



Date: Wednesday, 22 October 2025

Time: 10.00 am

Venue: The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ

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## PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

### TO FOLLOW REPORT (S)

#### **6 Quarterly Performance Monitoring Report (Pages 1 - 68)**

To scrutinise performance at Quarter 4 and identify areas that may require further investigation by an Overview and Scrutiny Committee – Report to follow.

Contact: Tanya Miles - Executive Director DASS/Interim Chief Executive.

#### **8 Local Youth Transformation Pilot (Pages 69 - 208)**

To review the Local Youth Transformation Pilot Development Plan – Report to follow.

Contact: David Shaw - Director Children's Services.

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**People Overview  
Committee**

Item

**22<sup>nd</sup> October 2025**

Public



## Performance Monitoring Report Quarter 4

|                                           |                                                                                                                                                                        |      |  |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--|
| <b>Responsible Officer:</b>               | Tanya Miles and David Shaw                                                                                                                                             |      |  |
| email:                                    | <a href="mailto:tanya.miles@shropshire.gov.uk">tanya.miles@shropshire.gov.uk</a> and<br><a href="mailto:david.shaw@shropshire.gov.uk">david.shaw@shropshire.gov.uk</a> | Tel: |  |
| <b>Cabinet Member</b> (Portfolio Holder): | Ruth Houghton and Andy Hall                                                                                                                                            |      |  |

### 1. Synopsis

**1.1** This report provides an update to Scrutiny committee members on key areas of performance across Care & Wellbeing and Children and Young People services.

### 2. Executive Summary

**2.1** This report presents the most recent performance data available across social care and education. We aim to highlight areas of work where we can see evidence of improvement and outcomes being met, but also the areas of challenge and actions being taken in addressing these.

**2.2** Under Care and Wellbeing, the Adult Social Care data will move from its previous reporting data sources Adult Social Care Outcomes Framework (ASCOF) to the new Client Level Data (CLD). Performance data will now also embed the areas identified through the Towards outstanding action plan following the Care Quality Commission (CQC) inspection.

### 3. Recommendations

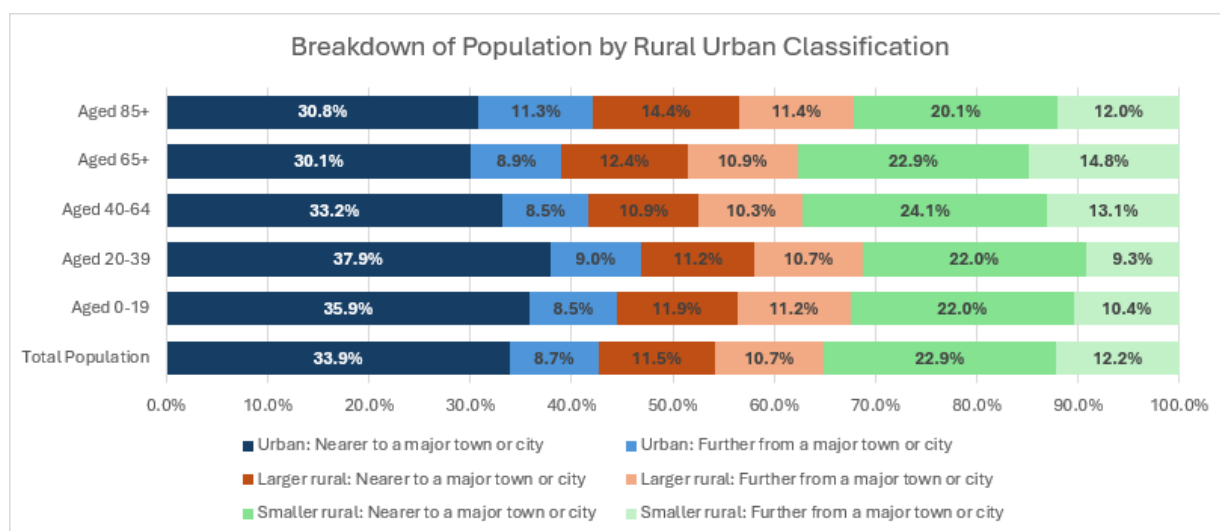
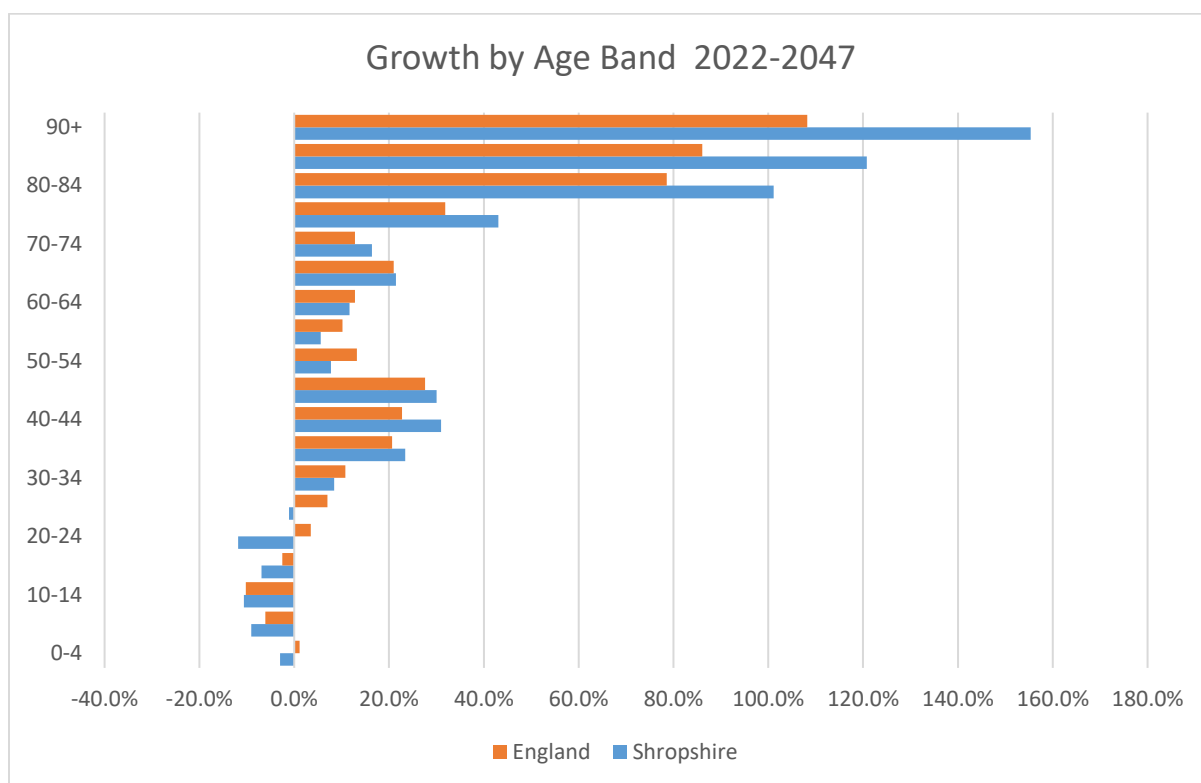
**3.1** The committee considers the report and identifies specific areas of focus that it may want to explore in more detail to be included in their work programme.

### 4. Report

#### Adult Social Care Background: demand and benchmarking

**4.1** Our older adult population is higher than the national average and we are projecting exponential growth in our 85+ population over the coming years. We have a falling

birth rate, and our younger people migrate out of the county for university and employment opportunities.

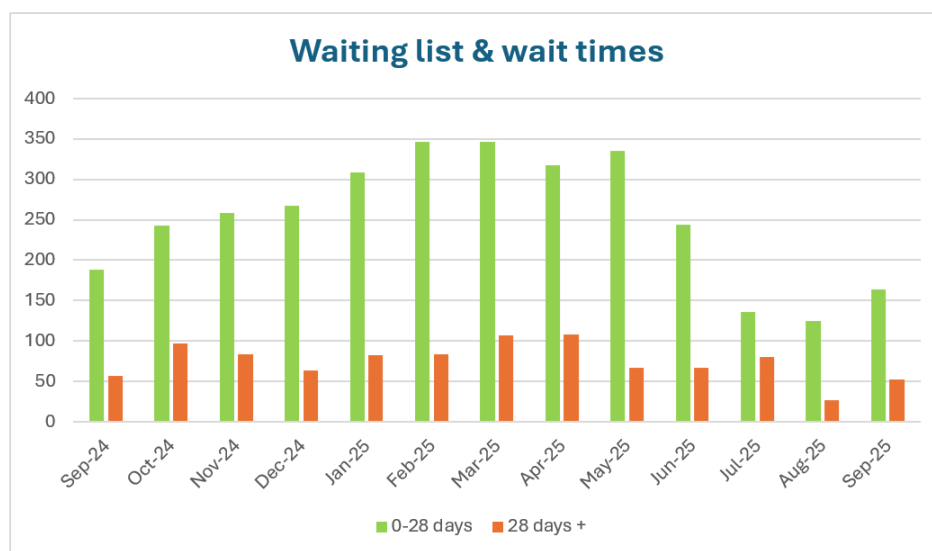


**4.2** Whilst Shropshire does have less household deprivation than the England average there are areas that sit within the most deprived deciles in the country, including Ludlow East and Harlescott (Shrewsbury) which are in the lowest 10%. What is more hidden and therefore less understood is the prevalence of child poverty at 32.7%, placing Shropshire 58<sup>th</sup> out of the 151 upper tier Local Authorities. This is lower than Birmingham (48.3%) but significantly higher than the lowest, Richmond upon Thames (12.4%).

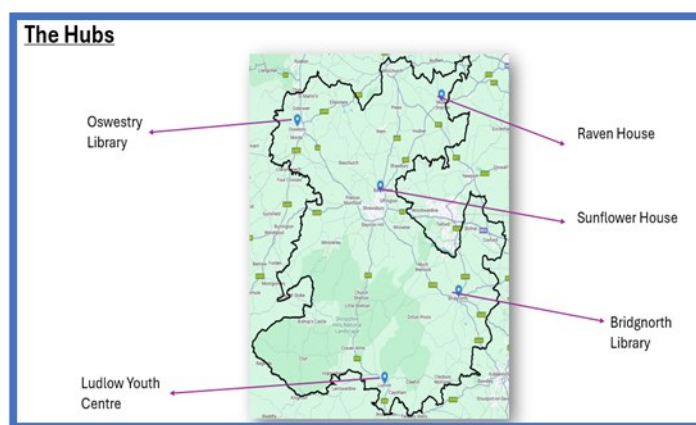


- 4.3** An independent report stated that the cost of providing services in rural areas and the rising demand across Shropshire's older population could increase financial costs of social care in the future. Its critical we map out future demand and the budget needed to mitigate this known pressure. We know our Public Health and local NHS funding is lower than the national average and Shropshire Council funding is one of the lowest amongst other local authorities, therefore its crucial we work together to pool resources and identify ways to work together to deliver services that meet both social and health needs, reducing the demand on the NHS and the future impact on social care services through unmet health needs.
- 4.4** We have recently applied and been successful in securing a place in the first wave of the National Neighbourhood Health Implementation Programme, Shropshire is one of 43 Integrated Care Boards which will support millions of people set to benefit from improved care closer to home, and roll out new neighbourhood based health services as highlighted in the 10 year health plan <https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future>. The introduction sessions for this start on the 23<sup>rd</sup> October and will map out the work aligned to this for Adult Social Care.

### Community Social Work



- 4.5** We know that getting to people sooner, putting them in touch with services as early as possible helps prevent them needing increased social care support over time. Our neighbourhood family-based hubs which are still in development are now located across 5 areas of the county. The aim is to be locally accessible and provide residents with the right information at the right time, encouraging them to self-serve or put them in touch with the right service to meet their needs.



### What Defines a Community and Family Hub



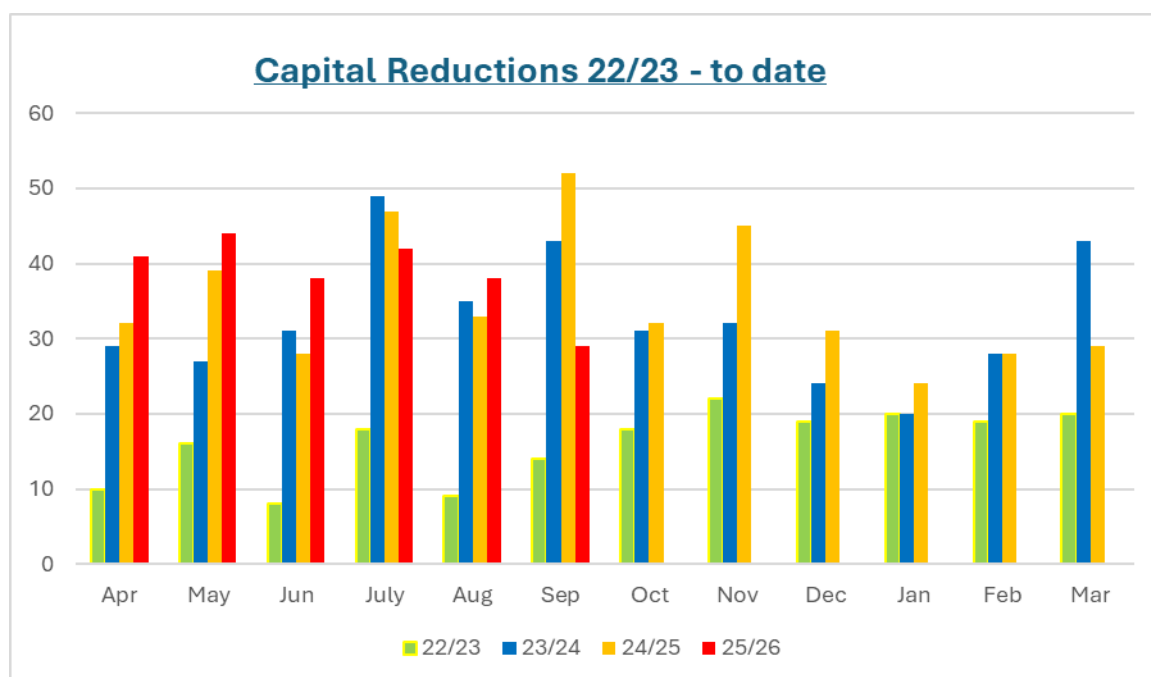
Working toward a consistent offer for partner involvement including: Family Information Service, Autism Provider KIDS, BeeU / MPFT, Public Health Nursing and Shropshire Community Health Trust

