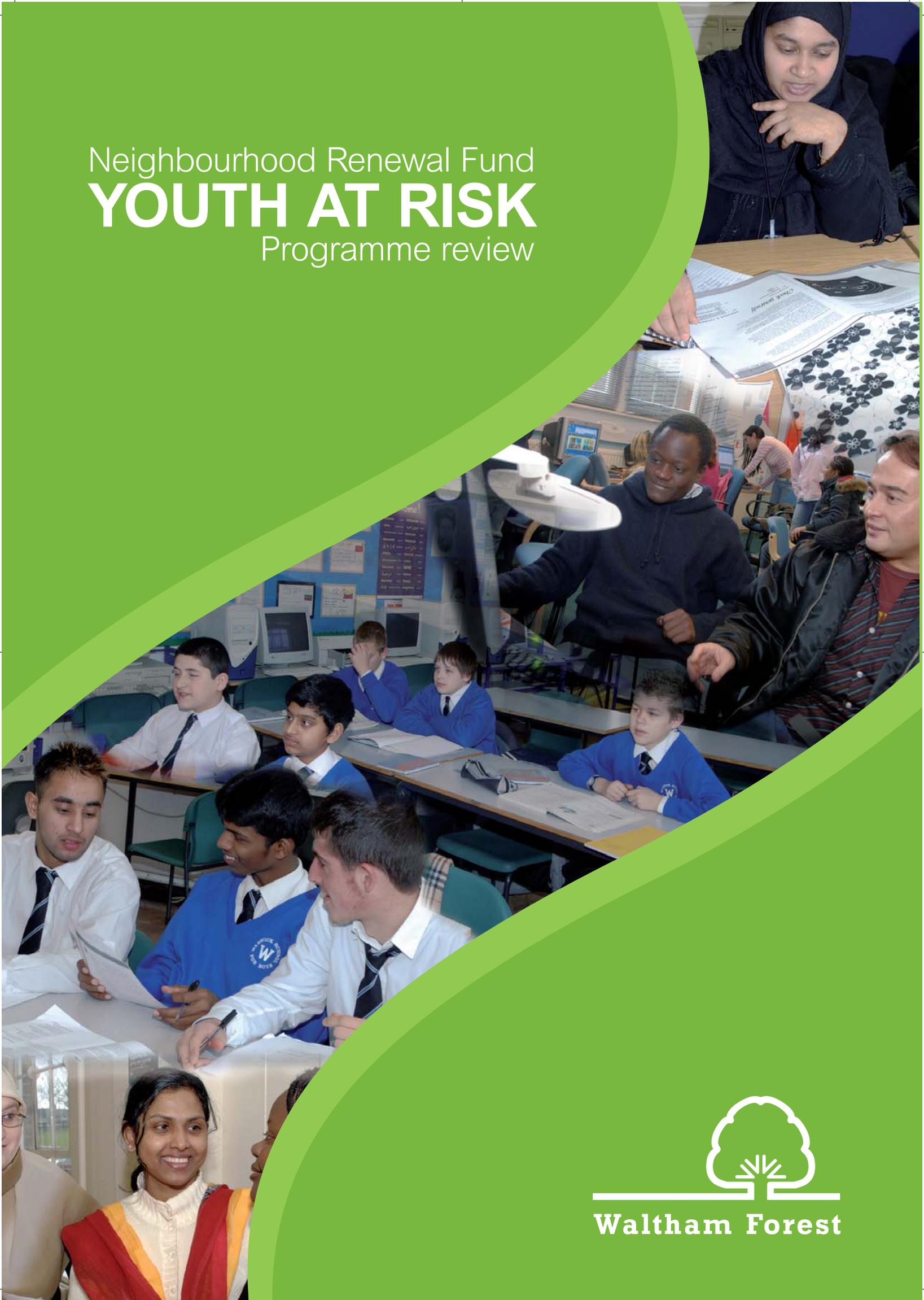


# Neighbourhood Renewal Fund **YOUTH AT RISK** Programme review



Waltham Forest

## Foreword

Our long-term neighbourhood renewal objective is to narrow the gap between the worst areas and the borough's average on education, health, crime and worklessness. In July 2004, we took a decision to focus our attention on young people: particularly those who were vulnerable and at risk of not achieving their full potential. We believe that supporting young people earlier on in their lives is more effective than dealing with issues later on.

