A Commissioning Prospectus:
GRANT PROGRAMME
LGB&T YOUTH OFFER 2014-2017

Community Action Isle of Wight
The Riverside Centre
The Quay
Newport
Isle of Wight
PO30 2QR
A Commissioning Prospectus: LGB&T Youth Offer
Grant Programme 2014-2017

TIMELINE:

<table>
<thead>
<tr>
<th>DATE: 2014</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 August</td>
<td>Prospectus issued</td>
</tr>
<tr>
<td>5 September</td>
<td>Closing date for all applications</td>
</tr>
<tr>
<td>September (date will be advised)</td>
<td>Panel meet (date will be advised)</td>
</tr>
<tr>
<td>September (date will be advised)</td>
<td>Preferred providers notified</td>
</tr>
<tr>
<td>September (date will be advised)</td>
<td>Mandatory training for preferred providers begins</td>
</tr>
<tr>
<td>1 October</td>
<td>Youth Offer Programme begins</td>
</tr>
</tbody>
</table>

Introduction
This Prospectus is part of a grant-making programme supported by the Isle of Wight Council (IWC) and Community Action Isle of Wight; the administration for which will be undertaken by Community Action Isle of Wight (CAIW) on behalf of the Isle of Wight Council.

The Prospectus programme provides a fair and transparent access to grant funding that enables public service delivery on the Isle of Wight by voluntary, community and social organisations and enterprises of all types.

This Prospectus is an invitation to all voluntary, community and social organisations and enterprises of all types to bid for grant funding, which they can use to provide services and projects that will deliver youth opportunities and positive activities within an environment, where young people can engage in a safe, social setting.

Under this Prospectus provision of these services will be positively targeted towards LGB&T young people aged 11 to 19 and up to 25 years with additional needs.

What is a Prospectus?
The power and responsibility afforded to local authorities is defined by legislation. With the introduction of the Localism Act 2011, local authorities are now enabled to make changes that reflect local need, promote best practice and bring added value to the community. IWC believes that by involving civil sector groups and organisations in the planning and delivery of local services and activities will promote:

- Distinctive and better services
- Reflect local community needs and strengths
- Encourage local partnership working
- Develop stronger and more active communities
- Create volunteering and other civic opportunities
- Create value for money

Public sector partners on the Isle of Wight want to encourage thriving business and civil sectors (voluntary, community and not for profit organisations).
They also have to ensure that best value is met through public funding. This has resulted in the use of the Prospectus grant funding process. The Prospectus approach recognises and encourages the diversity of the possible potential applicant groups, organisations and enterprises. It is designed to be easy to use and geared to the needs of those bidding for funding.

This Prospectus is open to new and existing organisations as well as small enterprises of any type. As with all public funding, successful bidders will help to deliver a number of outcomes in return for any grants made.

Grants will be awarded through a competitive bidding process intended to encourage innovation, collaboration and capacity building in our Island communities. Partnership approaches are welcomed both from the point of view of delivering better services to young people and delivering a value for money service.

Under this competitive bidding process grant funding decisions will be based on the information supplied within the application and from a small presentation to Panel.

Bidders are required to use the official application form to inform Commissioners:

- how their bid will deliver the outcomes set out in this Prospectus,
- how the grant funding will be used,
- how funders will know how well the service is working.

The Prospectus process allows flexibility, creativity and innovation providing the outcomes are being delivered. There will be opportunities to negotiate with successful bidders before and after a funding agreement is made to shape proposals to make sure the required outcomes can be delivered.

**Why do we want partnership with the voluntary and community sector?**

There are two reasons for making the change: one is financial, as IWC are obliged to make cuts to address their £28 million budget deficit and two, to ensure the best value from public funds is met through the principles of the Localism agenda.

IWC believe that involving civil sector groups and organisations in planning and delivering local services and activities, promotes stronger and more active communities as well as value for money. Funding public services in this way is shown to lead to distinctive and better services that reflect local community needs and strengths. Making grants also makes partnerships between organisations and enterprises easier, as well as providing volunteering and other civic opportunities that strengthen and enrich local communities.