#### The Hub Offer:

- Family Hub Drop-ins (0-19) & Coffee & Chat sessions
- Health Visiting Open Access Clinics
- Parenting support
- Support into work (DWP/ Enable)
- Let's Talk Local – Adult Social Care
- Lets Talk – Mental Health – Adult Social Care
- Family Learning Courses
- Housing Support
- Stop Smoking Clinics
- Blood Pressure Checks
- Pilot of an all-age Autism Hub
- SEND hubs (0-25 yrs)
- Shropshire Recovery Partnership monthly offer delivered by With You
- Carers Support Groups
- Breastfeeding Support Groups

Parents Advisory Board in operation (Centralised)

- 4.6** Adult Social Care has received 12,854 Contacts relating to 8068 individuals since 1/4/2025, with 2383 going to the three community social work teams, that's an average of 88 referrals per week, 29% referrals are made by individual themselves or a family member, most remaining referrals are made by professionals such as GP's and district nurses.
- 4.7** In addition, 582 individuals have been seen in our Let's Talk Local (LTL) hubs, that's an average of 21 per week. We have seen 94 Carers since April 1<sup>st</sup> and 78% LTL attendees are aged 65+. A LTL Local appointment is where a virtual or in person appointment is arranged to have a conversation with an adult social care practitioner. This is generally when the presenting need seems lower and a 'conversation first' model is used, providing information and advice and signposting to relevant services. This is proven to be an effective way to manage lower-level demand, with approximately 35% going on to need a full care needs assessment and 65% diverted away with information and advice. We are working with colleagues across public health and children's social care to integrate community family hubs with our LTL model, ensuring access across all communities. We currently have LTL hubs across 12 locations in Shropshire.
- 4.8** We have seen a substantial increase of self-funder and capital reduction referrals, with a significant increase over the last 2.5yrs:



- 4.9** We are seeing high numbers of self-funding who have been paying high cost to be in a care home who do not have eligible 24-hour care needs. This is placing additional pressure on housing also as often they have used funds from the sale of their property to pay the care home fee's therefore have nowhere to live to if they cannot remain in the care home.
- 4.10** Due to the rising demand across the self-funding market, we are looking at ways to link in with self-funders as early as possible, we have held joint open days with Age UK focussed on self-funders to provide information and advice around making decisions about care at home, moving into a care home and how this can be funded. We are working with commissioning around the self-funding market, how we can influence providers to ensure fair rates for self-funders and to ensure we know what the future demand of self-funders will look.
- 4.11** Linked to the increased demand with self-funders is Deferred Payment applications, (DPA'S) this is when someone is in a care home long term, has a property which is deemed as an asset where funds could be used to fund their care, the council are statutory obliged to offer a Deferred Payment, where we can place a charge on the property for funds to be recovered on sale of the property or when the customer passes away. During which time the council commit to paying for their care home fees. Since 2023 we have seen demand for Deferred Payment applications quadruple.

| Year  | No. of DPA's | Weekly pressure | Annual pressure |
|-------|--------------|-----------------|-----------------|
| 23/24 | 14           | £13,711         | £606,664        |
| 24/25 | 61           | £64,993         | £2,985,856      |
| 25/26 | 30 so far    | £33,797         | £1,351,674      |

**4.12** We have seen an increase in the complexity of referrals, placing more demand on our qualified practitioners. Advanced dementia being one of the main areas of pressure, with the need for long term work around managing risks, assessing mental capacity and in many cases a need for Court of Protection applications to ensure we can keep people safe where they object or are unable to consent to restrictions being placed on their liberty to manage risks.

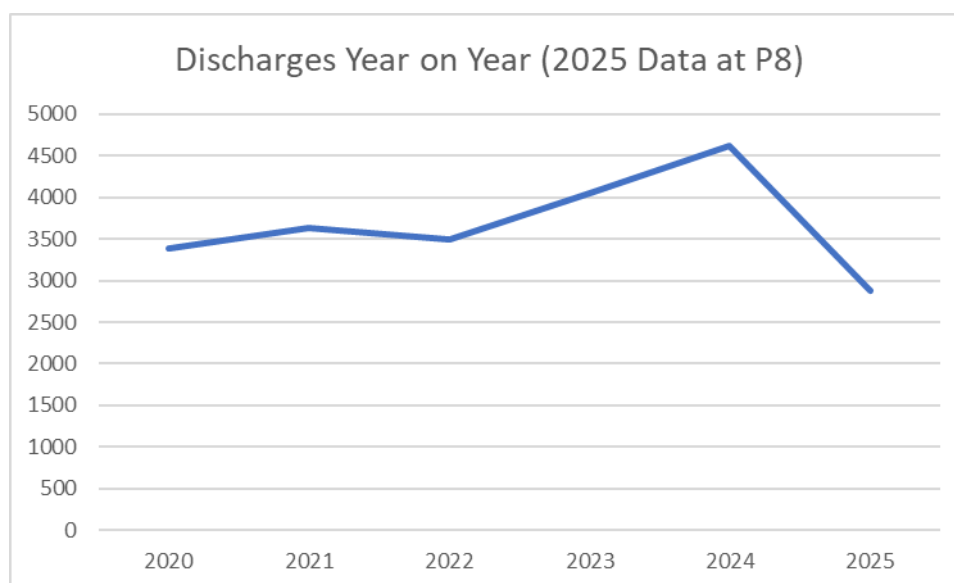
**4.13** Another area of increasing demand and risks is self-neglect especially with alcohol and substance misuse as a contributing factor, we are working with individuals where regular Mult disciplinary team meetings are needed to monitor risks and work together to be creative around encouraging engagement and progress, which can be challenging with the lack of primary health support with alcohol and substance misuse.

5.

### ICS Hospitals

**4.14** ICS Hospitals team consists of 16 FTE's staff who led and supported 4,455 complex discharges in 2024 with 2,937 being demand from SaTH. The team works in an integrated Care Transfer Hub to deliver discharges from SaTH as well as working in partnership with ShropCom and Robert Jones and Agnes Hunt and out of county hospitals.

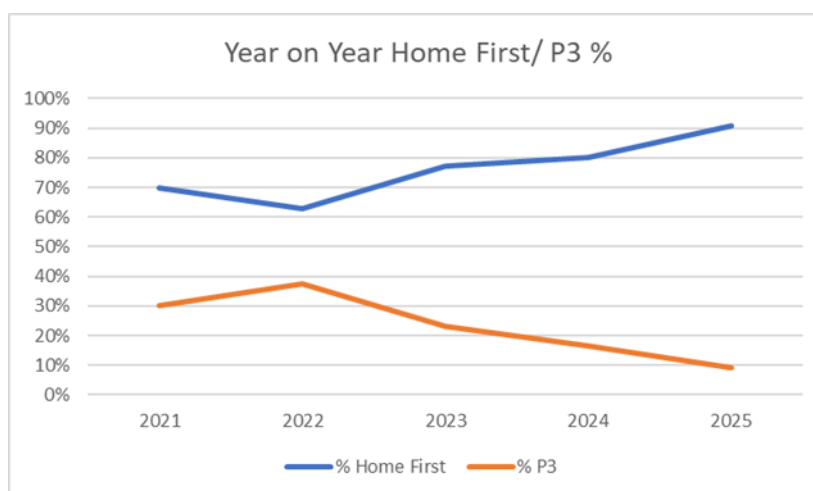
**4.15** During the period between January – August 2025 complex discharge demand is at 2,877, which indicates that demand remains high and is likely to be around the same level of 2024.



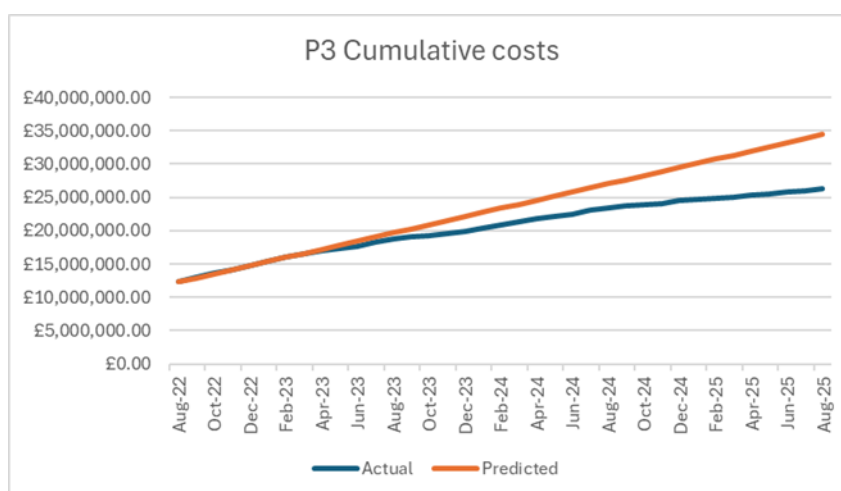
**4.16** ICS Community consists of 14.2 FTE's who, since April 2025, completed 1,432 Care Act Assessments and 3,807 reviews.

**4.17** We have implemented strategic changes system wide to influence the delivery of complex discharge. This included leading decision-making changes and training to

system staff. We invested in Reablement Transformation. We are using services like START and 2 Carers in a Car to safely manage more complex needs at home to avoid Pathway 3 (PW3) discharges and provide more rehabilitation and support which reduces ongoing needs and likelihood for higher cost care.



- 4.18** The above shows the individuals going home. \*people discharged home to community/network. The interventions have significantly reduced the demand Pw3, which if we had not taken would have cost a predicted £8,103,400 (April 24 av. cost used) from January 23 to August 25.



- 4.19** Costs related to reablement and care at home should be met by the reduced demand for bed-based discharge with Better Care Fund grant monies for discharge re-aligned to the reablement budget line.

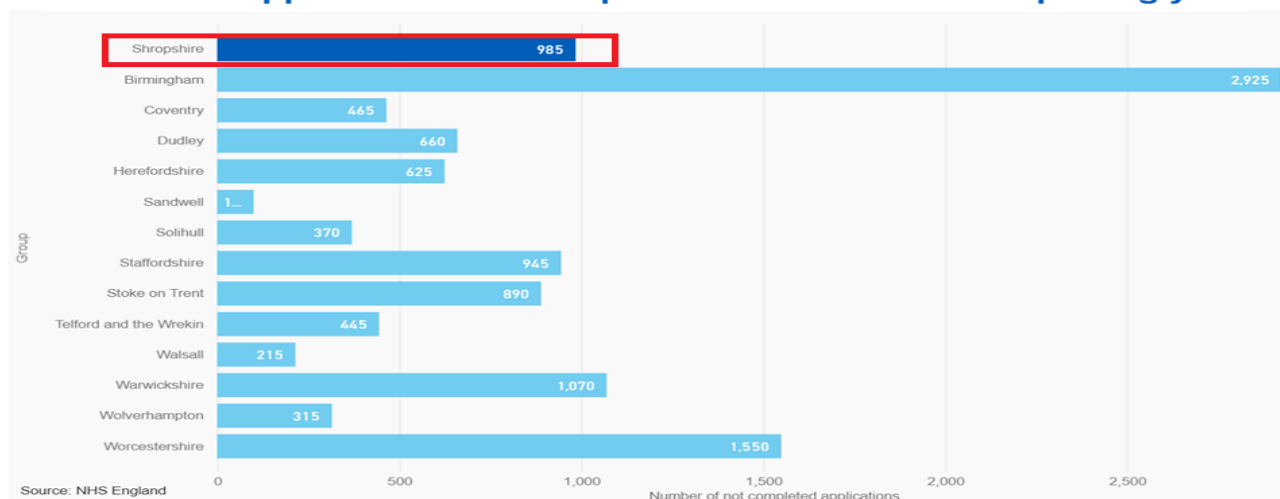
### Deprivation of liberty (DoLS)

- 4.20** The team plays a crucial role in ensuring that individuals who lack the mental capacity to make decisions about their care are protected when their freedom is restricted in care settings (care home or hospital) in accordance with Mental Capacity act 2005 and the Human rights act 1998 Article 5.

**4.21** Nationally in 2023-2024 the total number of applications reported by Local authorities as received between 1<sup>st</sup> April and was 31st March 2024 was 332,455 which is an increase of 11% from 2022-2023 (300,765).

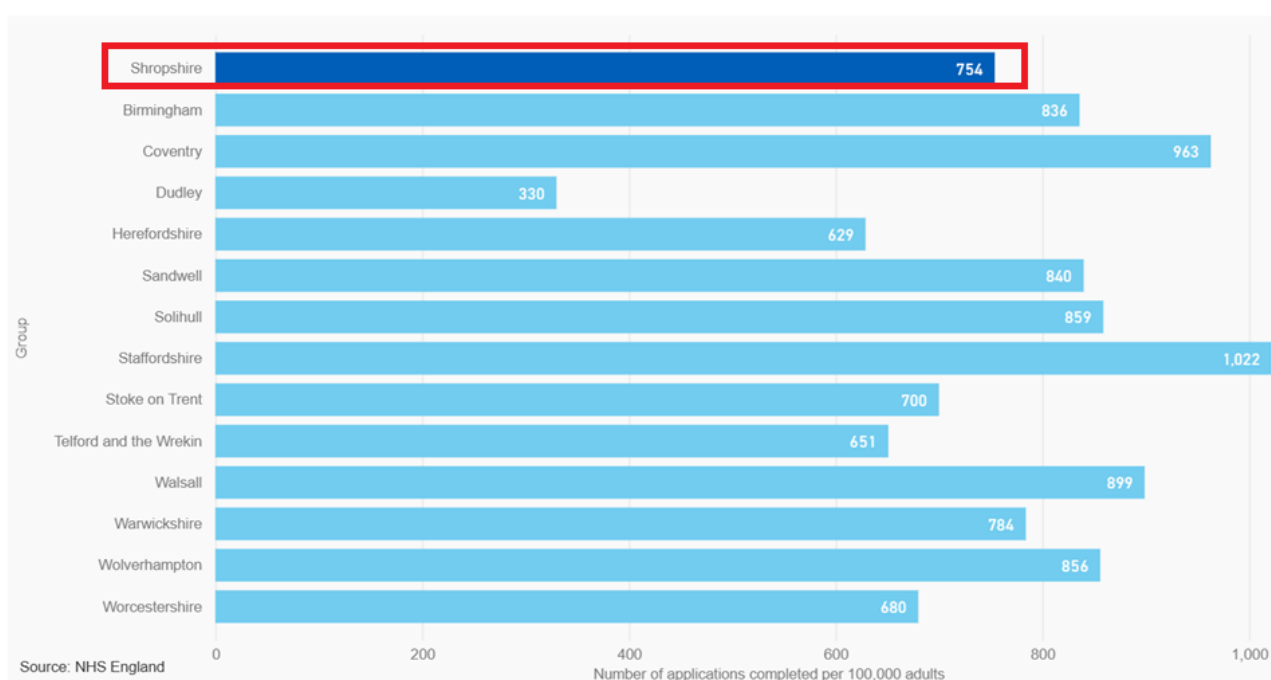
**4.22** During the same period, it is estimated that 323,870 applications were completed nationally. This reflects a sustained upward trend nationally, with the volume of completed applications increasing by an average of 9% annually over the past five years. This consistent growth highlights the ongoing escalation in demand and the sector's capacity to process a higher number of applications each year.