Our research and consultation with young people, service providers and community and voluntary sector groups, highlighted key areas where the delivery of services was fragmented and unresponsive. The programme piloted new ways of working, by planning new services that focussed on engaging participation and improving access for disadvantaged young people.

Now, two years after the programme began, we present this booklet, which summarises the programme's achievements: the lessons that we have learnt from the projects; and how our mainstream service providers have changed their service delivery in response to the programme. The booklet identifies the projects that have been configured into mainstream service delivery.

The work is continuing, as we have some way to go because social exclusion still exists, and there remain gaps between the average and the poorest areas: this affects people's life chances and opportunities. We are forging ahead with our new neighbourhood renewal programme that builds on some of the successes of the Youth at Risk Programme.

Finally, this programme has been a success because of the range of organisations and people who have been committed to making it happen. I would like to take this opportunity to thank everyone involved in designing, delivering and managing the programme.



Councillor Marie Pye  
 Cabinet Member for Communities and Housing

## Contents

1.0	INTRODUCTION	02
	1.1 Background	
	1.2 Programme objectives	
	1.3 The programme	
2.0	ACHIEVEMENTS	03
	2.1 Changing mainstream service delivery	
	2.2 Impact against the Floor Targets	
3.0	KEY LEARNING POINTS FROM THE INTERVENTIONS	04
4.0	PROGRAMME DETAILS AND EXIT STRATEGIES	07
	Appendix A – Project contact details	11



# 1.0 INTRODUCTION

## 1.1 Background

In July 2004, Waltham Forest's Local Strategic Partnership agreed a £2 million, 2-year 'Youth at Risk' Neighbourhood Renewal Fund (NRF) programme. This was to help reduce deprivation in the borough's most deprived wards, so that residents would not be disadvantaged by where they lived. The borough is a young borough and the focus of the programme was on young people at risk of not achieving their full potential through introducing preventive and supportive measures.

In total 21 interventions were commissioned: 15 of these piloting new ways of working, and the remaining 6 being established services having previously benefited from neighbourhood renewal support. The programme delivered universal services to groups of young people and their families, and specialist services targeting young people requiring one-to-one support.

The programme concluded in March 2006. This booklet presents the programme's achievements, the lessons learnt, and it illustrates how service providers have changed their service delivery through mainstreaming interventions. This booklet draws on information from quarterly monitoring returns, monitoring visits to projects, an interim evaluation and exit surveys.

## 1.2 The programme objectives

At the beginning of the commissioning process, a consultation workshop was hosted with key statutory service providers and voluntary and community sector groups. The consultation highlighted the issues that affected young people and the gaps in local service provision. These concerns were grouped into the following priorities:

1. Developing multi-agency working in schools
2. Providing services for asylum seekers and new arrivals
3. Targeting out of school, but not excluded young people
4. Targeting drop outs, pre - GCSE to post college
5. Developing work related training
6. Tackling teenage pregnancy

These priorities supported the achievement of the government's deprivation floor targets:

- Increasing the proportion of 16 year olds who achieve qualifications equivalent to 5 GCSEs;
- Reducing health inequalities, specifically the under-18 conception rate by 50% and to improve sexual health;
- Reducing crime and fear of crime by reducing vehicle crime, domestic burglary, robbery, and maintaining that level;
- Reducing worklessness

## 1.3 The programme

The Youth At Risk programme focussed on the needs of young people (between ages 14-19) in the deprived wards. The programme targeted Cathall, Cann Hall, Higham Hill, Lea Bridge and Leyton i.e. the wards with the highest levels of multiple deprivation evidenced by the Indices of Multiple Deprivation (IMD) 2000. In addition to the IMD data, a range of other factors informed the commissioning exercise, including: the initial consultation with service providers and young people; gaps in service delivery; evidence of need; and service performance data.

The range of service providers commissioned to deliver the interventions indicates the diverse range of interventions that form the programme. They included EduAction, Waltham Forest schools, Waltham Forest Primary Care Trust, Waltham Forest Teenage Pregnancy Unit, Ashiana, Youth Offending Team, Youth Services, Education Business Partnership, Metropolitan Police and Waltham Forest College. During the initial project assessment stages, an emphasis was placed on commissioning mainstream providers, rather than smaller groups, because of their scope and flexibility to mainstream the interventions once NRF ended. This was also in response to emerging practice to move away from short-term investment in areas to focussing on changing mainstream local service delivery in target wards. Section 4 profiles the interventions.