As well as being an agent for change, innovative small businesses and a thriving and independent community sector can also be an important voice, helping funders to arrange and support more responsive services that are based on the in-depth knowledge and experience of local communities.
What are the priorities under this Prospectus?

The Isle of Wight Children’s Trust, a strategic partnership of statutory and non-statutory organisations working with children, young people and families on the Isle of Wight, has developed a three year plan (press CTRL and click to open link in blue below):

IW Council: Children & Young People's Plan 2014-2017

Prospectuses aim to support delivery of the main themes and priorities for the public service organisations on the Isle of Wight. The Isle of Wight Council, as part of the Children’s Trust, is seeking bids through the prospectus approach that propose innovative approaches to the youth offer and support the Children’s Trust priorities.

It identifies the following priorities;

• Securing children and young people’s emotional, mental and physical health
• Helping children and young people to be safe and feel safe
• Improving education to provide all children and young people with outstanding learning opportunities
• Inspiring and providing equal opportunities for all children and young people to achieve their goals and dreams
• Addressing the incidence and reducing the impact of poverty on the achievement and life chances of children and young people

Is this Prospectus for all children and young people?

No. The IWC has already launched and processed their main Youth Offer Prospectus (May -July 2014) which will ensure that youth opportunities and activities will be delivered for all young people aged 11-19 years and up to 25 with additional needs, across the Island from October 2014.

However, Isle of Wight Council also want to ensure that lesbian, gay, bisexual and transgender (LGB&T) young people are fully included in society, with equal access to opportunities, able to live without fear of prejudice, discrimination and harassment and able to make successful and healthy transitions to adulthood in order to achieve their full potential.

The Equality Act 2010 makes it unlawful to discriminate against people with a ‘protected characteristic’ (age, disability, gender reassignment, pregnancy & maternity including breastfeeding mothers, marriage & civil partnership, race, religion or belief, sex/gender and sexual orientation) and ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.
Under The Equality Act 2010, those organisations that provide a service to the public or a section of the public (service providers), or who sells goods or provides facilities to the public (including all such services, whether or not a charge is made for them) must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

These are sometimes referred to as the three aims or arms of the general equality duty and the Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.

- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

In order to achieve this Isle of Wight Council is providing £14,000 funding across 2.5 years to provide youth opportunities and positive activities within an environment where LGB&T young people can engage in a safe, social setting.

Therefore this Prospectus in accordance with The Equality Act 2010 refers exclusively to the provision of youth opportunities and positive activities for **LGB&T young people aged 11 to 19 and up to 25 years with additional needs** that support individuals and groups directly.

**What do organisations need to be able to demonstrate?**

Organisation’s need to be able to:

- Take a child centred and children’s rights approach, based on listening to and respecting the young people’s own views.

- Provide a safe Youth Offer that complies with the 4LSCB policies and procedures.
• Ensure that staff and volunteers are DBS checked and are recruited through safer recruitment procedures.

• Demonstrate that staff and volunteers have the appropriate training in working with young people and safeguarding (level 2).

• Provide an impartial and culturally sensitive service that meets the diverse needs of the Isle of Wight (in line with the Equalities Act 2012).

• Remove barriers preventing young people from accessing services and activities and improve that access.

• Provide the Family Information Zone (FIZ) with up to date information on what is on offer to raise awareness and increase young people’s engagement in the youth offer.

• Participate in workforce development opportunities-with a focus on safeguarding and working with young people.

• Work in partnership with the Isle of Wight Children’s Trust and respective partners from both the statutory, voluntary and community sectors, Isle of Wight Council, NHS Trust.

• Deliver the programme throughout the period October 2014 – March 2017.

What particular things are IWC looking for?

Particular value will be placed on:

• Innovation,

• Youth –led design

• Partnership working between organisations.

• The inclusion of match funding, whether in cash or kind, whether for all or part of the delivery period. Bids that will also attract funding and utilize resources from other sources will be particularly welcome.

• Bids that will also attract funding and utilize resources from other sources will be particularly welcomed.

• Bids that increase opportunities for the involvement of volunteers.
All bids will be expected to:

- Deliver safe and secure places for young people to go
- Deliver an innovative and varied youth offer
- Provide good quality impartial information and guidance, on issues relevant to young people including: sexual health and relationships education, healthy eating, physical exercise, substance misuse, crime prevention mental health, smoking cessation, engaging in education, life skills, equality and diversity, anti-bullying work, volunteering, housing support.

