Pollards Hill Youth Centre is a 'spoke' of the Family Hubs. The new branding was launched at open days over the summer.
- 2.58. At Acacia Adventure Playground food poverty is disproportionately experienced by children and young people accessing the provision. Therefore officers work with the HAF programme, and offer food banks to support families with food-based initiatives.
- 2.59. The 'adventure play' children experience at the playground is a protective factor for children. It includes team games and fun on play structures and also non-competitive, non-judgmental, and non-traditional exercise, contributing to the aim that all children should have at least two hours of physical activity a week (an aim of the Healthy Schools Programme). The HAF app has made more parents aware of the playground and many of those children now attend free weekly sessions as well as HAF.
- 2.60. The playground posts on Instagram and Facebook, as some of the parents use Facebook.
- 2.61. An example of recent Facebook posts promoting HAF and offering support to parents.



An example of an Instagram post:



- 2.62. The after school and junior youth work programme at Phipps Bridge Youth Centre has been an important part of the Council's offer to children that live on the Phipps Bridge and Cherry Tree estates for several years. The transition curriculum delivered helps children build resilience and prepare them to become independent young adults, whilst also providing them with a sense of individual self-worth and empowerment and bridging the gap to more senior based youth services in the borough. The Phipps Bridge Centre Launch was posted in social media and the event was captured and celebrated in a [You Tube film](#) for parents to watch.
- 2.63. At Pollards Hill Youth Centre, youth club sessions are a safe space for children and young people from the Pollards Hill area and East Merton as a whole. Holistic wellbeing is at the heart of the provision, and they have created a space for young people to participate in programmes such as the 'Young Men's Inspirational Residential Project'. This is an opportunity for young men to explore identity, race, mental wellness, and intergenerational and complex trauma. For the girls and young women there is a hair project, exploring the themes of hair type, texture, and styles through the lens of culture, identity, heritage, and gender. Both projects encourage young people to reflect on their own holistic health and subjective well-being. The centre is marketed to local families, and word of mouth is important in spreading the word about activities. The centre has been extremely popular for many years and older young people will pass on to their younger brothers and sisters the benefits of attending the club. When the centre runs specific

projects, they will advertise to bring in new young people who may be specifically interested.



- 2.64. The street-based Youth Work Team is a multi-method approach that includes detached working, outreach, and a mobile and targeted programme underpinned by the principles of situational and contextual safeguarding. Workers engage children and young people through conversational interventions, issue-based workshops, positive activities, and outdoor learning. This is primarily delivered where the children and young people hang out, whether it's on the streets, housing estates, shopping parades or green spaces. The key marketing tool for this work is the uniforms worn by workers, whereby children can recognise them as safe adults. The service is promoted to professionals, shops and agencies who can help to identify groups of young people in the community.
- 2.65. The Youth Work Team is also one of the Merton Youth Partnership's providers delivering the [Motivate Merton Youth Mentoring programme](#).



- 2.66. The Duke of Edinburgh's Award is the most recognised youth accreditation award in the world. The four sections of the award involve young people undertaking volunteering, a physical activity, expeditions, and skills development. These activities all contribute the Council's strategic priorities of Civic Pride and Borough of Sport. There is an established programme with an open award centre at John Innes Youth Centre as well as 12 local units run within our schools (5 LA maintained; 1 academy; 3 special; and 3 independent) across the borough. In 2022/23 there were 721 enrolments on

to the programme, of which 422 were Bronze, 221 Silver, and 78 Gold. 90 participants were disadvantaged young people. A total of 415 awards were achieved, of which 285 were Bronze, 221 Silver, and 78 Gold. 68 awards achieved were also by disadvantaged young people. This year the young people completed 10,764 volunteer hours, which had a social value of £51,765 to the Merton community.

2.67. Duke of Edinburgh use X (formerly Twitter) to promote activity that young people have undertaken. This in turn increases awareness of the offer.