## 2.0 ACHIEVEMENTS

### 2.1 Changing mainstream service delivery

The NRF enabled service providers to focus on plugging the key gaps in service delivery and working towards joining up services.

With the programme having concluded in March 2006, an analysis of project sustainability shows that mainstream service providers have changed some ways they deliver services. Analysis shows 70% of projects have been mainstreamed, or elements of activity have been mainstreamed into their delivery. Of the remaining 6 projects: 10% are fundraising to secure their sustainability and 20% have finished (of which 10% were time limited interventions).

The Youth at Risk programme initiated a culture change in provision from services and interventions being service focussed to becoming client focussed. The commissioning for 2006/7 and 2007/8, and the superseding approach, builds on some of the successful projects from the Youth at Risk programme in 2004-6. The new approach to neighbourhood renewal, our Better Neighbourhoods Initiative, coordinates and 'joins up' some of the Youth at Risk projects that had been delivered somewhat in isolation from each other.

### 2.2 Impact against the Floor Targets

A comparison of the service performance data from 2004 and more recent data demonstrates some improvements in key indicators against the deprivation floor targets. While it is difficult to directly attribute the general progress made here to neighbourhood renewal interventions, the overall progress as to user take-up and user satisfaction levels has been encouraging.

#### 2.2.1 Educational Attainment

The table opposite (table 1) shows the change in the % of pupils achieving 5 or more grades A\* - C in schools benefiting from NRF.

#### 2.2.2 Teenage pregnancies

The time lag in the availability of teenage pregnancy data makes it difficult to relate activity and impact. However, data shows that the efforts of partners do appear to be having an impact on reducing rates of teenage pregnancy. Provisional data from 2004 shows a reduction to 47.3 per 1000 females compared with 58 per 1000 in 2002.

### 2.2.3 Crime

Metropolitan Police figures (table 2) show the following trends in crime in the borough since 2003/4: burglaries and vehicle crime declined and then started to rise again; the levels of robbery have increased.

**table 1**

	2003	2005
Heathcote School	41%	51%
Aveling Park School	24%	41%
Rushcroft School	33%	41%
Warwick School for Boys	29%	39%
Tom Hood School	40%	46%

Source :  
Department for Education and Skills website

**table 2**

	2003/04	2004/05	2005/06
Vehicle crime per 1000	23.96	21.16	21.63
Burglaries per 1000 households	21.63	19.53	20.65
Robbery per 1000	7.41	8.10	10.78

Source :  
Metropolitan Police Service recorded crime data.

## 3.0 KEY LEARNING POINTS FROM THE INTERVENTIONS

The programme preparation and delivery has seen some issues arising and lessons being learnt. The lessons will inform the commissioning of the strategic interventions for the Better Neighbourhoods Initiative for 2006/7. Project managers should do the following:

### General lessons from the programme of interventions

#### Project planning

Research and plan projects beforehand; analyse the issues, clearly define what you want to do and use the information to design the project. Consider each stage of the project; identify the resources, expertise and skills required and how to coordinate different sequential tasks and people.

Project planning and development stages should be realistic, and allow for long lead-in times for tasks, changing priorities and the impact of government policy.

Conduct a risk analysis before the project begins in order to identify internal and external problems that will impact on the project's delivery.

#### Value for money

Assess value for money at pre-commissioning research stages. The project forms should also highlight how potential beneficiaries will be recruited and their long-term engagement secured.

#### Recruitment and retention

Recognise that the nature of short-term funding can pose difficulties when recruiting and retaining staff. Project managers should establish whether existing resources and staff may be deployed in different ways. If this is impossible then the planning timetable should allow for recruitment.

#### Developing strategic working

Encourage project managers to consider how their project links with other projects, and enhance joint working between projects.

#### Effective communication

Encourage project managers to work closely with the Council's Corporate Communications Team to ensure that possible controversies can be deflected, through joint management.



### General lessons from the programme of interventions

#### Paperwork

Simplify the paperwork relating to contract development, monitoring and making NRF claims. Offer training, project management support and clarification on documentation.