#### Number of applications not completed at the end of the reporting year



**4.23** The reported number of cases that were not completed as at years end nationally was and estimated 123,790, a decrease of 2% from last year.

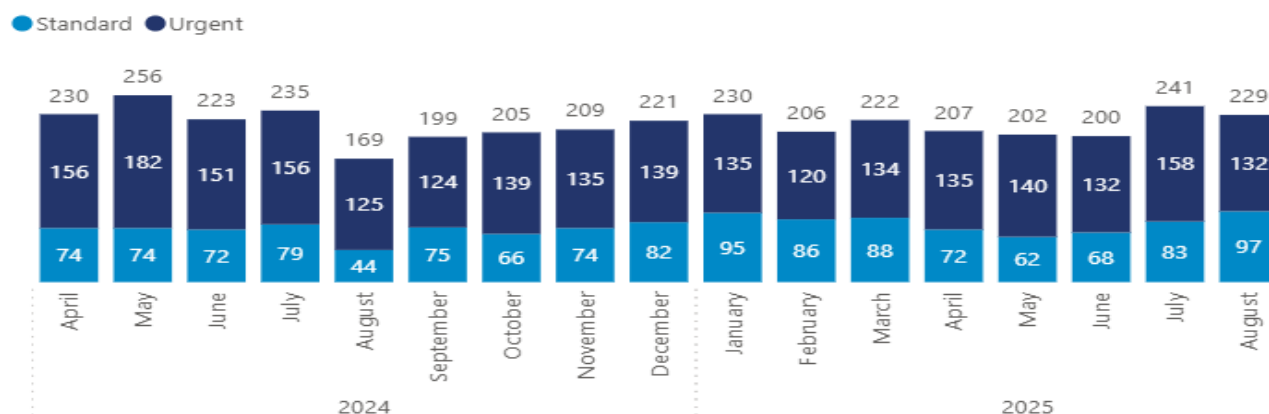
#### Number of applications completed per 100,000 adults



**4.24** The national data (23-24) outlines that Shropshire has a 4.39% higher rate of DoLS applications, and 5% more applications completed per 100,000 residents than the National average.

- 4.25** In practice the number of applications far exceeds our capacity to assess as the team has 6.4 FTE meaning that a backlog of applications exists. Data shows that Care homes represent 59.6% of applications with 40.4% of application received from hospitals.

DoLs Applications Received



- 4.26** Careful consideration has been given around Shropshire approach to managing the backlog. To that effect an action plan was developed and additional resource allocated to support in addressing the backlog from 2021 and 2022. With the additional resources the 2021 and 2022 applications were addressed leaving the 2023 and 2024 backlog.

The table below shows progress made by comparing the waiting list at 21/02/24 (first table) to the teams current waiting list (second table).

Table 1:

|       | High risk (Red) | Medium (amber) | Low (green) | Total number |
|-------|-----------------|----------------|-------------|--------------|
| 2021  | 33              | 4              | 4           | 41           |
| 2022  | 155             | 21             | 53          | 229          |
| 2023  | 267             | 68             | 151         | 486          |
| 2024  | 110             | 20             | 37          | 167          |
| Total | 565             | 113            | 245         | 923          |

Data collected on 21/02/2024

**Table 2:**

| No. of DoLS referrals (Form1) by ADASS RAG system |                 |                |             |                        |
|---------------------------------------------------|-----------------|----------------|-------------|------------------------|
| Period 2023 - Current (Sep 2025)                  |                 |                |             |                        |
|                                                   | High risk (Red) | Medium (Amber) | Low (Green) | Total No. of referrals |
| 2023                                              | 39              | 19             | 48          | 106                    |
| 2024                                              | 232             | 53             | 134         | 419                    |
| 2025                                              | 248             | 76             | 144         | 468                    |
| Total                                             | 519             | 148            | 326         | 993                    |

Data collected on 03/09/2025

**4.27** The DoLS team collaborates closely with all relevant teams to ensure continuous monitoring of individuals known to our service, maintaining an up-to-date understanding of any changes in their needs. Furthermore, the team maintains regular contact with care homes to promptly identify and record any alterations in residents' circumstances.

### Safeguarding team

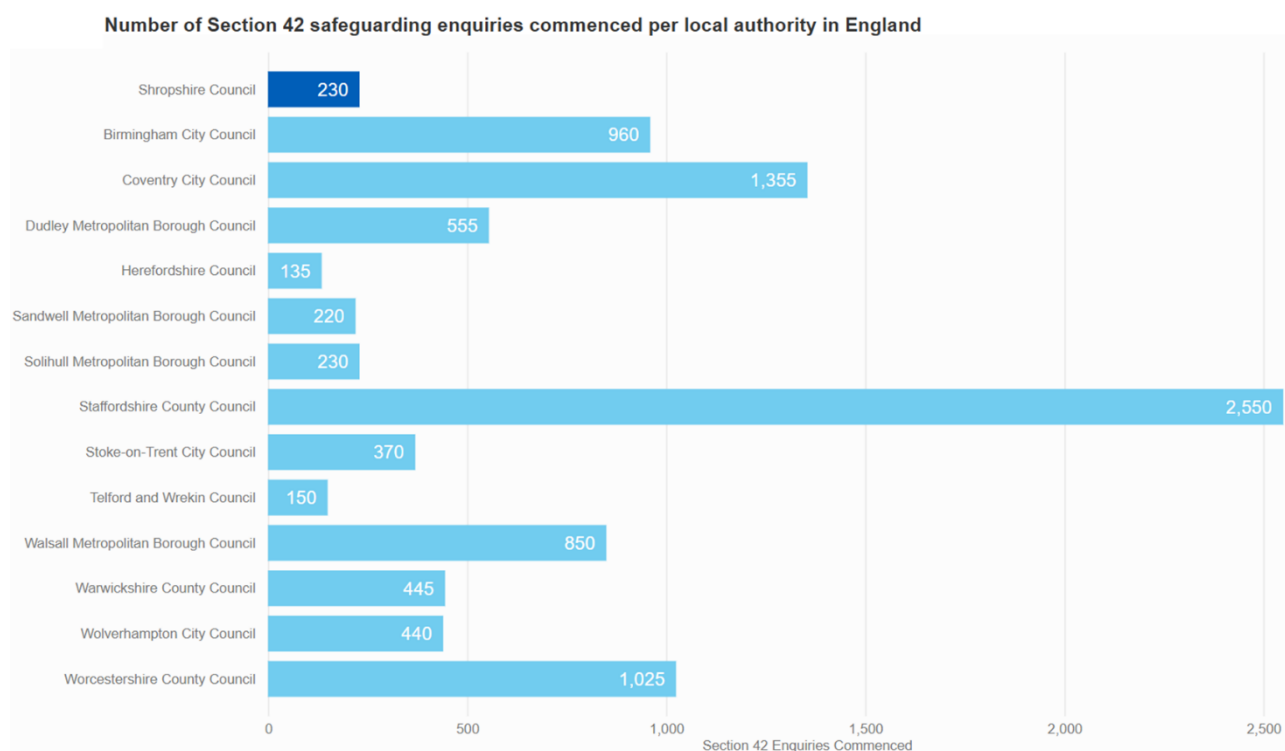
**4.28** The Adult Safeguarding Team is a specialist multi-disciplinary team comprising 7 staff that provide a countywide service for safeguarding adults. The team offers a same-day response service with residents; their representative and referrer being contacted at referral point. During initial contact, our team determines the risk level and the next appropriate steps and establishes a communication plan with the person. Following this, people are allocated on the day they are referred and held by a named worker that would support the individual. By utilizing this approach, the team does not have a waiting list.

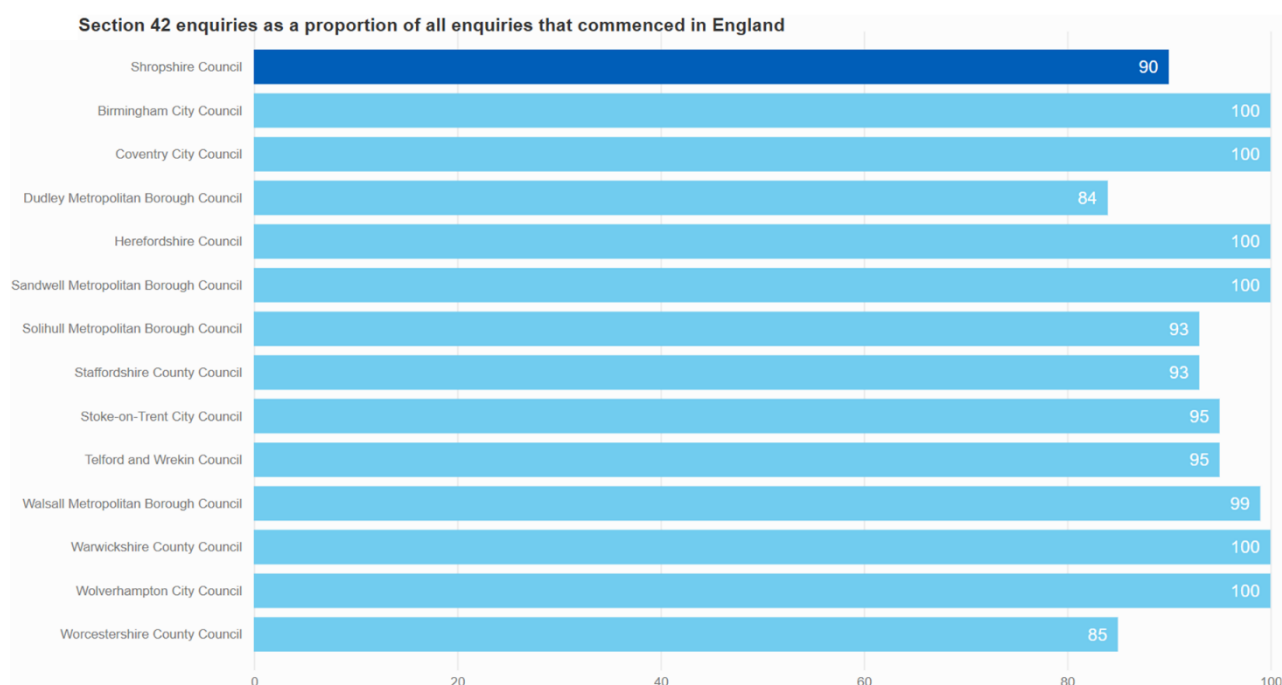
**4.29** Nationally in 2023-2024, the total number of Safeguarding concerns reported by Local authorities was 615,530, which represents a 5% increase from 2022-2023 (587,970).

**4.30** Similarly, Section 42 and other enquiries commenced in 2023-2024 have increased nationally by 0.5% compared with 2022-2023.



- 4.31** From the beginning of this financial year our First Point of Contact (FPoC) received 1070 contacts around safeguarding. Our FPoC team, with support from the safeguarding team, ensures that people receive the appropriate help from the best placed service, meaning contacts are dealt with accurately and proportionately. This well-established process means that only 372 contacts (35%) have been progressed as Safeguarding concerns.
- 4.32** Further reviewing the 230 new contacts this year we can gather that 117 contacts were concluded at this initial stage with 90 progressing to a Safeguarding enquiry for ongoing support.
- 4.33** Shropshire had 230 Section 42 enquiries in 23-24 which represents a 64% increase compared to figures from 2022-2023 (140). When looking at Section 42 enquiries as a proportion of all enquiries in the current year Shropshire benchmarked at 90% in line with regional partners however below the England average of 92 %.
- 4.34** Looking at the national picture, Shropshire is an outlier regarding national reporting. This is attributed to the well-established process and the use of the FPoC team in the safeguarding process which is supported by senior staff in the safeguarding team daily.





**4.35** Analysis of the Making Safeguarding Personal (MSP) data demonstrates that the service consistently places individuals at the center of the safeguarding process. Notably, 76% of people were consulted regarding their desired outcomes, with 89.66% of those outcomes successfully achieved. This reflects a robust, person-centered approach and a commitment to delivering effective safeguarding interventions.

**4.36** The Safeguarding Service Manager and the Principal Social Worker (PSW) attend joint case review group in which safeguarding adult reviews (SARs), Domestic Homicide Reviews (DHRs) are discussed. Learning briefings are published on Safeguarding Community Partnership (SSCP) website with action plans developed with the SSCP and focus on improvement and impact. Once published the learning briefings are shared with staff by the PSW. The PSW also offers staff workshops with an aim of telling staff about the published SARs and identifying how they as practitioners, and we as an organization can learn and develop. In addition, the SSCP run SAR learning session for all staff across the system.

### Occupational Therapy service

**4.37** The county wide service is divided in 2 teams' Occupational Therapy (OT) team and Independent Living Support (ILS) with a total of 23 FTE. Please note that the OT team covers both adult and children's occupational therapy with the team having a housing focused approach.

**4.38** The primary role of the Occupational Therapist (OT) is focused on prevention, with responsibilities centered around risk identification and the provision of equipment to improve individual safety and promote independence.

**4.39** In 2024-2025 the team received 3926 contacts from 3239 people meaning the team received on average 327 contacts per month.

- 4.40** The OT service had 800 people waiting on 22<sup>nd</sup> January 2025 with 770 (October 2025). Overall, the team's performance is considered good, reflecting the level of new requests mentioned above with the team specifically focusing on high risk and oldest referrals waiting.