In addition, larger bids will be expected to contribute to:

- Delivering a lead professional role for young people, when appropriate, and use the Common Assessment framework (CAF) process to assess needs, plan actions and improve outcomes.
- Attend Team around the Family (TAF) meetings and plans.
- Early help partnership working with other agencies and partners (including adult services) to improve outcomes for more vulnerable young people, including; Choices, Targeted Youth Support, Strengthening Families Programme, Parenting and Family Support Services.

Is there anything else needed to be considered?
Successful bidders must be able to show that they have or will have arrangements in place to meet the following responsibilities and provide evidence of:

- Safeguarding Policy for Children, Young People and Vulnerable Adults.
- Public liability insurance (minimum £5 million).
- Evidence that they are able to manage grant funding effectively and efficiently.
- Evidence that they qualify for funding as an organisation – please note that grants can only be made available to incorporated trading enterprises, voluntary and community groups.
- Organisations are advised to check their governance documents to ensure they are empowered to deliver the services they propose and across the geographical area (s) covered in their bid.
• Compliance with relevant legislation including health and safety, risk assessment, equality and diversity, safeguarding vulnerable adults and children, data protection and freedom of information. This will need to be demonstrated by providing copies of relevant organisational policies.

• Agreement to the use of the Isle of Wight Council logo and web address on any promotional materials for funded activities.

• A non-discriminatory service that provides equality of opportunity.

If you can’t show that you can meet these requirements, you may still be able to deliver a service by working in partnership with a more established organisation. You may wish to discuss this possibility with Trudy Shephard Community Youth Offer Development Officer 01983 539375 or tshephard@actioniw.org.uk

How do I apply?
An approved application form can be secured by contacting: Trudy Shephard Community Youth Offer Development Officer (CAIW) T: 01983 524058 or E: tshephard@actioniw.org.uk to discuss your idea. This enables CAIW to register your interest, help develop your idea, introduce you to other potential partner groups and advise on what information will help to build your bid. The application form will give you the opportunity to explain your ideas and how you propose to deliver the commissioning outcomes set out below.

What are the commissioning outcomes?
The commissioning outcomes you can help IWC to achieve are:

• Increase young people’s awareness of the youth offer and activities that are available locally and across the island

• Increase the percentage of disadvantaged young people who participate and engage in the youth offer

• Increase the number of young people accessing targeted early help support

• Contribute to improving young people’s educational/training/employment outcomes

• Improve young people’s confidence and self-esteem,

• Increase young people’s participation in service design, delivery and governance

• Improve health and wellbeing and feeling and being safe
A Commissioning Prospectus: LGB&T Youth Offer
Grant Programme 2014-2017

- Improve young LGB&T people’s knowledge in relation to sexual orientation and gender reassignment including sexual health and relationships education, self-esteem, confidence, image and identity, mental health, promote safer sex and sexual health; stress; personal safety; dealing with homophobia; coming out assertion and communication, healthy eating, physical exercise, substance misuse, crime prevention, mental health, smoking cessation, life skills, equality and diversity, anti-bullying work, volunteering, housing support.

What funding and resources are available?
The total expected funding available through this Prospectus will be £14,000 over 2.5 years, divided as £5,500 per full year and £3,000 per half year. Applicants should note this total budget figure when considering the scale of proposal they are intending to submit, given the desire to support a mix of local and Island wide provision. This funding is to be used to deliver the Isle of Wight Council’s commissioning outcomes for young people for the period from October 2014-end of March 2017.

Points to note:

- If the new service to be provided is fundamentally the same as that currently provided by the IWC youth service, please be aware that TUPE is likely to apply and you will need to seek independent legal advice on the implications of this.

- One of the assets available to providers is a youth bus. If you would be interested in utilising this resource please indicate this on your application. A service level agreement is being drafted for non-IWC use.

- A range of additional resources will be available when the Isle of Wight council youth provision ceases. A process for successful bidders to apply for loan or transfer of these resources will be established.