#### Project managers' responsibilities

State project managers' responsibilities and accountabilities for output delivery in the contract, and stipulate that resources could be withheld or clawed back if outputs are not delivered.

#### Flexibilities

Build flexibility into project targets and milestones, to allow for other critical considerations, pressures and developments if they arise.

#### Reverse incentives

Funders should recognise the pressures on projects to deliver outputs, which force programme managers to go for the 'safe options'.

#### Monitoring service take-up

Regularly monitor activities and modify the programme in response to change in local need and services. The Extended School at Tom Hood was able to adapt its programme after observing low take-up of services.



### Specific lessons from the educational improvement interventions

#### Engaging schools early

If working with schools, project managers should undertake some developmental work and research before commissioning to establish how to work with schools, the school's interest in the project, and the efficacy of referral procedures between institutions.

#### Targeting young people

Target young people and parents directly with services rather than awaiting referrals through the schools.

#### Training providers' responsiveness

Recognise that some training providers are willing to work with groups younger than is commonly expected. The delivery of the Staying Reintegrated project demonstrated a need to consider this in planning activity.

#### Communicating effectively with the Council

Encourage the development of strong relationships between project managers and funders; so that any early problems are highlighted and controversial issues are managed in advance. Any project launches should be done in partnership with the Council's Corporate Communications Team. The Main Chance project demonstrated the need to understand and appreciate media interest in some projects and establish contingency plans for managing adverse publicity.



### Specific lessons from the crime reduction interventions

#### Early distribution of project marketing information

Recognise that early marketing and publicity for projects is critical, and that information should be distributed in the early phases in order to secure participation from young people. Outreach workers and existing staff may be used to promote interest in the project. The Young Offenders Education project and Ashiana Teens experienced difficulties with securing user engagement, and identified the benefits of early marketing of project information.



### Specific lessons from the health improvement interventions

#### Adequate training

Ensure that the length of time spent delivering health awareness training and one-to-one support is adequate in order to develop beneficiaries' understanding of the issues and skills required. The Emotional Health and Well-being project identified this as a learning point.

Recognise that health-related training could benefit a wide group of professionals, including drug support and mental health professionals. The health awareness training project identified this need.



### Specific lessons from the worklessness reduction interventions

#### Insufficient training places

Understand that for work related training an academic placement is required in conjunction with a practical work-based placement. Further training places need to be identified, developed and resourced so the demand meets the supply. In conjunction with this, there is a need to encourage a range of sectoral employers to offer work-based placements and take modern apprentice trainees.

Acknowledge the need for a borough-wide approach to young people Not in Education, Employment or Training (NEET). The Council should bring together all appropriate providers to develop a more coherent approach to dealing with young people at risk of becoming NEET. The delivery of the World of Work project identified this as a key gap in partnership working.

#### External risk analysis

Appraise projects and identify any implications for other providers. The work-based learning at Heathcote and Rushcroft experienced difficulties connected to the schools objectives and incompatibility with mainstream service providers.



## 4.0 PROGRAMME DETAILS AND EXIT STRATEGIES

A brief description of the projects, the NRF awarded and the long-term sustainability prospects of the projects follows:

Project title		NRF awarded	Mainstreaming and long term sustainability options
<b>Educational improvement interventions</b>			
Staying Re-integrated	Youth Services delivered out-of-school time support to vulnerable young people to improve their learning outcomes. There were four pilot training programmes in construction, cookery, street dance and music technology.	£139,000	The lessons from the project will inform the service restructure. The service will be a partner provider to the Better Neighbourhoods Initiative for 2006-08.
Extended School at Tom Hood	Tom Hood School delivered an extended school service improving access to, and increasing take up of, joined up and streamlined public and voluntary sector services. In the longer term it sought to improve the educational attainment of young people.	£81,000	Delivery will continue through being mainstreamed into the Extended School Strategy and Children's Centre funding.
Extended School at Heathcote, Rushcroft and Aveling Park Schools	Heathcote, Aveling Park and Rushcroft Schools developed out of school services for students and their families. The sessions included: parenting classes; counselling sessions; sports sessions; access to ICT facilities to assist homework and GCSEs preparation; and healthy lifestyle sessions.	£180,000	Delivery will continue at Heathcote school through being mainstreamed into the Extended School Strategy.
Re-integration	Waltham Forest College delivered an accredited programme for excluded young people at Entry/Level 1. The intervention sought to keep young people out of trouble and off substances, and to raise standards in key essential and vocational skills.	£84,000	Delivery will continue through the mainstream budget and charging schools. From September 'Vision 12' will supersede the intervention, and will be a partner to the Better Neighbourhoods Initiative for 2006-8.
Improved provision for asylum seekers	EduAction delivered specialist support to asylum seekers and new arrivals from overseas, aged 14-16, who were not easily integrated into the 14-19 curriculum in mainstream secondary schools.	£123,000	Delivery will continue through core staff salary funding, and will be incorporated into the Better Neighbourhoods Initiative.
Home language support for bilingual students	EduAction developed supplementary schools' capacity to deliver home language support to small groups of new arrivals in schools. It developed an accreditation scheme for voluntary and community groups to enable them to assist with assessing students waiting to be placed in educational settings and offered parental/student support.	£50,000	Delivery will continue through core staff funding. Programme providers and subcontractors have secured funding.