OT waiting list 7<sup>th</sup> Oct 2025

|              | NE         | NW        | Central    | SE        | SW        | ILS       | Children  | Total      |
|--------------|------------|-----------|------------|-----------|-----------|-----------|-----------|------------|
| <b>Red</b>   | 5          | 0         | 28         | 5         | 0         | 0         | 1         | <b>39</b>  |
| <b>Amber</b> | 40         | 32        | 132        | 22        | 8         | 0         | 5         | <b>239</b> |
| <b>Green</b> | 86         | 67        | 178        | 20        | 42        | 72        | 27        | <b>492</b> |
| <b>Total</b> | <b>131</b> | <b>99</b> | <b>338</b> | <b>47</b> | <b>50</b> | <b>72</b> | <b>33</b> | <b>770</b> |

#### Historic cases

|      | Central               | Northeast | Northwest | Southeast | Southwest | Children |
|------|-----------------------|-----------|-----------|-----------|-----------|----------|
| 2023 | 3 awaiting allocation | 0         | 0         | 0         | 0         | 0        |
| 2024 | 158                   | 18        | 14        | 7         | 0         | 0        |

#### Longest waits

|                 | RED/date   | Amber/date | Green/ date |
|-----------------|------------|------------|-------------|
| <b>NE</b>       | 06/08/2025 | 25/04/2024 | 19/03/2025  |
| <b>NW</b>       | 0          | 18/03/2024 | 11/03/2024  |
| <b>Central</b>  | 12/06/2025 | 09/11/2023 | 06/11/2023  |
| <b>SE</b>       | 12/0/2025  | 8/11/2024  | 8/11/2024   |
| <b>SW</b>       | 0          | 24/07/2025 | 11/02/2025  |
| <b>ILS</b>      | 0          | 0          | 05/08/2025  |
| <b>Children</b> | 24/09/2025 | 12/03/2025 | 20/01/2025  |

- 4.41** In September, we successfully conducted interviews and appointed a Principal Occupational Therapist, who is due to commence employment at the beginning of November. The Principal OT will play a pivotal role in advancing our practice model, with a particular emphasis on identifying opportunities for continuous improvement and ensuring that our service delivery is informed by the latest evidence-based best practice. This appointment is expected to further strengthen our commitment to delivering high-quality, person-centred occupational therapy interventions across the county as well as further explore new ways of working across Care & Wellbeing

#### Emergency Social Work Team (ESWT)

- 4.42** The ESWT works across the county for all urgent social work response needs. For the Ofsted inspection we undertook an audit of all activity within an eight-week period, sound and robust practice was evident alongside professional curiosity. There is

person-centred practice and good use of relationships and assets to make a safe plan until the next day. **4.43** The team are highly skilled at working in an emergency, offering a timely response, with clear escalation in place to an on-call senior officer rota.

**4.43** The team received excellent feedback from inspectors during the inspection:

*“Out-of-hour services respond appropriately to calls from professionals, members of the public, families and carers. Experienced practitioners respond effectively to the range of children’s needs, supported in their decision-making by accessible senior leaders.”*

**4.44** In the reporting period we have ensured those requiring an emergency social work response out of hours are met with a robust and timely response.

**4.45** Since the start of the financial year to 31<sup>st</sup> August the team has completed 180 Contacts for children. Police are the highest referrers for concerns about children and young people, and we work in collaboration to resolve, this is followed by individuals themselves; 1305 case notes have been completed by the out of hours team.

**4.46** For Adults 388 contacts have been completed; most of the work undertaken out of hours is with Individuals known and ‘open’ to the day teams in ASC.

**4.47** Mental Health Act work undertaken by the ESWT in this period is:

91 AMHP referrals taken, after s13 consideration of the need for assessment:

- 41 AMHP assessments were completed
- 20 were subject to s136
- 1 was under s5.2
- 1 under arrest
- 19 had no prior legal status
- 21 assessments led to legal detention under the Act, (14 = s2, 7 = s3)

### Preparing for Adulthood (PFA)

**4.48** The PfA team engages young people earlier, to support future planning and demand management, including seeing young people and families in community hubs and SEND meet-and-chat sessions to enhance early conversations.

**4.49** The allocations in the Preparing for Adulthood team have increased by 51% from April 2023 (184 young people) to April 2025 (278 young people).

**4.50** Since the last scrutiny report we have lowered the age of involvement to having a Named Social Worker for all known 16 year olds, we have an allocated Adult worker from 14 years old for some children who require more complex advanced planning

such as bespoke commissioning. Our involvement from 16 will enable earlier work with individuals, parents/carers and other professionals involved to undertake all essential work prior to the persons 17<sup>th</sup> year. We now have an earlier insight to any adult needs, and work with children's colleagues timely support between the ages of 16-18 years old, this work includes support with the assessment of complex needs, early help to individuals who will not have adult needs, individualised commissioning and identifying any gaps in preparation for adulthood.

- 4.51** The team works in a strengths-based way to ensure maximum independence using the PfA outcomes: employment, independent living, community inclusion, good health. It is worth noting that the majority of young adults transitioning to the PfA team having their first Care Act assessment have had a package of support or a placement as a child, and whilst this shows as a new pressure in the ASC budget we strive to reduce the cost and increase independence in adulthood with the aim of achieving 'ordinary lives' outcomes.
- 4.52** In lowering the age of involvement, we have increased the number of children and young adults we work with in the team from an average of 250 in 2024/25 and currently work with 360 individuals and their families.
- 4.53** We have reviewed the Mental Health pathway due to increasing complexity and Tier 4 health provision. We now have a Named Mental Health worker who works with a small group of young people from as early as 13 years old through to undertaking the first Care Act assessment for post 18 support. As part of the Ofsted inspection, we have undertaken a quality assurance audit of records on the social work reporting system.

### Learning Disability

- 4.54** The newly established LD team has improved pathways from children to adult services. There have been improved timeliness of assessments and reviews by the new LD team with a significant impact on the longest wait for reviews and this continues to be an improving area of performance.
- 4.55** The team have undertaken work with commissioners to improve the support received. Since April we have undertaken focused reviews of 91 individuals with commissioners where there was a provider need or concern, the outcome being that individuals have the right service to meet their assessed needs, at the right cost and with the appropriate funding stream identified.
- 4.56** Of the 967 people with a learning disability known to ASC, 25 are living 'out of area'. We currently have 19 placements and 6 community support plans outside the Shropshire area, with each individual having an allocated social worker, we have successfully completed 14 reviews within the reporting period. This is an improvement on the timeliness of reviews for this specific group. It is important to note that individuals have been settled in their placements for a number of years,

through the review process we will undertake a plan to move back to the Shropshire area if this is in the persons best interests or if the needs that led to the requirement of an external placement- complexity, proximity to family, have changed. 17 of the 25 are in neighboring local authorities and often this is because it is closer to family. It is our intension that individuals are supported within Shropshire.

- 4.57** Demand work and population numbers are relatively stable in the Adult Learning Team with a known population of approximately 967 people, 820 of whom have a paid service outcome. New referrals are low, once individuals have passed the PfA planning upper age of 25 most of the individuals are already known to Care and Wellbeing teams. Assessment, reviews and social work is predominantly within this group, budget, growth and new financial pressure is for this known group who we have supported for many years through our obligation in the Care Act.
- 4.58** The pressure in Learning Disability is from the cost of care, complexity, and the change in funding due to health needs. We are working with the ICB to ensure there is the correct funding in place for our most complex individuals. The team work with individuals and families throughout the year, reviewing and monitoring to make sure support is at the right level to meet current needs. This information then informs the commissioning intentions and market development.
- 4.59** We have the Enable team that is our in-house supported employment service that support people to access and sustain meaningful employment, training, or education opportunities. While the majority of the Enable Team are externally funded, the council additionally funds approx. 1.5 FTE workers specifically to support people from Shropshire who have a learning disability. Since January, these workers have supported 22 people, 6 of whom are now in employment.

## Mental Health

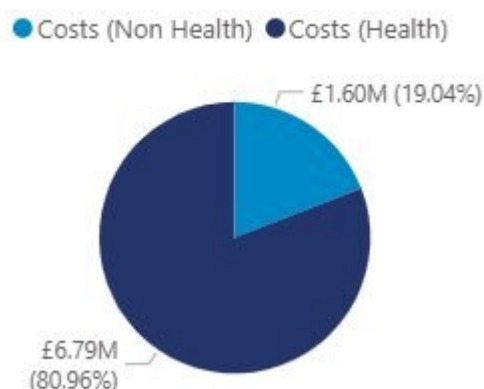
- 4.60** The mental health social work team has maintained a zero-wait time for 12 months, the introduction of the 'Let's Talk Mental Health' model has been embedded in practice and offers timely information, advice and assessment of needs within 28 days. On average 1/3 of referrals are concluded at first conversation, 1/3 at 'Lets Talk' assessment, with 1/3 allocated for ongoing social work assessment and support.
- 4.61** The team work across Shropshire within community localities in line with the 'Community Mental Health Framework' and there is an average of 850 open to the team at any one time. The team explore short to medium term, strengths-based support and not creating a dependency, new financial pressure is off set by more frequent reviews and social work support. This is very skilled work with expertise required for positive risk taking. The team works with Housing, Public Health and health colleagues as a multi-disciplinary team around the individual.
- 4.62** The team has completed a significant percentage of in-year reviews with.

Care Act reviews at 72.2% completion in the last 12 months and 72% of S117 reviews completed.

**4.63** We have worked with the ICB to improve the 'health income' for people with s117 entitlement, ensuring people with the most complex mental health need have the appropriate support. Year on year progress for health funding:

- 2022/23: 25.28% health funding, increasing to
- 2023/24 26.5%
- 2024/25 66.24%

#### Active Cost by Contribution



**4.64** The Redwoods mental health hospital team supports discharge of complex patients, reducing clinically ready patients significantly, and works with health boards to resolve funding and engagement issues, aligning with statutory guidance for inpatient mental health services.

**4.65** The AMHP team capacity has had a challenging period where we put in place a robust contingency plan focusing on recruitment, retention and training internal social workers. The impact has seen more stability and growth in AMHP numbers. Despite recruitment challenges, the service has maintained coverage, met the Councils' legal obligation to the Mental Health Act and has improved rota capacity, with ongoing work on contingency planning and assessment outcomes.

#### Commissioning

**4.66** The annual rate setting process for setting provider rates for new care purchasing is a 6 month process that involves:

- Benchmarking of how our rates compare with the rest of the WMADASS region and across other similar authorities
- Risk assessment of sufficiency in the market and how we want to manage provision within the market



- Feedback and engagement with Providers (adults and childrens) through Provider Forums and also for adults Providers through surveys including the annual Partner in Care survey results. This years PIC survey is due to be issued on the 1<sup>st</sup> October.
- 121's with Providers to understand their challenges and own business development intentions

**4.67** The process starts in August and concludes through proposals that are included within the annual budget setting and MTFS sign off in February through Cabinet and then full Council.

**4.68** Management of quality outcomes across the market is managed through the Quality and Performance Group, or QPG. This is a monthly meeting, chaired by the Service Manager, Commissioning whereby the quality of the market is reported and considered, thematic analysis undertaken and the work of the Contracts and Quality Assurance team is considered. Partner views are fed into this including those of Safeguarding, CQC, Health partners and operational Social Work teams to provide an overall position of market quality.

**4.69** It is always the intention to support providers to improve or address any quality concerns. This support is documented through mutually agreed action plans and monitored by the Quality Assurance Team. Occasionally we will use mechanisms including the suspension of providers so they cannot bid for more services. We have 4 providers currently suspended. This is an improved position relative to previous months, whereby 3 providers have been brought out of suspension following positive work and response to the action plans in place.

## LEARNING AND SKILLS

### Education Quality and Safeguarding Team

**4.70** The Education Quality and Safeguarding (EQS) Team continues to play a pivotal role in monitoring, supporting and challenging settings and schools with respect to educational standards across the county.

**4.71** Work has taken place during the last 12 months to enhance this role further. There is now a clear system of Quality Assurance in place with respect to unregistered alternative provision to ensure that where provision is used, it is in the best interests of children and young people by ensuring the provision is of good quality and is safe. During the last quarter, the EQS team have made checks on unregistered childcare providers and supported the detection and investigation of an unregistered school.

**4.72** There is an imperative to further strengthen the activities of the team still further to ensure it can meet the evolving demands of the education landscape, particularly as the number of academies increases, and a deterioration in pupil outcomes is noted. In response to this, the development of the Education Excellence Strategy is



well underway with consultations scheduled with school and trust leaders from October – November. This will also be shared and shaped with involvement from portfolio holders and the views of elected members more widely invited.

- 4.73** This initiative aims to improve the monitoring and challenge provided to academies, ensuring that all schools and settings—regardless of status—are supported and held to account for delivering the highest standards of education.
- 4.74** The EQS team have very limited capacity to do this at present. There are currently no school improvement advisers for school standards. Since the removal of the school improvement monitoring and brokering grant, there also remains very limited resource (yet increased expectation from central government) to support such activities.
- 4.75** The rollout of the Education Excellence Strategy will take the form of a piloted implementation from November and through the academic year

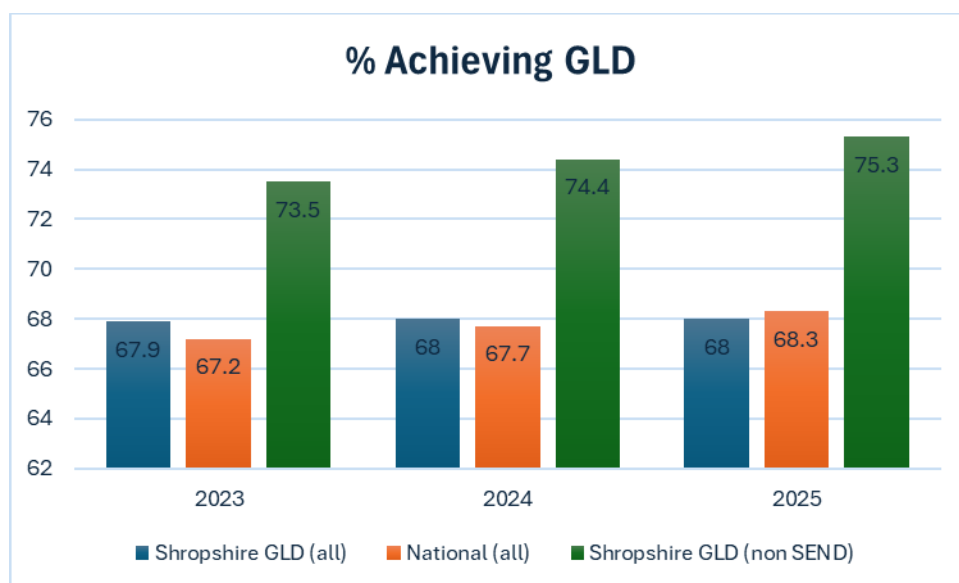
### Pupil Outcomes 2025

- 4.76** Pupil outcome data in 2025, reflects the urgent need for the LA to strengthen the systems to support school accountability (see above).