- The council will work with local partners, as part of the commissioning process, to explore preferred sites for youth work in each area. The aim is for a sustainable community-based youth offer to be made available in the most appropriate venue. If you are interested in utilising an existing council owned youth club building for delivery of your project/service please make this clear in your application-please note that the community asset transfer is not an automatic part of the commissioning process. The council will be able to explore community asset transfers with your organisation.

Applicants may also wish to refer to the following consultations and information that may help the development of their proposals.

Child Well Being Report 2012:
Youth Offer Consultation Report 2014:
http://www.iwight.com/Meetings/committees/Executive/8-4-14/PAPER%20E%20-%20APPENDIX%201.pdf

Data on the Isle of Wight’s Population:

Who will help me with my application?
A CAIW Volunteer Support Team member may be available to support with/advise on the actual bid writing if this is needed. These volunteers will have relevant bid writing skills but it should be noted they do not offer specialist knowledge in services for Children and Young People. The capacity of the team to provide this support will be dependent on demand. For further information please contact: Philippa Daley on 01983 539374 or pdaley@actioniw.org.uk

How will bids be evaluated?
Under this competitive bidding process, grant funding decisions will be based on the information supplied within the application and from a small presentation to Panel. The Panel will comprise of young people and senior leads from the Isle of Wight Council, the Voluntary Sector and the Local Safeguarding Children’s Board who will meet in autumn 2014 to consider applications on the basis of:

- Perceived impact and value for money against the published outcomes in this prospectus
- The number of young people benefitting from the service,
- The extent to which the young people benefit,
- The extent to which more vulnerable young people are likely to benefit from the provision of the service
- The level of match funding in cash or in kind help, to increase the size, reach and quality of the service.
- The evidence of the involvement of young people to support demand for the service proposed and their influence on the content of the bid.
- As part of this assessment process applicants will be required to provide a short presentation outlining their proposal.
When and how do I need to submit my application?
Our deadline for all applications is 1700 hours (5pm) on 5 September 2014. Bids can be accepted by post, hand or email. Applications received after the closing date will not be considered. Completed applications should be sent to: Trudy Shephard, Community Youth Offer Development Officer, Community Action Isle of Wight, Riverside Community Centre, The Quay, Newport IW PO30 2QR or E: TShephard@actioniw.org.uk

Information for successful bidders
Successful bidder(s) for grant funding will be offered a funding agreement with the local authority, with identified conditions. The agreement will include arrangements that will be put in place to monitor how the outcomes are being delivered and a schedule of grant installment payments.

Grants will usually be made in a number of payments to a previously agreed schedule, on proof that outcomes are being delivered. However, there may be some flexibility; for example, an initial start-up payment can be claimed if needed. Usually the funding agreement will also set out how part or all of the funding may be reclaimed if the project is not delivered as agreed.

Any funding provided through a prospectus can only be used for the purposes set out in any funding agreement with the Isle of Wight Council, and cannot be used to subsidies any other activities. Use of funding for purposes other than those agreed will lead to funding being withheld or reclaimed. The IW Council and the NHS have an agreement with the local community sector, called the Local Compact. This sets out standards for business relationships. The Compact will be applied if any changes to grant funding have to be considered.

Successful bidders will be expected to attend any mandatory training under the Youth Offer which includes training on Monitoring and Evaluation of Services which is likely to be held in September 2014.

How will we know that our outcomes are being achieved?
The Isle of Wight Council will require evidence of the impact and the outcomes it has set. Monitoring will therefore look for a combination of information about how much activity has been delivered and how effective it has been. All successful bodies will be required to adopt a shared approach to monitoring the impact of the work being delivered.

Successful organisations will be supported in their delivery by two development officers;

**Trudy Shephard:** Community Youth Offer Development Officer – managed by Community Action Isle of Wight. This role will provide capacity building and will support grant funded organisations to promote and develop good quality youth provision across the island.
Darren Poplett: Youth Offer Quality Assurance and Performance Management Officer—managed by Isle of Wight Council. This role is responsible for monitoring quality and performance of providers by providing support and challenge.