Project title	NRF awarded	Mainstreaming and long term sustainability options
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#### Educational improvement interventions - continued

Towards inclusion of mobile students	Warwick School for Boys continued to provide a sensitive induction process for mobile/refugee pupils by raising literacy standards through providing language support to students. The programme enabled students to access the mainstream curriculum and receive mentoring support.	£100,000	Delivery will continue through core funding and the Ethnic Minority Achievements Grant.
Main Chance curriculum	EduAction delivered a programme focussing on disaffected pupils who find it hard to learn in big classes and who may stop engaging in school, drifting into the NEET group.	£100,000	The learning and material produced from the pilot will be distributed to other schools. This was a time limited intervention.
Behavioural Support Team	EduAction coordinated and delivered multi-agency support for young people to improve family support for learning, develop social and study behaviour skills, and enable them to cope in the school environment. It also assisted in developing school-wide strategies for early identification of, and intervention for, children at risk.	£240,000	50% of service will be funded through charging schools for referring students.

#### Crime reduction interventions

Ashiana Teens	Ashiana group delivered a range of workshops seeking to address the causes of disaffection in young people. This was done through exploring identity and discussing citizenship. It sought to reduce young people's involvement in criminal activity and anti-social behaviour.	£24,000	The Group are fundraising.
Communities that Care (Youth Consultation)	Waltham Forest Police Service facilitated consultation with young people to identify the risk factors that can increase the chances of young people becoming involved in criminal activity and the protective factors that can deter involvement.	£20,000	Time limited intervention.
Communities that Care (Prison, Me, No Way)	Waltham Forest Police delivered a series of workshops and disseminated information packs with a Prison, Me, No Way message to pupils attending secondary schools. This was to reduce the level of street crime in the borough and the likelihood of young people becoming involved in crime and Anti-Social Behaviour.	£78,000	Time limited intervention.
Changing Gear	The Youth Offending Team worked with socially excluded young people to help them to gain qualifications, and build self-esteem and confidence. The programme provided motor mechanic based courses including: three month accredited tyre fitting; vehicle lifting and wheel removing; tyre changing; balancing; puncture repairs; accessing technical data; and tyre serviceability.	£104,000	Delivery will continue through charging users and referral agencies.
Parenting Support	The Youth Offending Team delivered parenting services for parents of young people (14 to 17 age group) who were at risk of offending or re-offending.	£61,000	The Youth Justice Board funding will sustain this intervention.

Waltham Forest  
Neighbourhood Renewal Fund  
YOUTH AT RISK  
Programme review

Project title	NRF awarded	Mainstreaming and long term sustainability options
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#### Crime reduction interventions - continued

Educational Needs of Young Offenders	The Youth Offending Team, (YOT) delivered this project targeting young offenders, those at risk of offending and young people who come into contact with the (YOT) who were not in adequate education provision to access and participate in structured education.	£45,000	The intervention has ended.
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#### Health improvement interventions

Emotional Health and Well Being	Waltham Forest College piloted a programme that supported students and built up the confidence of vulnerable students, with a focus on English Speakers of Other Languages (ESOL). Sessions included: assertiveness; anger management; personal development; self-reflection; emotional development; awareness around health and accessing professional help.	£45,000	The intervention has ended.
Health Awareness Training	Waltham Forest Primary Care Trust delivered training to NRF project managers to develop their knowledge, skills and confidence in dealing with health issues relevant to young people.	£20,000	The intervention has ended.
Condom Distribution Strategy	The Teenage Pregnancy Unit delivered a high profile campaign to reduce unwanted pregnancies, and enabled young people to access free condoms, plus training about sexual health awareness and how to use the condoms.	£61,000	Some activity will be match-funded through the Teenage Pregnancy Grant.
One Stop Health Clinic	Waltham Forest Primary Care Trust delivered a one-stop health clinic at Tom Hood School to increase access to sexual health and other advice services for young people.	£27,000	PCT have mainstreamed this into its mainstream service provision.