### Early Years Foundation Stage

- 4.77** Outcomes for this year remained consistent with those achieved in 2024, indicating stability in performance despite changes in the wider educational landscape, in particular the increase in the proportion of children with SEND.
- 4.78** It is important to note that in line with ‘Giving every child the best start in life’ the government has set an ambitious target for Shropshire, aiming for 77% within the next two years. However, this figure does not fully reflect the context in which we are currently operating to support inclusive mainstream practice.
- 4.79** There is concern that the ambition to support strong outcomes at the end of the foundation stage may conflict with this inclusive approach as this does not take into account those pupils with SEND. As a result, achieving the 77% GLD target for all children, including those with special educational needs and disabilities (SEND), within the given timeframe may be challenging and possibly unrealistic, without recognising the context and long-term ambitions of the council and government.
- 4.80** The EYFSP data for 2025 for the GLD is broadly the same as the national data at 68% against 68.3% However, it is worth noting that the GLD is made up of 5 areas of learning and in each area Shropshire sits above the national average:

|          | <b>GLD</b>  | C&L  | PSED | PD   | Lit  | Maths |
|----------|-------------|------|------|------|------|-------|
| National | <b>68.3</b> | 79.6 | 83.1 | 84.8 | 70.5 | 77.7  |
| LA       | <b>68</b>   | 80.8 | 84.8 | 86.2 | 71.2 | 80    |



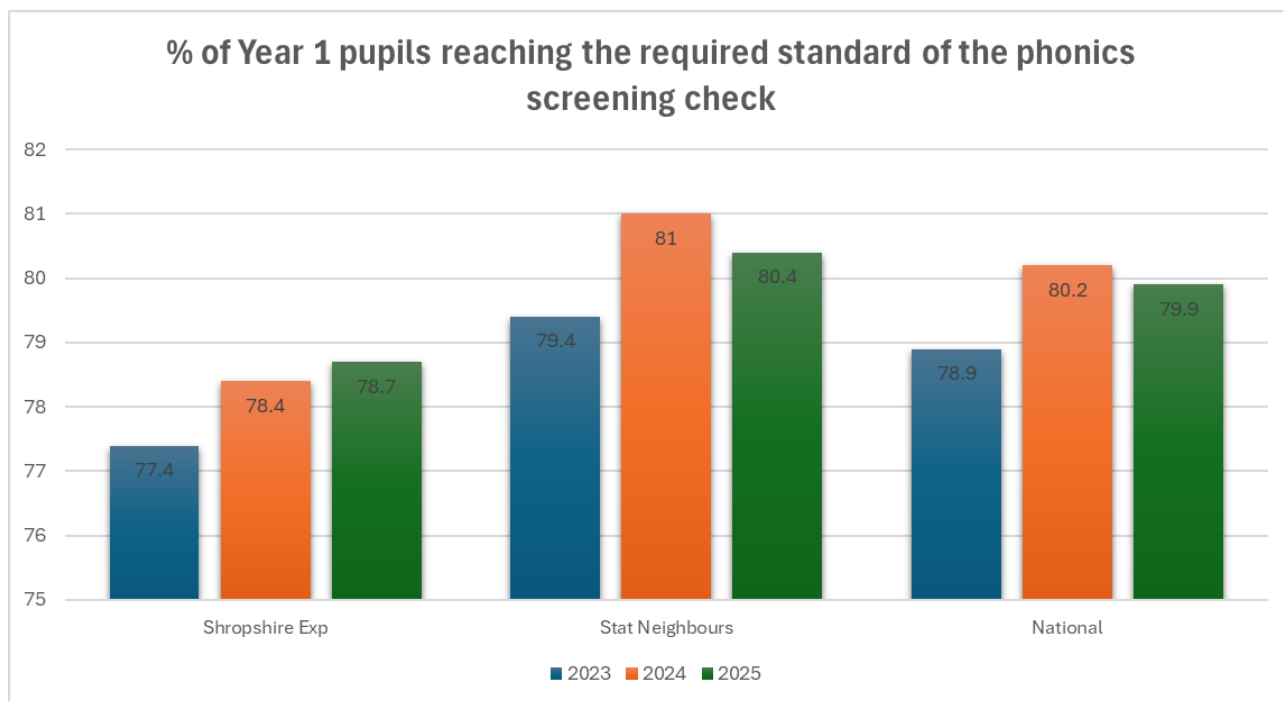
**4.81** The Department for Education's (DfE) has set a target of 77% of children in Early Years to reach a 'good level of development' within the next two years. This is ambitious and potentially unrealistic. Specifically, the drive to meet such a target may inadvertently clash with the commitment to develop and sustain inclusive mainstream education, as it overlooks the additional challenges faced by pupils with SEND. This creates a tension between striving for headline outcomes and ensuring that every child, regardless of need, is supported to achieve their potential in a truly inclusive environment.

**4.82** A further analysis of EYFS outcomes reflects challenge.

|                   | <b>GLD</b>  | C&L  | PSED | PD   | Lit  | Maths |
|-------------------|-------------|------|------|------|------|-------|
| National          | <b>68.3</b> | 79.6 | 83.1 | 84.8 | 70.5 | 77.7  |
| LA (No SEND)      | <b>76.7</b> | 87.8 | 91.3 | 91.9 | 78.5 | 84.7  |
| LA (SEND Support) | <b>24.3</b> | 44.3 | 47.0 | 55.1 | 29.2 | 49.7  |
| LA (EHCP)         | <b>7.1</b>  | 14.3 | 10.3 | 19.0 | 13.5 | 31.0  |

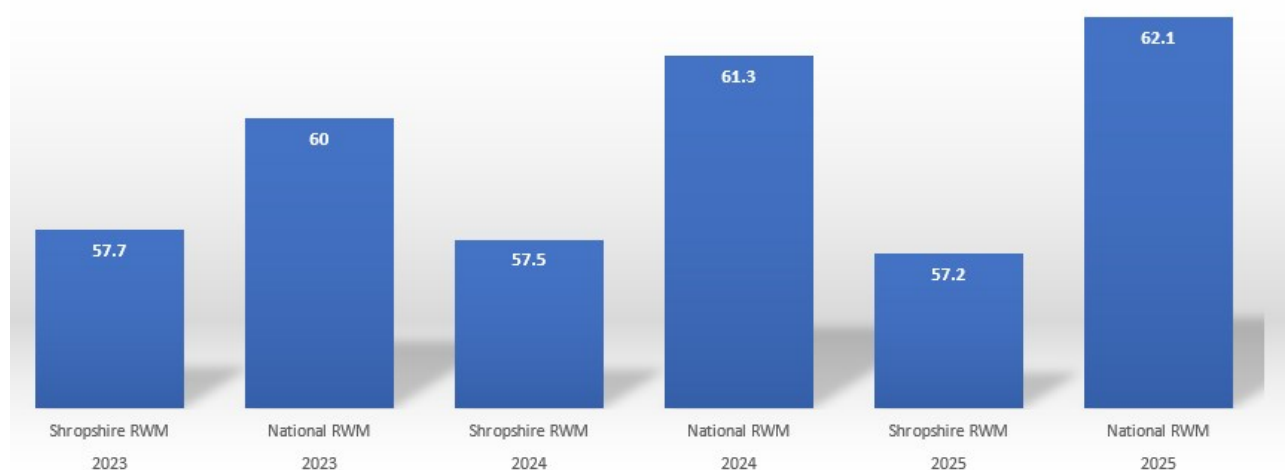
### Y1 Phonic Outcomes

**4.83** The proportion of pupils reaching the expected standard in phonics at the end of year 1 rose slightly in 2025. However, the proportion of pupils reaching the expected standard remains below the statistical neighbours and the national average.



### End of KS2 outcomes

- 4.84** Shropshire is currently bottom of the West Midlands with respect to end of Key Stage Two outcomes.
- 4.85** In terms of the combined measure of reading, writing and maths at the end of KS2, outcomes have fallen over the last three years whilst the national average has risen.



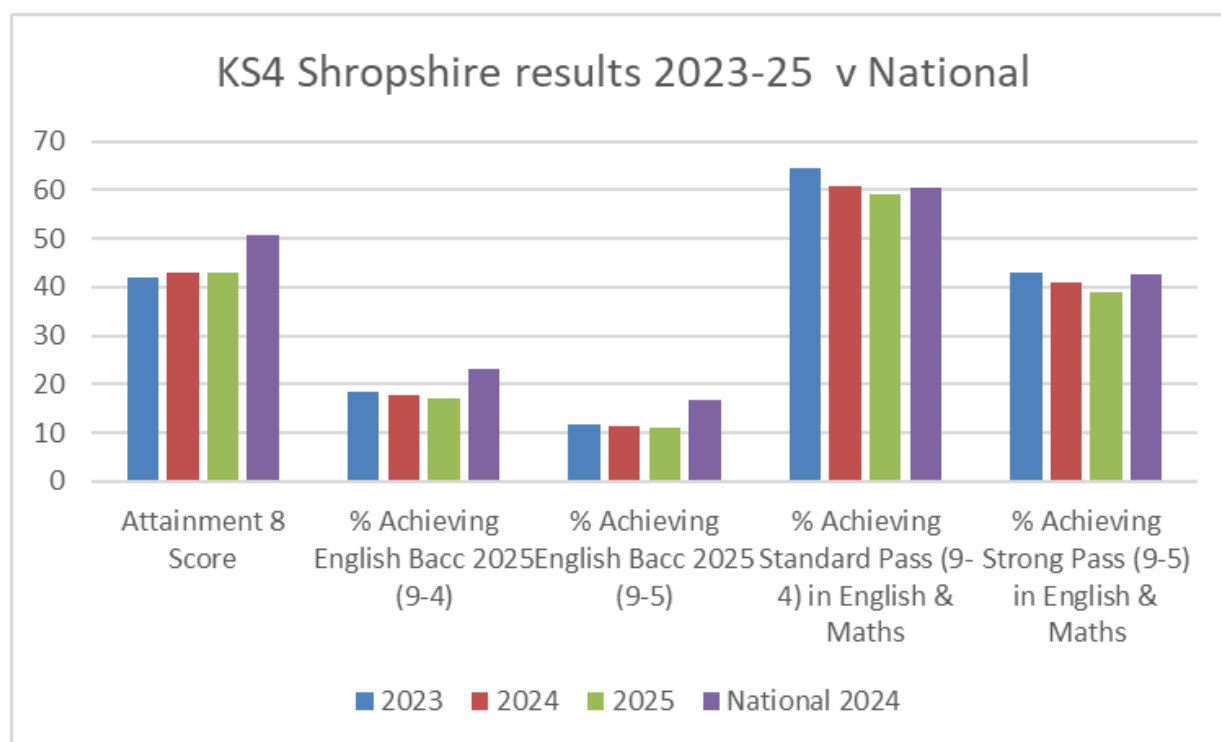
- 4.86** Also noteworthy is the difference between the performance of maintained schools and academies.
- 4.87** In every measure (with the exception of writing), maintained schools performed better than regional and national averages.

| KS2 Attainment Summary List DfE (July) |                            |         |       |      |         |       |       |            |       |       |         |       |       |       | Group: LA Maintained Schools   DfE (July) 2025 |       |       |       |
|----------------------------------------|----------------------------|---------|-------|------|---------|-------|-------|------------|-------|-------|---------|-------|-------|-------|------------------------------------------------|-------|-------|-------|
| Estab. No.                             | School                     | Cohort  | RWM*  |      | READING |       |       | WRITING TA |       |       | MATHS   |       |       | GPS   |                                                |       |       |       |
|                                        |                            |         | ≥Exp  | High | Avg. SS | <Exp  | ≥Exp  | High       | ≥Exp  | GDS   | Avg. SS | <Exp  | ≥Exp  | High  | Avg. SS                                        | <Exp  | ≥Exp  | High  |
| -                                      | NCER National              | 637,250 | 62.2% | 8.4% | 105.6   | 24.2% | 75.1% | 33.4%      | 72.3% | 12.8% | 104.7   | 25.2% | 74.1% | 26.3% | 105.4                                          | 26.6% | 72.6% | 29.6% |
| -                                      | DfE Region - West Midlands | 74,670  | 60.6% | 7.2% | 105.3   | 25.1% | 74.3% | 32.1%      | 70.7% | 11.0% | 104.5   | 26.0% | 73.3% | 25.1% | 105.5                                          | 26.0% | 73.3% | 30.6% |
| -                                      | LA                         | 3,018   | 57.2% | 6.1% | 105.0   | 25.1% | 74.1% | 30.4%      | 69.6% | 10.8% | 103.6   | 28.1% | 70.8% | 20.5% | 104.2                                          | 29.2% | 69.8% | 24.0% |
| -                                      | School Group               | 1,050   | 57.0% | 6.2% | 105.5   | 22.7% | 76.7% | 31.7%      | 69.0% | 10.4% | 104.3   | 24.4% | 74.7% | 22.4% | 104.8                                          | 27.8% | 71.3% | 27.0% |

| KS2 Attainment Summary List DfE (July) |                            |         |       |      |         |       |       |            |       |       |         |       |       |       | Group: Academy Schools   DfE (July) 2025 |       |       |       |
|----------------------------------------|----------------------------|---------|-------|------|---------|-------|-------|------------|-------|-------|---------|-------|-------|-------|------------------------------------------|-------|-------|-------|
| Estab. No.                             | School                     | Cohort  | RWM*  |      | READING |       |       | WRITING TA |       |       | MATHS   |       |       | GPS   |                                          |       |       |       |
|                                        |                            |         | ≥Exp  | High | Avg. SS | <Exp  | ≥Exp  | High       | ≥Exp  | GDS   | Avg. SS | <Exp  | ≥Exp  | High  | Avg. SS                                  | <Exp  | ≥Exp  | High  |
| -                                      | NCER National              | 637,250 | 62.2% | 8.4% | 105.6   | 24.2% | 75.1% | 33.4%      | 72.3% | 12.8% | 104.7   | 25.2% | 74.1% | 26.3% | 105.4                                    | 26.6% | 72.6% | 29.6% |
| -                                      | DfE Region - West Midlands | 74,670  | 60.6% | 7.2% | 105.3   | 25.1% | 74.3% | 32.1%      | 70.7% | 11.0% | 104.5   | 26.0% | 73.3% | 25.1% | 105.5                                    | 26.0% | 73.3% | 30.6% |
| -                                      | LA                         | 3,018   | 57.2% | 6.1% | 105.0   | 25.1% | 74.1% | 30.4%      | 69.6% | 10.8% | 103.6   | 28.1% | 70.8% | 20.5% | 104.2                                    | 29.2% | 69.8% | 24.0% |
| -                                      | School Group               | 1,911   | 57.6% | 6.2% | 104.8   | 26.3% | 72.8% | 29.7%      | 69.9% | 11.2% | 103.2   | 29.8% | 68.9% | 19.5% | 104.0                                    | 29.7% | 69.2% | 22.5% |

## KS4 outcomes

- 4.88** With respect the proportion of pupils leaving school without achieving the expected standard in English and maths, the attainment of Shropshire pupils at the end of KS4 fell for the third consecutive year.
- 4.89** Again, the LA has lacked the capacity to intervene effectively with respect to this. The implementation of the Education Excellence Strategy will enable the LA to engage with multi-academy trusts and hold leaders to account for performance.
- 4.90** In addition, the LA is engaging with the newly appointed DfE RISE advisers – appointed by the DfE to provide support within schools identified as requiring support. This involves frequent communication with DfE regional official and RISE advisers. This initiative is in its first year of operation. Again, this work necessitates the LA having clear and accurate information of the performance of all schools, including those which are academies.
- 4.91** Currently, all but one of the Shropshire secondary schools is part of a multi-academy trust.