2.68. Example of a recent Duke of Edinburgh post on X for Youth Work Week:



- 2.69. M.A.G.I.C Youth Club (at Phipps Bridge Youth Centre) is a Saturday club for young people with learning difficulties. This programme caters for the social, educational, and recreational needs of a young person by engaging them in activities, skill-building and social interactions with their peers, staff, and volunteers. This is a safe space where they can make new friends, contributing to their personal growth and development. The service works alongside and accept referrals from other services and agencies including directly from parents and carers; the borough's Short Breaks and Children with Disabilities teams; special schools; Merton MENCAP; and Kids First (Merton's parent/carer forum). The marketing of this service is directly to professionals and parents in the form of physical and e- leaflets such as the one below.



M.A.G.I.C CLUB

Merton family hub

Gym | Wii | Art & Craft | Pool | Football | Table Tennis | Cooking & Trips

**Every Saturday (term times)
10.30am until 2.30pm**

Come and join our Mixed Ability Group Community! We're a specialist youth group for 11-25 year-olds with learning disabilities or Autism.

Referrals for taster sessions and assessments can be made by parents/ caregivers, schools/ colleges, social care, and SEN. Book now for your assessment.

Cost per session: £4.00



SAT 10.30AM UNTIL 2.30PM
TERM TIMES

PHIPPS BRIDGE YOUTH CENTRE
CR4 3PR

Phipps Bridge Youth Centre, Colham Court, Haslemere Avenue, Mitcham, CR4 3PR

FIND OUT MORE:
lisa.tharpe@merton.gov.uk

Targeted Youth Work

- 2.70. The My Futures team support young people at risk of becoming, or who are, Not in Education Employment or Training (NEET). The service takes referrals from schools, colleges and via various statutory services including the Children and Families Hub. The service markets itself to professionals (to raise awareness of how referrals can be made), but also markets itself directly to young people so that they know the offer of support is there for them. The service tracks young people by writing letters, phoning, texting and even knocking on doors to find and support young people who are NEET.

- 2.71. The service offers holiday activities during each school holiday period to targeted young people. Ideas for activities are sought from the young people themselves. The activities enable relationships between keyworkers and young people to be strengthened; build confidence; provide an opportunity to make friends, learn new skills, and become exposed to opportunities that they may not ordinarily have the access to; and to have fun.
- 2.72. Photos below are of young people on summer 2023 activities to Ninja Warrior, Go Karting and Thorpe Park.





2.73. My Futures social media presence is on Twitter and Instagram as they work with 16 to 25 year olds. Here they publicise trips, education, employment and training opportunities, and promote awareness days. This helps young people who are out of education to find opportunities for themselves. The service currently has an apprentice position which leads on social media posting. Picture of Instagram posts



myfuturesmerton

Follow



2.74. Picture of X posts



- 2.75. This year the service had a dedicated hotline and in person support offer on GCSE results day. Although this was publicised using posters and flyers on social media platforms, and through other youth services and schools, contact on the day was very low. This is reported to be usual for My Futures. The services are seeking new routes to promote these offers to parents and as well as young people.
- 2.76. The service identifies those whose destination is unknown, and routinely offers support to those who are NEET through targeted emails, telephone calls, letters and door knocking. They have a good response rate from recipients of the letters who email our inbox to update us and/or seek support.
- 2.77. This work has been very successful in keeping Merton's NEET levels in the top quartile nationally and better than London averages for a number of years.

Conclusions

- 2.78. Youth services exist within the context of a broad range of services that support young people: statutory and non-statutory; Council and partner provided. The recent Family Hub branding will help improve the publicity for all these services to families.
- 2.79. The marketing of youth services needs to be aimed at young people themselves, but also more broadly to their parents and professionals.
- 2.80. Marketing to parents and young people is now more reliant on social media, and less on websites. However, web information that is easily searchable is

clearly required and used. Services' skills in using social media are gradually improving, and we will need to evolve our approach as new platforms emerge. The new App used by HAF is an example of where this can work well.

- 2.81. Posters, flyers, leaflets, word of mouth and signage still have their place.
- 2.82. Promoting the wider offer where the Council neither commissions nor runs the service is a greater challenge.
- 2.83. The new Council branding work will assist in identify council funded projects and services. The promotion of youth services within the Council's Borough of Sport initiative and branding means that more young people are aware of sporting activities in Merton as part of the youth offer.