#### Worklessness reduction interventions

World of Work	Education Business Partnership enabled young people who were not engaging in school to obtain work-based experience, achieve a qualification at college or a training establishment and either re-engage, or move into college, training or employment.	£73,000	Schools will buy into the service. EBP will run a specific programme for students not engaging. A manual will be made available to all schools.
Work based learning at Heathcote and Rushcroft	Heathcote and Rushcroft schools identified a local need to establish post-16 education in their schools because of the low levels of pupils that continued onto college after completing compulsory education. Heathcote delivered a Business and IT course, and Rushcroft, a Sports and Health course.	£115,000	Rushcroft School is awaiting LSC funding approval. Heathcote School have no plans to recruit further students.

# APPENDIX A CONTACT DETAILS OF CONTINUING PROJECTS

	Name	Email	Telephone
Education			
Extended School at Tom Hood	Radhika Bynon	Radhika.Bynon@sch.lbwf.gov.uk	020 8988 6435
Multi agency working to support the BST	Dawn Gill	Dawn.Gill@edu.lbwf.gov.uk	020 8709 3020
Develop Heathcote school into an extended service	Barry Hersom	Barry.Hersom@sch.lbwf.gov.uk	020 8529 5953
Improved Provision for Asylum Seekers and New Arrivals	Carolyn Crampin	Carolyn.crampin@edu.lbwf.gov.uk	020 8496 5244
Towards inclusion of mobile pupils	Pam Harris	pamharris2002@yahoo.com	020 8520 4173
New Arrivals from Overseas Home Language Support Project	Carolyn Crampin	Carolyn.crampin@edu.lbwf.gov.uk	020 8496 5244
Main Chance curriculum	Christine Ewers	Christine.Ewers@edu.lbwf.gov.uk	020 8496 5247
Reintegration	Nik Smith	Nsmith@waltham.ac.uk	020 8501 8000
Staying Reintegrated	Denise Humpreys Steve Fountain	Denise.Humprey@lbwf.gov.uk Steve.Fountain@lbwf.gov.uk	020 8496 1527
Health			
One stop health clinic in Tom Hood School	Alison Goodlad	Alison.Goodlad@WF-PCT.nhs.uk	020 8928 2413
Emotional health and well-being project	Debbie Greenidge	dgreenid@waltham.ac.uk	020 8501 8000
Developing a condom distribution strategy	Margaret Burke	margaret.burke@soc.lbwf.gov.uk	020 8496 2136
Worklessness			
WBL programme in Heathcote / Rushcroft Schools	Barry Hersom	Barry.Hersom@sch.lbwf.gov.uk	020 8529 5953
World of Work	Debbie Fleming	Debbie.fleming@edu.lbwf.gov.uk	020 8496 5795
Crime			
Parenting Support for Children and Young People at risk	John Anthony	John.Anthony@lbwf.gov.uk	020 8496 2152
Changing Gear / Fit to work	Steve Devereux	Steve.Devereux@soc.lbwf.gov.uk	020 8496 1396

## INTERPRETING AND TRANSLATION ASSISTANCE

This booklet summarises the two year neighbourhood renewal programme - Youth at Risk. If you would like to request a summary of this document in your own language please tick the box and return the form to the address below.