### Securing Access to Education Provision

- 4.92** Promoting and facilitating access to Early Years education provision is a top priority for the partnership. This support is crucial for fostering positive social interactions, enhancing communication and language skills, and achieving broader developmental milestones at such a formative age. Additionally, we acknowledge that access to education serves as a protective factor for children and young people of all ages, especially those who are most vulnerable.
- 4.93** We are proud to have very high levels of code validation and take up for all Early Years providers. As of 1<sup>st</sup> October, Shropshire is ranked 1<sup>st</sup> in the West Midlands and 2<sup>nd</sup> Nationally for code validation for all year groups. In Shropshire 97.62% of parents who request a code convert this into free childcare provision (compared to 95% in the West Midlands and 95% nationally). The picture is similar for 1 year olds (96.1% vs 94% and 94%), 2-year olds (98.27% vs 95% and 96%), and finally, 3 and 4 year olds (98.34% vs 87% and 87%). The expansion of Early Years provision of 30hrs for all children of working parents from 9 months of age has meant that while the number of children who can access funded entitlement provision from settings has increased, we have continued to meet our sufficiency need. We look forward to future demand and continue building and growing Early Years settings to suit this need.
- 4.94** In addition to recognising high levels of access to Early Years education, we can also celebrate the high quality of provision in Shropshire, where 99% of childminders are judged to be 'good' or 'outstanding' compared to 98% nationally and 99% of settings are graded 'good' or 'outstanding' by Ofsted compared to a national average of 98%

- 4.95** Over the past 18 months, Shropshire has achieved its lowest levels of NEET and 'not known' indicators in many years. The proportion of 16- and 17-year-olds (Year 12 and 13) not in education, employment, or training (NEET), along with those whose destinations are classified as 'not known', has remained consistently low - performing strongly against national, regional and newly published statistical neighbour averages.

|                          | Y12-Y13 NEET % | Y12 – Y13 % NK % |
|--------------------------|----------------|------------------|
| England                  | 3.9%           | 3.6%             |
| West Midlands            | 3.9%           | 2.0%             |
| Shropshire               | 3.1%           | 0.5%             |
| North Yorkshire          | 1.5%           | 1.5%             |
| Somerset                 | 3.9%           | 9.7%             |
| Staffordshire            | 4.5%           | 0.7%             |
| East Riding of Yorkshire | 3.6%           | 0.6%             |
| Dorset                   | 4.1%           | 0.4%             |
| Herefordshire            | 6.3%           | 6.0%             |
| Derbyshire               | 3.0%           | 1.5%             |
| Worcestershire           | 4.9%           | 1.3%             |
| Westmorland & Furness    | 1.9%           | 1.4%             |
| Gloucestershire          | 3.8%           | 1.6%             |

### Shropshire Virtual School

- 4.96** At the end of August there were 713 Shropshire Looked After Children from year -2 (age 2-3) to year 13 being supported by the Virtual School

| Phase                        | Current numbers of CLA (Children Looked After) |
|------------------------------|------------------------------------------------|
| Pre-school (years -2 and -1) | 67                                             |
| Statutory School Years       | 513                                            |
| Key Stage 5                  | 133                                            |

- 4.97** The academic year 2024-25 ended with 0 Permanent Exclusions for the 4th consecutive year and this record continues into the fifth academic year to date.
- 4.98** The completion of PEPs continues with strength. The termly average for Year -1 to 11 was 99.6% and 97.6% for Key Stage 5. The combined average per term was 99.3%
- 4.99** With respect to the quality of PEPs, the termly average for Year -1 to 11 was 96.6% and 85.3% for Key Stage 5. The combined average per term was 95%

**4.100** Excellent attendance outcomes are being achieved for Shropshire CLA (Looked After Children). The end of the 2024-25 year Attendance Summary indicated that:

|                   | <b>Shropshire CLA<br/>(Children Looked<br/>After)</b> | <b>Shropshire All<br/>Learners<br/>(*DfE Attendance<br/>Portal - Shropshire)</b> | <b>National All Learners<br/>(*DfE Pupil Attendance in<br/>Schools Stats)</b> |
|-------------------|-------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>Primary</b>    | 95.8% (+1.45% from<br>23-24)                          | 95%                                                                              | 94.8%                                                                         |
| <b>Secondary</b>  | 86.4% (+2.43% from<br>23-24)                          | 91.6%                                                                            | 91.5%                                                                         |
| <b>Specialist</b> | 88.2%                                                 | 84.8%                                                                            | 87.1%                                                                         |
| <b>Combined</b>   | 91.9% (+1.9% from<br>23-24)                           | 93.3%                                                                            | 93.2%                                                                         |

**4.101** A significant achievement was that both primary and specialist attendance figures for Shropshire Looked After Children were above that for all learners in Shropshire and nationally. Additionally, the Persistent Absence figure decreased by 3.23% and Severe Absence by 1.75% compared to 23-24

**4.102** The end of year data capture indicated that the average NEET figure for Shropshire CLA in 2024-25 was 23% (not in education, employment or training). However, the new STREAM\* Re-Engagement project has supported UASYP into Education, Employment and Training and reduced the NEET figure in July by 10%.

*\*Shropshire's Transformative Routes into Education and Aspirational Minds  
(STREAM)*

### Access to Education

**4.103** Through a continued focus with school leaders and multi-agency partners there has been a significant reduction achieved in the number of permanent exclusions this academic year to date. In 2024/25, the Exclusion rate was 0.1%, this shows a 50% decrease from last year with a total of 81 exclusions down to 41. Six exclusions were overturned and 27 excluded pupils returned to school from TMBSS. 33% of pupils with an EHCP who were excluded had their exclusion overturned.

**4.104** The Education Access Service (EAS) remains fully committed to working together with school leaders to reduce the suspension and exclusion rates at all phases, particularly secondary and we have seen greater uptake of Pupil Planning Meetings which schools can use to ensure that they have done all that is reasonably possible to support their children and young people.

**4.105** Shropshire primary and secondary school attendance percentages are above regional and national. Shropshire overall attendance (combined) is above regional and national outcomes.



|                   | Shropshire | National All Learners | Regional |
|-------------------|------------|-----------------------|----------|
| <b>Primary</b>    | 95%        | 94.8%                 | 94.6%    |
| <b>Secondary</b>  | 91.6%      | 91.5%                 | 91.6%    |
| <b>Specialist</b> | 84.8%      | 87.1%                 | 87.5%    |
| <b>Combined</b>   | 93.3%      | 93.2%                 | 93.1%    |

**4.106** We continue to progress developments to support the SEND & AP Change Programme. Our new Inclusion and AP Task Force Lead visited numerous schools during the Summer term to introduce herself. The lead has been instrumental in the development of the new 'Outshine' offer which is funded by the DFE Grant as part of the Change Programme. This is a function we are developing to promote and support early intervention plus re-engagement into mainstream education. Outshine is part of EAS and will support close working with the Attendance and Inclusion workstreams as we go forwards.

**4.107** The team is developing swiftly as follows:

- three new Inclusion Mentors have just started
- a Family Support Worker has been appointed
- and an Outreach Support Officer for SEMH has been appointed
- adverts for several more posts will follow shortly

**4.108** The new Inclusion Pathway for schools started on 1st February 2025, consultation took place with schools/settings to develop this. A review took place in summer term 2025 and the responses were very positive overall.

**4.109** The numbers of pupils who are Electively Home Educated (EHE) rose to 721 in June 2025. The greatest declared reason was mental health and philosophy. This is an increase from 650 at Autumn census in 2024.

**4.110** The Shropshire EHE Policy was revised in consultation with the multi-agency Children's Safeguarding Partnership and builds in preparation for the forthcoming Children's Bill. Children on Child in Need (CIN) and Child Protection Plans (CPP) are targeted for a priority visit from the Inclusion Support Officers to support safeguarding.

**4.111** At 31.7.25, Children Missing in Education (CME) was at 152.  
Of which -

- 81 primary 71 secondary; 13 EHCP and 20 with identified SEND
- 6 CIN and & 7 CP Plan

**4.112** The Inclusion Team aim to support all our children and young people into an appropriate education setting and work to review the policy and end-to-end CME process has just started in preparation for the Children's Bill. Children who have a



Social Worker are prioritised for swift action eg for a Home Visit if they are EHE. The new 'Working Together' meetings have started in collaboration with Social Care partners, and this works to strengthen the scrutiny and action for children on CIN and CP Plans who do not have a school place (including CME), have severe absence or are electively home educated.

The LA Attendance Officer also has a focus on specialist school absence, and this report is included in the Working Together meetings.

**4.113** The Summer census data for CME and EHE is due to be published by the DFE.

### Admissions

**4.114** The Admissions Team has begun the transfer group admissions rounds for September 2026 cohort. The Junior, SLM and secondary transfer rounds has opened with the reception and SMU due to open in November, with applications being processed in preparation for National Offers Days on March 1st and April 16th.

**4.115** As part of our statutory duties, the admissions team has begun work on the September 2026 intake for secondary, junior and middle to upper school transfers. Parents who have children eligible in any of these groups are able to make an application now up until the national deadline of 31<sup>st</sup> October. Work is commencing on the reception and lower to middle school transfers, with the online application portal set to open in November with a national deadline of 15<sup>th</sup> January 2026. The team will continue processing all applications in all transfer rounds in preparation for National Offers Days on March 1st and April 16<sup>th</sup> 2026.

**4.116** Additionally, the Admissions Team has continued to develop the new coordinated In-Year Admissions process for the local authority (LA) and has secured buy-in from all schools in Shropshire for a further year. The number of in year applications continue to be at a high level with over 1500 in year applications for this academic already processed by the end of September.

**4.117** Despite the unexpectedly high number of applications, the Admissions Team has worked diligently to ensure that all applications were processed within the statutory timeframe which put immense pressure on the team. This improved process enhances the safeguarding of children, as the LA now has more comprehensive information, and the admissions team can effectively monitor the movement of children around the county as well as into and out of the county. The Admissions Team has used this information to assist School Place Planning colleagues, ensuring that children have access to the appropriate school places at the right time.

**4.118** We would like to acknowledge the hard work, dedication, and commitment demonstrated by education settings and schools across Shropshire in keeping children safe and improving their outcomes.

**4.119** We remain dedicated to strengthening our focus on early intervention and prevention activities. This commitment aims to increase stability for every child or young person accessing education, especially those with the greatest vulnerabilities, as we recognise the protective benefits that education provides.

### **SEND Support, Inclusive Mainstream/SOAP and Education, Health and Care Plans**

**4.120** Shropshire Council has a duty to consider requests for an EHC Needs Assessment where evidence is presented that a child or young person may have special education needs and/or disabilities that will have a significant and long- term impact on their education outcomes. All requests for EHC Needs Assessments are considered through a multi-agency panel. Where it is agreed that an EHC Needs Assessment is necessary, Shropshire Council have a legal duty to complete the process within 20 weeks, including determining whether the special educational needs of the child or young person require special educational provision to be made through an EHC plan. Where an EHC plan is not agreed following assessment, the education setting is expected to continue to meet the child or young person's special educational needs through SEND Support.

**4.121** The Education Quality Advisors (SEND and AP) team (EQAs) are working with the EHCP team, Social Care and Health colleagues to develop training for all schools and settings around EHCNA requests and Annual Reviews to improve the quality of requests, advice and paperwork. The first round of training will be delivered in the Autumn term 2025.

**4.122** Mainstream schools receive additional funding through a Notional SEND budget to provide support above that which is required by all children and young people.

**4.123** In Shropshire, mainstream schools and Early Years settings are also able to access additional high needs funding through the Early Years Inclusion Advice and Funding panel and the Graduated Support Pathway. This fund is made available to support EY settings and schools with early intervention and to implement a robust and high-quality graduated response to meet SEND needs within mainstream settings. The use of funding is analysed termly and the EQA team are developing systems to better understand the impact of the funding provided.

**4.124** In Shropshire the expectations around what should be available through high quality teaching for all children and young people, and what should be available through SEND Support, are outlined in the Shropshire Ordinarily Available Provision (SOAP) Inclusive Practice framework. The framework covers primary and secondary phases and was co-produced with the input of education settings during 2023. Further work is underway to develop the same framework covering the Early Years and Post 16 phases by the Education Quality Advisors (SEND and AP).

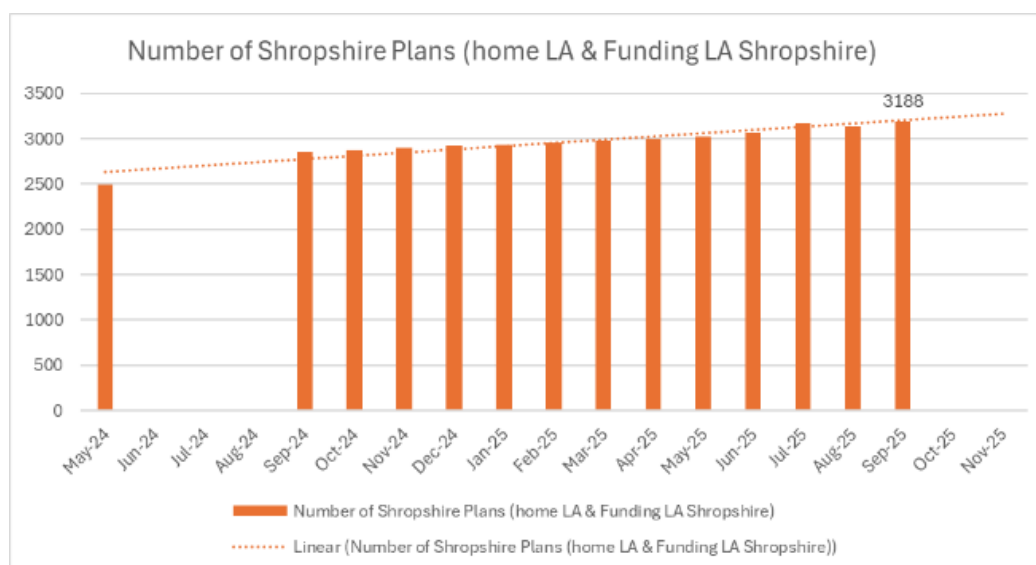
**4.125** Drafts of the three new documents (Early Years, School-age and Post-16) were shared with schools and settings at the Inclusive Practice Conference in July 2025

and are being updated following feedback from a range of stakeholders. It is anticipated that the final versions will be ready in January 2026.