Organisations will be asked to demonstrate the impact of their programmes through:

- Meeting with the Youth Offer Quality and Performance Officer during the course of programme delivery to discuss progress in delivering agreed outcomes.
- Producing quarterly monitoring reports for Isle of Wight Council
- Producing an annual ‘impact’ report for the Isle of Wight Council
- Organisations will also be expected to provide financial reports to demonstrate how funding has been used to benefit young people.
- A draft performance management template has been developed (see below).

APPENDICES:

Appendix A: Quality & Performance Report
Appendix B: Glossary
APPENDIX A: QUALITY & PERFORMANCE REPORT

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of young people registered</td>
<td>% of young people registered with programme who attend sessions</td>
</tr>
<tr>
<td>No. of sessions directly delivered</td>
<td>% of young people reporting satisfaction with activities directly provided</td>
</tr>
<tr>
<td>No. of young people who have accessed session/activity.</td>
<td>% of young people reporting satisfaction with support provided to access other opportunities.</td>
</tr>
<tr>
<td>No. of young people supported to access other youth offer activities (i.e. not directly delivered)</td>
<td>% of young people registered receiving targeted early help support</td>
</tr>
<tr>
<td>No. of volunteers engaged in programme</td>
<td>% of volunteers receiving recognised training</td>
</tr>
<tr>
<td>No. of contacts with young people (e.g. tel. calls, texts, emails, web based).</td>
<td>% of young people reporting satisfaction with advice, support and information provided</td>
</tr>
<tr>
<td>No. of young people involved in decision making within the programme.</td>
<td>% of young people reporting satisfaction with participation levels of young people in decision making.</td>
</tr>
</tbody>
</table>

Commissioned providers will need to demonstrate how they have contributed to the following outcomes:

- Increase young people’s awareness of the youth offer and activities that are available locally and across the island
- Increase the percentage of disadvantaged young people who participate and engage in the youth offer
- Increase the number of young people accessing targeted early help support
- Contribute to improving young people’s educational/training/employment outcomes
- Improve young people’s confidence and self esteem
- Increase young people’s participation in service design, delivery and governance
- Improve health and wellbeing and feeling and being safe
- Improve young people’s knowledge in relation to sexual health and relationships education, healthy eating, physical exercise, substance misuse, crime prevention, mental health, smoking cessation, life skills, equality and diversity, anti-bullying work, volunteering, housing support.
APPENDIX B: GLOSSARY