This document can also be made available on Audio Tape  Braille  Large Print

<p>Kjo broshurë përmbledh programin dyvjeqar të ripërtrirjes së lagjës - Youth at Risk (Rinia në Rrezik). Nëse dëshironi ta porositni një përmbledhje të këtij dokumenti në gjuhën tuaj ju lusim shenoni katrorin dhe ktheni formën në adresën e dhënë më poshtë.</p> <p style="text-align: right;">Albanian <input type="checkbox"/></p>	<p>Este livrete é um resumo do programa de dois anos de renovação do bairro - Youth at Risk (jovens em risco). Se gostaria de pedir por um resumo deste documento no seu idioma por favor assinale o quadrado e devolva para a morada dada em baixo.</p> <p style="text-align: right;">Portuguese <input type="checkbox"/></p>
<p>يلخص هذا الكتيب برنامج أحياء الأحياء خلال سنتين - اليافعين بخطر. وإذا أردت ملخصاً عن هذه الوثيقة بلغتك الأم فالرجاء وضع علامة بالصندوق وإعادة النموذج للعنوان أدناه.</p> <p style="text-align: right;">Arabic <input type="checkbox"/></p>	<p>Waraaqahaani waxay soo koobayaan barnaamijka labada sano ah ee dib u dhiska xaafadda - ee Dhallinyarada Khatarka ku jirta. Haddii aad jeclaan lahayd in aad codsatid waraaqaha la soo koobay oo ku tarjuman afkaaga hooyo fadlan calaamadi khaanadda ku habboon, ku qor magacaaga, cinwaankaaga iyo lambarka teleefoonkaagaba, kadibna ku soo celi foomkaan oo dhan cinwaanka lagu siiyay oo hoos ku qoran.</p> <p style="text-align: right;">Somali <input type="checkbox"/></p>
<p>这本小册子概述今后两年的社区复兴计划名为 Youth at Risk (保护青少年)。如果您需要我们为您提供此文件概述的译文，请您在对应的方框中打勾并将此表格寄至以下地址。</p> <p style="text-align: right;">Chinese <input type="checkbox"/></p>	<p>இக்கைநூல் சுருக்கமாக இரண்டு வருட சுற்றுப்புறம் புதுப்பித்தல் திட்டம்- அபாயம் ஏற்படக்கூடிய நிலையில் இருக்கும் இளைஞர்கள் பற்றிக் கூறுகிறது. இத்தகவல் பத்திரத்தின் சுருக்கத்தை நீங்கள் உங்கள் மொழியில் பெற விரும்பினால் தயவுசெய்து பத்திரத்தில் உங்கள் மொழிக்கு எதிராக உள்ள சதுரத்தில் குறியிட்டு அதைக் கீழே தரப்பட்ட விலாசத்திற்கு அனுப்பி வைக்கவும்.</p> <p style="text-align: right;">Tamil <input type="checkbox"/></p>
<p>Cette brochure résume le programme de régénération du quartier de deux ans, Jeunesse à risque. Si vous aimeriez demander un résumé de ce document dans votre langue maternelle, veuillez cocher la case appropriée et nous renvoyer le formulaire à l'adresse indiquée ci-dessous.</p> <p style="text-align: right;">French <input type="checkbox"/></p>	<p>Bu broşürde "Tehlike Altındaki Gençlik" konusunu esas alan iki yıllık mahalle yenileme programı özetlenmektedir. Bu broşürün özetinin Türkçe çevirisini istiyorsanız, lütfen uygun kutuyu işaretleyip, adınızı, soyadınızı ve adresinizi yazdıktan sonra formu aşağıdaki adrese gönderin.</p> <p style="text-align: right;">Turkish <input type="checkbox"/></p>
<p>Ulotka jest podsumowaniem dwuletniego sąsiedzkiego programu- Zagrożona Młodzież - Osoby pragnące otrzymać podsumowanie tego dokumentu w swoim ojczystym języku powinny zaznaczyć odpowiednie okienko i wysłać formularz pod adres podany poniżej.</p> <p style="text-align: right;">Polish <input type="checkbox"/></p>	<p>اس کتابچے میں دو سالہ سرحدی نئی زبان میں حاصل کرنا چاہتے ہیں تو برائے مہربانی خانے پر یکب کا نشان لگائیے اور فارم کو نیچے دیئے گئے پتے پر واپس بھیجیے۔</p> <p style="text-align: right;">Urdu <input type="checkbox"/></p>
<p>Name _____ Address _____ _____ _____ Telephone No _____</p>	<p>Return to: Youth at Risk translation request Strategy and Social Inclusion Room 006, Town Hall Forest Rd, Walthamstow London E17 4JF</p>

Translated by London Borough of Waltham Forest Interpreting and Translation Service