- 4.126** The current SOAP framework is available on the Local Offer here [SEN support | Shropshire Council](#)
- 4.127** Since September 24, the Education Quality Advisors (EQA) have implemented a SEND and Inclusion newsletter for practitioners and professionals supporting Shropshire children and young people. The first edition was shared in October and will continue to be published half termly on the Local Offer here [SEND and Inclusion Newsletter | Shropshire Council](#)
- 4.128** Work has taken place by EQAs to strengthen the quality assurance of unregistered alternative provision (AP). This has supported the effective quality assurance of providers commissioned by the Local Authority. The new framework has been shared with schools who have been invited to attend training on its use. The publication of an Alternative Provision Directory, which will share details of those provisions that have been quality assured by the EQA team, is being drafted to support schools and settings with identifying provisions they may wish to commission. This will be published on the Local Offer by November 2026.
- 4.129** We are encouraged that the work already underway in Shropshire to support inclusive mainstream provision across all age ranges, appears to be strongly supported as the national direction of travel to address systemic challenges within the national SEND system. The House of Commons Education Select Committee reflected this in [their recent report](#) of 25th September. This spoke about the challenges and frustrations within the SEND system, the need for reform to funding arrangements and the need to support inclusive mainstream education.
- 4.130** As part of Phase 3 of the Department for Education SEND and AP Change Programme, the Local Authority are further developing their Local Inclusion Support Offer (LISO) to include (but not limited to) an enhanced CPD offer for SEND and Inclusion, the Alternative Provision Specialist Taskforce, Specialist Outreach, an Assistive Technology Lending Library and a directory of independent specialist teachers and advisors. This will be described on a new, dedicated LISO SharePoint that will provide schools and settings with a simple way of identifying and accessing the three functions of the LISO: training, advice and direct delivery of support. It is anticipated that this will be rolled out gradually, as the LISO is developed, with an initial launch in early 2026.

#### [Overall numbers of children and young people with an Education, Health and Care plan \(EHCP\)](#)

- 4.131** The number of Shropshire Plans are increasing; across Q4 there has been a gradual rise, in May 2025 we had 3027, currently we have 3188.

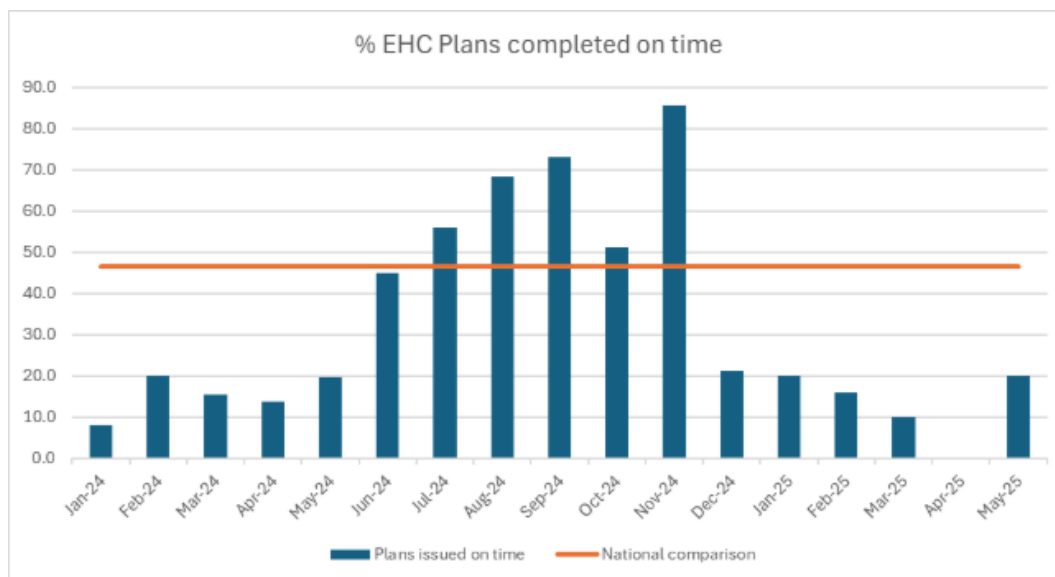


**4.132** The most recent data for requests for statutory assessments indicates that numbers are just below the peak of 2023 (636 requests as of 1<sup>st</sup> October 2025). On average, there are 20 requests for new statutory assessment accepted as a 'yes to assess' by the multi-agency panel and therefore the number of requests is forecasted to be above that of last year and just below the highest numbers in 2023. Our 'yes to assess' data indicates that we are slightly below national average at 75.4% in Q4 (national average is 78.1%), therefore making our 'no to assess' higher than national average at 24.5% (national average is 21.9%). We issued 96.6% EHC Plans in Q4, compared with the national average that was slightly lower at 94.2%.

| Request for Assessment |        |        |        |        |        |        |        |        |        |        |        |              |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------|
| Jan-21                 | Feb-21 | Mar-21 | Apr-21 | May-21 | Jun-21 | Jul-21 | Aug-21 | Sep-21 | Oct-21 | Nov-21 | Dec-21 | 2021 Total   |
| 20                     | 22     | 28     | 16     | 33     | 29     | 21     | 6      | 25     | 22     | 26     | 23     | 271          |
| Jan-22                 | Feb-22 | Mar-22 | Apr-22 | May-22 | Jun-22 | Jul-22 | Aug-22 | Sep-22 | Oct-22 | Nov-22 | Dec-22 | 2022 Total   |
| 35                     | 41     | 50     | 35     | 53     | 31     | 49     | 13     | 31     | 35     | 77     | 63     | 513          |
| Jan-23                 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | 2023 Total   |
| 93                     | 88     | 118    | 49     | 105    | 80     | 98     | 19     | 45     | 71     | 70     | 66     | 902          |
| Jan-24                 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | 2024 Total   |
| 74                     | 63     | 80     | 93     | 78     | 52     | 91     | 12     | 49     | 78     | 57     | 65     | 792          |
| Jan-25                 | Feb-25 | Mar-25 | Apr-25 | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | 2025 To Date |
| 80                     | 93     | 81     | 57     | 75     | 73     | 86     | 29     | 42     |        |        |        | 616          |

**4.133** Restructuring of the EHCP Team between October 2024 and March 2025, resulted in a 40% deficit of Case Officers due to agency staff leaving the team when recruitment was underway. This resulted in a decrease in the number of plans issued within 20 weeks down to only 10% in March, alongside an increase in statutory assessment requests as outlined above. Through successful recruitment, a full team of Case Officers are now in post, as of May, and the increase in timeliness of EHC plans within the 20 weeks has started to rise doubling to 20%. It needs to be noted that most of the new Case Officers came from a teaching background and there had to be a period of training for them to function well as Case Officers. The resulting

backlog, alongside the ongoing high number of requests for statutory assessments and new Case Officers has impacted on current Key Performance Indicators and timeliness.



| Excluding exceptions | Total | On time | % on time    |
|----------------------|-------|---------|--------------|
| May 2024             | 71    | 14      | 19.7%        |
| Jun 2024             | 89    | 40      | 44.9%        |
| Jul 2024             | 95    | 53      | 55.8%        |
| Aug 2024             | 60    | 41      | 68.3%        |
| Sep 2024             | 74    | 54      | 73.0%        |
| Oct 2024             | 43    | 22      | 51.2%        |
| Nov 2024             | 14    | 12      | 85.7%        |
| Dec 2024             | 19    | 4       | 21.1%        |
| <b>2024 Overall</b>  |       |         | <b>38.7%</b> |
| Jan 2025             | 10    | 2       | 20.0%        |
| Feb 2025             | 19    | 3       | 15.8%        |
| Mar 2025             | 20    | 2       | 10.0%        |
| Apr 2025             | 18    | 0       | 00.0%        |
| May 2025             | 15    | 3       | 20.0%        |

**4.134** Plans in Q4 have on average been issued in 30.4 weeks. However, the number of 'very late' (over 50 weeks) plans remains low.



- 4.135** Recovery work remains ongoing, this includes making more efficient use of Synergy as a case management system so that we can monitor and manage our data more efficiently and firmly embedding new practice into business-as-usual to make it sustainable moving forward, so that we consistently deliver as close to 100%, good quality EHC plans within 20 weeks as possible. This information is included in the Accelerated Progress Plan (APP) monitored by the DfE and NHSE. Feedback from the DfE is that we are creating something that is sustainable in the work that we are currently focusing on, even though it is taking time.
- 4.136** EHC plan advice monitoring takes place weekly to monitor advice requests and timeliness. This provides opportunity for follow up by area leaders where required. As part of this monitoring a target number of plans that includes the backlog and includes the most recent requests for statutory assessments is set and communicated to the team. It is important to note that the EHCP team and their KPIs are impacted by the timeliness of reports and advice provided by other agencies, such as educational psychology and health.
- 4.137** To mitigate for the delays in educational psychology advice being provided within statutory timescales, the Educational Psychology Service has recruited a number of agency staff which is currently very expensive. The Educational Psychology Service was last modelled on 137 statutory assessments in 2018/9, therefore capacity to meet statutory duties and other core work, no longer exists within the Local Authority Educational Psychology Service due to the significant rise in statutory assessments (700+ yearly). A recent agreement to advertise 3 Educational Psychology (EP) Posts, 1 maternity Senior Specialist EP post and 3 Assistant EP posts was essential statutory spend. This will provide some capacity whilst work is completed on the growth requirements for the service for the new financial year so these can be included in the development of the MTFS for 2026/27 onwards.
- 4.138** To further support with managing and monitoring the number of plans, a new half termly multi-agency ceasing of plans panel will be held. Due to the work on data

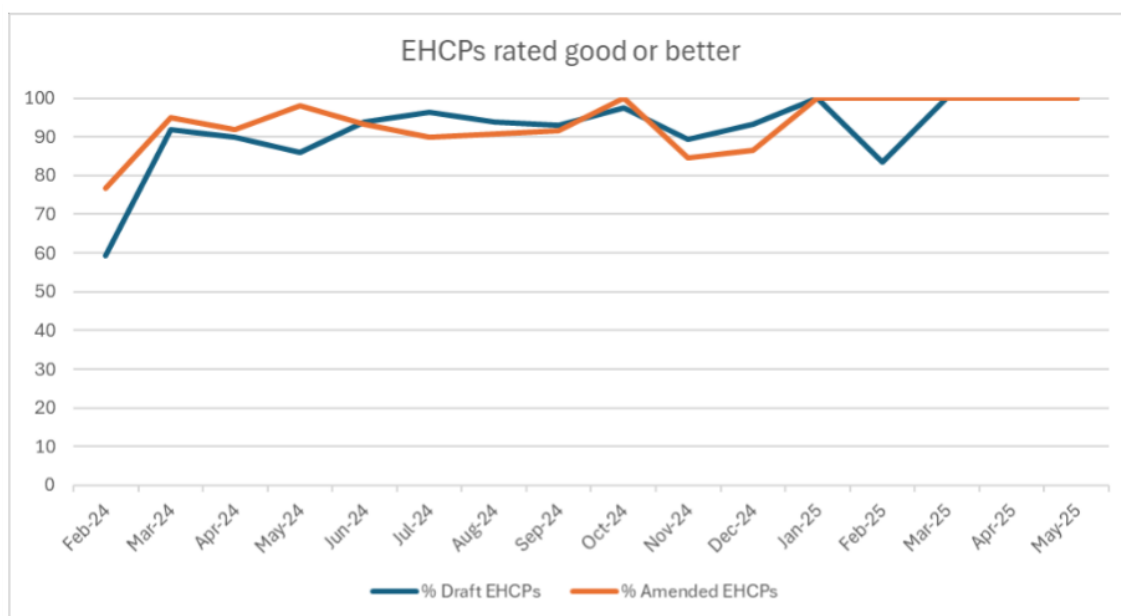


hygiene, plans have been identified that require ceasing, approximately 50 to date, and therefore this will be an ongoing sustainable panel to support with this area of work.

### Quality of EHC plans

- 4.139** Despite the challenges around the significant increase in EHC plans maintained by Shropshire Council, positive work has taken place as a partnership to improve the quality of advice and the overall quality of EHC plans.
- 4.140** The partnership developed and implemented a consistent EHCP Quality Assurance Framework in October 2023 for all new EHC plans and those amended through the Annual Review process. The framework is based on regional and national good practice, including peer review with a local authority consistently identified as delivering high quality EHC plans. This has been recently reviewed and updated to include a feedback loop of learning into other Services that contribute advice/reports to the statutory assessment process.
- 4.141** The framework is available on the public Local Offer site [EHCP Quality Assurance Framework](#).
- 4.142** Learning from the multi-agency quality assurance sessions, that are completed termly, support ongoing work and training for schools, services and other professionals. For example, across Educational Psychology and the EHCP Team work is underway to include Preparation for Adulthood into all Advice and EHCP templates to improve consistency.
- 4.143** The graph and the table below outlines the improvements and percentage of EHC plans rated good or better. No plans are sent out unless they are rated good or better. Learning from complaints has resulted in the quality assurance process used by Senior Case Officers to be adjusted slightly so that all plans are checked to make sure that all assessment advice/reports received is included within the EHC plans.
- 4.144** Those Case Officers who are new to the team and have required a period of training, if their plans have consistently been quality assured as good or outstanding then one in five plans are now quality assured. This has started to increase the number of plans that the EHCP Team are finalising and sending out to meet set targets each week.





**4.145** EHCP quality continues to be monitored and evaluated through the multi-agency panel and strategic quality assurance processes. It is now embedded practice. Anecdotal feedback received in meetings, from other professionals and our parent-carer forum is that the quality of recent EHCPs is consistently very good. This now needs to be reflected through the multi-agency panel data and the termly multi-agency quality assurance sessions.