<table>
<thead>
<tr>
<th>TERM</th>
<th>MEANING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universal/Open Access</td>
<td>Available to all</td>
</tr>
<tr>
<td>Targeted</td>
<td>Aimed or directed at.</td>
</tr>
<tr>
<td>Priorities</td>
<td>The fact or condition of being regarded or treated as more important than others.</td>
</tr>
<tr>
<td>Benefit</td>
<td>An advantage or profit gained from something.</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Essentially what will be the result from this investment?</td>
</tr>
<tr>
<td></td>
<td>The Council want to meet the following priorities:</td>
</tr>
<tr>
<td></td>
<td>• Greater emotional, mental and physical health for children &amp; young people</td>
</tr>
<tr>
<td></td>
<td>• More children and young people to feel safe and be safe</td>
</tr>
<tr>
<td></td>
<td>• Offer outstanding educational opportunities for children &amp; young people</td>
</tr>
<tr>
<td></td>
<td>• Inspire and provide equal opportunities for children &amp; young people to achieve their goals and dreams</td>
</tr>
<tr>
<td></td>
<td>• To increase the opportunities for children and young people affected by social deprivation, to achieve and improve their life chances.</td>
</tr>
<tr>
<td>Social Deprivation</td>
<td>Social deprivation is the reduction or prevention of culturally normal interaction between an individual and the rest of society. Combating social exclusion and poverty is at the heart of the activities of local government.</td>
</tr>
<tr>
<td>Poverty</td>
<td>People are living in poverty if their income and resources (material, cultural and social) are so inadequate as to prevent them from having a minimum standard of living, which is regarded as acceptable by society. As a result of an inadequate income and resources people may become excluded and marginalised from participating in activities which are considered the ‘norm’ for most citizens.</td>
</tr>
<tr>
<td>Social Exclusion</td>
<td>The process where certain individuals, groups or communities reduced to the edge of society and who as a result, cannot fully participate in community life because of poverty, inadequate education or underdeveloped life-skills.</td>
</tr>
<tr>
<td>Vulnerable Young People</td>
<td>Also referred to as ‘hard to reach’ groups.</td>
</tr>
<tr>
<td>‘Hard to Reach’ Groups</td>
<td>Hard to reach groups are those, who because of their circumstances are not aware that there are services around them that may make their lives a bit better. Hard to reach can also mean the ‘underserved’: in other words there are either no services available for young people; the current services present a significant barrier to them; young people fail to access the services that are available and include:</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Disabled young people</td>
</tr>
<tr>
<td></td>
<td>Teenage parents</td>
</tr>
<tr>
<td></td>
<td>Ethnic groups</td>
</tr>
<tr>
<td></td>
<td>Travellers</td>
</tr>
<tr>
<td></td>
<td>Looked after Children</td>
</tr>
<tr>
<td></td>
<td>Young Carers</td>
</tr>
<tr>
<td></td>
<td>Young Offenders</td>
</tr>
<tr>
<td></td>
<td>Homeless Young People</td>
</tr>
<tr>
<td></td>
<td>Young people who abuse alcohol, drugs etc.,</td>
</tr>
<tr>
<td></td>
<td>Young people who are sexually exploited</td>
</tr>
<tr>
<td></td>
<td>LGBT (lesbian, gay, bisexual, transgender)</td>
</tr>
<tr>
<td></td>
<td>Young people not in employment, education or training</td>
</tr>
<tr>
<td></td>
<td>Young people in households with domestic abuse</td>
</tr>
<tr>
<td>LGB&amp;T</td>
<td>LGB&amp;T is an acronym that refers to a person’s sexual orientation e.g. same sex (Lesbian/ Gay) or both sexes (Bisexual) or Gender Reassignment (Transgender).</td>
</tr>
<tr>
<td>Acronym</td>
<td>An acronym is an abbreviation formed from the initial letters of other words which is pronounced as a word.</td>
</tr>
<tr>
<td>Gender Reassignment</td>
<td>The definition of gender reassignment has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.</td>
</tr>
<tr>
<td>‘Interventions’</td>
<td>Involvement</td>
</tr>
<tr>
<td>Vulnerable Adults</td>
<td>Broadly speaking, a vulnerable adult is aged 18 or over, receives or may need community care services because of a disability, age or illness, and who is or may be unable to take care of themselves or protect themselves against significant harm or exploitation.</td>
</tr>
<tr>
<td><strong>‘Removing barriers to access.’</strong></td>
<td>All children have the right to a good education and the opportunity to fulfil their potential. Inclusion is about much more than the types of school or activity children attend; it is also about the quality of their experience and how far they are helped to learn, achieve and fully participate.</td>
</tr>
<tr>
<td><strong>Stakeholders</strong></td>
<td>A person with an interest or concern in something, especially a business.</td>
</tr>
<tr>
<td><strong>Partners/Partnerships</strong></td>
<td>A person who takes part in an undertaking with another or others, especially in a business or firm with shared risks and profits or a number of people/organisations who share the undertaking.</td>
</tr>
<tr>
<td><strong>Match Funding</strong></td>
<td>This represents the contribution made by an organisation towards the overall cost of a project or service and includes financial donations; volunteer time; use of buildings and other resources at no or low-cost etc.</td>
</tr>
<tr>
<td><strong>Service Users</strong></td>
<td>Should be seen as a person first and foremost! Term refers to those using a particular service or activity.</td>
</tr>
<tr>
<td><strong>Equal Opportunities</strong></td>
<td>Equality of opportunity is about treating people fairly and without bias and about creating conditions in the workplace and wider society that encourage and value diversity and promote dignity. It is also about trying to redress past imbalances and ensuring that dealings with children, young people and vulnerable adults are conducted in a constructive way which does not give rise to unjustified discrimination and supports appropriate inclusion.</td>
</tr>
<tr>
<td><strong>Youth-led</strong></td>
<td>Youth-led development is a term that is used to describe initiatives that are largely devised and implemented by young people. Young people decide on what gets done and how it gets done. Youth led does not necessarily mean “no adult involvement or role.”</td>
</tr>
</tbody>
</table>