### Annual Reviews

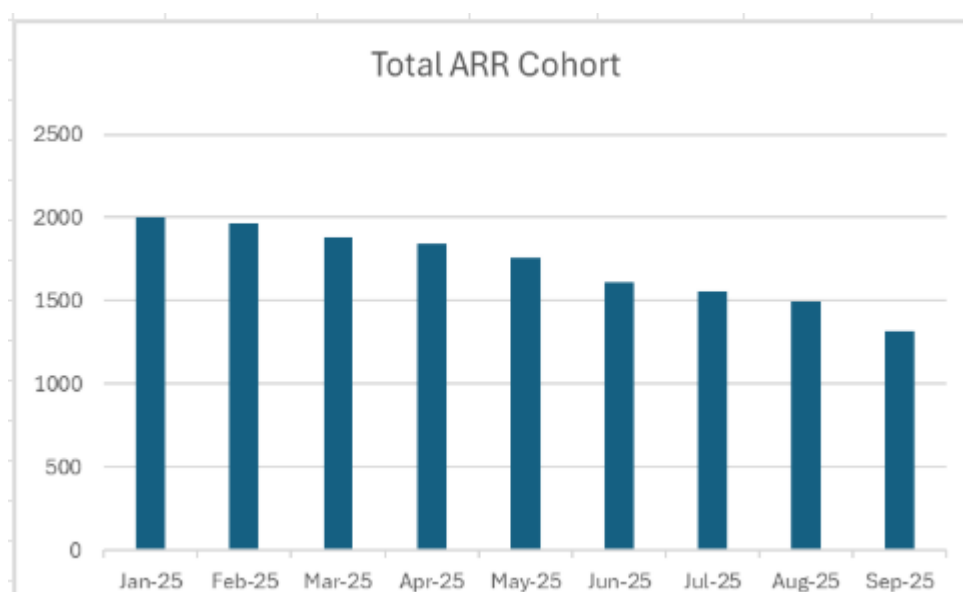
**4.146** Annual Reviews continue to be a key priority for the Local Authority and SEND and AP Partnership Board, following the review and updating of the Annual Review recovery plan in June 24.

**4.147** The recovery plan has resulted in some ongoing fixed term additional capacity being provided for the EHCP team to ensure that we accelerate the process of ensuring every EHC plan has received an annual review (within 12 months) and where necessary amendments to the EHC plan have been made and a final EHC plan issued. This team have been in place since the middle of December 24 with a new experienced Senior Case Officer being appointed to this team in April 2025. This work has focused on prioritising children and young people approaching phase transfer points (e.g. key stage moves, including primary to secondary) and those with the most complex needs.

**4.148** An indication of the impact of the work that has already been completed is outlined below, with monthly monitoring underway within the Local Authority and shared with the SEND and AP Partnership Board each meeting.

**4.149** There is a focus upon a data hygiene within the EHCP Team and making the best use of our Case Management system, Synergy, so that we can easily identify our most complex children and young people, for example, those who are on the Dynamic

Support Register. As part of this work, there have been several EHC Plans identified whereby duplication, or work flows not having been closed in Synergy, that are creating inflated numbers of EHCPs. Our most recent data (September 2025) indicates that we now have 1303 plans that are more than 3 months late.



**4.150** Due to the number of plans that need amending and updating to reflect our children and young people's needs accurately, projected timescales for completion of the work is December 2026. Therefore, it is proposed to extend the annual review recovery team until this point in time as their current contracts finish in December 2025. Extending the team will mean that all annual reviews are up to date, so when a placement or setting is not meeting a young person's needs, timely intervention can happen to prevent absence from school and missed educational opportunities for our most vulnerable children and young people. With earlier and more timely intervention, this will then prevent the need to use expensive independent specialist schools.

**4.151** To prevent further backlogs within the system whilst a new EHCP Team is being embedded. A further four members of fixed term experienced Case Officers have now been appointed as of September 2025 who will focus upon the annual reviews from 1<sup>st</sup> January 2025. These Case Officers are linked to named Independent Specialist Schools and settings. Part of their role is to make sure Shropshire Children and Young People are placed in the correct settings to meet their needs and to support Children and Young People, at any transition points, to return to a specialist setting in Shropshire, move into our expanding Hub provision, or return to a mainstream provision.

### Feedback from children, young people, families and professionals

**4.152** Whilst we recognise that the experience for children, young people and families is not yet consistently positive based on the feedback received from the APP survey completed in preparation for the May 25 APP review meeting and PACC (Parent

Carer Council) reports. We can see that the improvements are starting to be recognised as reported by Schools Forum and a reduction in complaints.

**4.153** We remain committed to securing consistently positive experiences for all children, young people, and families.

**4.154** Some examples of direct feedback from families and professionals are included below.

*"Thank you for all your hard work, you have been a star through this whole process. The fact that you've kept in contact even when there has been no updates has been so helpful in reassuring us that we hadn't been forgotten. You're a credit to your team and to Shropshire council.." Parent Carer feedback March 2025*

*"the next set of parents that you'll be supporting are extremely lucky! I honestly appreciate your hard work and more importantly your rapid replies to questions and sometimes in my case - arguments.." Parent Carer feedback February 2025*

*"...played a key role in supporting pupil provisions, always approaching situations with openness, honesty, and a realistic perspective. She takes into account the school's views on a pupil's needs and works collaboratively to find alternative solutions when challenges arise. Beyond this, (her) impact extends to Post-16 and Year 6 transition documentation, ensuring that accurate information and clear timescales are provided to meet essential deadlines. Her diligence and efficiency in this area have significantly benefited our young people and families, easing their worries about transitions and ensuring they are well supported at every stage. " Asst. Headteacher feedback March 2025*

*NB next available update of survey is due Oct 25 in readiness for APP 30 month review.*

**4.155** We are also increasingly engaging directly with children and young people to gain their views, including their views on their EHC plan and the impact this is making. Facilitated by SENCOs in settings to ensure that children, young people are identified when first issues arise. The latest feedback provided is included below. Further work is needed to embed this approach to increase the numbers of children and young people sharing their views and to link this to the SEND and AP Strategy and Outcomes Framework and embed this approach in the Annual Review Process.

| Percent (12 responses)    | I feel happy | I feel safe | I feel that I am learning | I feel listened to by the adults around me | I feel that my strengths are recognised |
|---------------------------|--------------|-------------|---------------------------|--------------------------------------------|-----------------------------------------|
| % Very like me            | 50           | 58          | 50                        | 58                                         | 58                                      |
| % a little like me        | 25           | 33          | 33                        | 33                                         | 33                                      |
| % Neutral/not sure        | 17           | 0           | 0                         | 8                                          | 0                                       |
| % Not much like me        | 8            | 0           | 17                        | 0                                          | 8                                       |
| % Not at all like me      | 0            | 8           | 0                         | 0                                          | 0                                       |
| %Very or a little like me | 0            | 0           | 0                         | 0                                          | 0                                       |

| I feel that people understand me and what helps me | I feel welcomed and included by other people | I feel that I am moving towards goals that are important to me | % Overall | % Very or a little like me overall |
|----------------------------------------------------|----------------------------------------------|----------------------------------------------------------------|-----------|------------------------------------|
| 50                                                 | 75                                           | 75                                                             | 59        | 87.5                               |
| 33                                                 | 25                                           | 8                                                              | 28        |                                    |
| 8                                                  | 0                                            | 8                                                              | 5         |                                    |
| 8                                                  | 0                                            | 8                                                              | 6         |                                    |
| 0                                                  | 0                                            | 0                                                              | 1         |                                    |
| 0                                                  | 0                                            | 0                                                              | 0         |                                    |

### Neurodiversity Practitioners (NDPs)

**4.156** The development of the NDP pilot project was an action within the Shropshire's Accelerated Progress Plan (APP). Three NDPs were appointed and started in January 2024. They were employed on one-year fixed term contracts by Shropshire Council with a three-month extension to support the facilitation of PINS (Partnerships for Inclusion of Neurodiversity in Schools). From April 2025, the NDPs will be permanent roles within the Shropshire Educational Psychology Service (EPS) structure and will continue to be supervised by the Specialist Senior Educational Psychologist for Neurodiversity. Within the pilot, the NDPs supported 49 schools (Key Stages 2 and 3) from targeted areas based on referral data from Bee U (77.8% uptake rate; 32.5% of schools in Shropshire). Children could be referred to the NDPs on a needs-led not diagnosis-led basis, and this has continued to be the offer. Impact evaluation data can be found below:

| <b>Children - scored from 0 (worst) to 5 (best)</b> | I enjoy being at school. | I feel safe when I am at school. | I feel that I am supported in lessons. | I enjoy breaktimes and lunchtimes. | I have at least one trusted adult that I feel I can talk to. |
|-----------------------------------------------------|--------------------------|----------------------------------|----------------------------------------|------------------------------------|--------------------------------------------------------------|
| Average pre (N=87)                                  | 3.37                     | 4.07                             | 3.679                                  | 3.97                               | 3.64                                                         |
| Average post (N=66)                                 | 3.90                     | 4.48                             | 4.31                                   | 4.58                               | 4.15                                                         |

| <b>School - scored from 0 (worst) to 10 (best)</b> | How well do your school understand the needs of neurodiverse children? | How well do your school meet the needs of neurodiverse children? | How much CPD have you had to develop your understanding of how to meet the needs of neurodiverse children? | How effectively have you implemented this training at school? | How effectively do you capture neurodiverse children's voice to understand their strengths and areas of need? | How effectively do you capture the voice of the child's parents/carers to understand the child's strengths and areas of need? |
|----------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Average pre (N=43)                                 | 6.12                                                                   | 6.10                                                             | 5.37                                                                                                       | 5.45                                                          | 5.14                                                                                                          | 6.02                                                                                                                          |
| Average post (N=34)                                | 7.59                                                                   | 7.62                                                             | 7.50                                                                                                       | 7.03                                                          | 7.07                                                                                                          | 7.44                                                                                                                          |

### Parents:

**4.157** Post scores increased for: My child seems happy and settled at home; I understand my child's needs and what they find challenging; and I understand that my child has unique strengths and capabilities. This progress suggests that parents recognised a positive impact of NDP support at home.

**4.158** Of the 14 parents who gave post-data, eight rated some areas as being lower than they had originally, although most gave positive qualitative feedback, e.g., around their child being happier going into school, finding communication with staff easier, and their children being better able to manage their emotions. It is further noted that some anomalies, where parent-school relationship had broken down, skewed the data.

### Examples of qualitative feedback:

**4.159** \*child\* commented that she has got better at regulating within school and she knows when she is feeling angry. She added that she knows how to handle her emotions and calm herself down. Commented by a child to an NDP

**4.160** \*child\* shared that school was really good. He feels that he plays with his friends more now and recognises when he needs 'alone' time. Commented by a child to an NDP  
 "...I do think \*child\* is now more able to manage her emotions or at least articulate when she is feeling things (particularly at home), which sometimes means we can pre-

empt complete dysregulation. I know that I feel understood by her current class teacher as she has expressed this to me.” Parent

**4.161** “Definitely happier to go to school I used to struggle together in on time.” Parent  
“Lovely empathetic ladies the ‘get’ the busy demands within a school environment for SENDCOs. Lovely to discuss issues and how best to support our neurodivergent children.” School.

**4.162** “It has been invaluable to work with someone who has grown to understand the needs of our school and work with us to tailor support which meets the children’s needs.” School

“The input has been invaluable, and we have thoroughly enjoyed working with her. We hope to work with her again in the future.” School

“Great to have the opportunity to discuss school-based SEND issues to devise an action plan to support the growing number of neurodivergent children at our school.” School

**4.163** The NDPs will continue to be a preventative support offer and, therefore, CYP referred through traded support should not have an Education Health and Care Plan (EHCP) or be in the Education Health and Care Needs Assessment (ECHNA) process. The NDPs work in collaboration with school staff, families and other professional services, when needed, to promote appropriate, holistic support. Systemic work aims to empower and build capacity within the schools to enhance their offer of support to all children and those around them.

**4.164** The model of NDP support has been proposed based on what has been identified as working well and established good practice from Autism in Schools, the NDP Pilot and PINS, thereby being a sustainable support offer based on the three short-term projects Shropshire has participated in. Consideration of the wider outreach support offers available in Shropshire has also been made.

#### **4.165 Traded Work:**

- Packages of support:
  - Package A: Three coaching sessions
  - Package B: Three coaching sessions and two CPD sessions
  - Package C: Three coaching sessions and three individual casework.
  - Package D: Three coaching sessions, two CPD sessions and three individual casework.
  - Package E: Bespoke package to meet the school’s highlighted aspirations and needs. (Discussed with and agreed by Specialist Senior EP.)
  - Outreach: The NDPs are part of the Outreach Pilot in Shropshire. (Funded through Change and AP.)
  - PINS: The NDPs are continuing to support the delivery of PINS for both years 1 and 2.
  - Post 16 Project: The NDPs are involved in a project to gain year 12 pupil voice on the support offer for the transition between years 11 and 12. A pilot intervention will then run in two secondary schools with small groups of year 11s to support them to prepare for their upcoming transition. The aim is to enhance positive transitions for neurodivergent learners and to reduce risk of NEET. From the impact evaluation, an offer of support will then be made available to other secondary schools. (Funded through Change and AP.)



- Supporting the Enhancement of Neuroinclusivity in Secondary Schools (SENSES): An offer of six coaching / CPD sessions over the academic year (one per half-term) to support neuroinclusive practice within secondary schools. (Funded through Change and AP.)

#### **4.166 Core Work:**

- Shropshire wide projects, including: pupil voice; parenting support; early years and post 16 neuroinclusive strategic groups; training development; communication projects; inclusive practice documents; and EBSA support.
- Delivering the Shropshire Neuroinclusive Training Offer, including being part of the multidisciplinary Autism education Trust (AET) training team. This has enabled increased training opportunities within school age, early years and specialist provision settings as well as training delivered centrally. They are also producing new Neuroinclusive Training Modules to meet the arising needs / aspirations highlighted within schools / settings and from the areas highlighted within the Neurodiversity Workstream, including ADHD Awareness and FASD Awareness training.
- Neurodiversity Workstream members.

**4.167** The NDP traded packages are organised in this fashion with the aim of being needs-led and flexible for schools but also providing a clear structure of support. This is important, considering the feedback from schools on the need to have clear offers of support. Coaching is included in each of the packages to ensure that systemic change is at the forefront of the support offer. Each session is a morning / afternoon equivalent of time, to include preparatory time and report writing, as appropriate (approximately 3 hours per session). It is planned for the support commissioned by schools to be spread over the academic year.

**4.168** It is proposed that the traded offer is made available to schools / settings across Shropshire and is commissioned on a first come first serve basis, thereby being available to schools who are seeking support across the age range. It is hoped that the schools / settings that do not commission traded support at this time are benefitted from the wider core work the NDPs are involved in, as described above.

**4.169** A brochure sharing the support offers NDPs can deliver in schools / settings has been widely shared. They have also attended multiple professional / service meetings to enhance awareness of their support offer and develop collaboration opportunities with other teams.

**4.170** We have had many opportunities to share the success of the NDP Pilot and the work they continue to do with interested Local Authorities, Integrated Health Boards and with representative from national charities / bodies, e.g., Autistica and AET.

#### **SEND Dashboard Development**

**4.171** As part of the transformation programme, reviewing the need to automate and digitise our data and outputs is now underway. The SEND and AP dashboard is currently being developed in line with APP requirements, considering data required for Ofsted/CQC Area SEND inspection framework Annex A to be accessible in real time and national requirements.

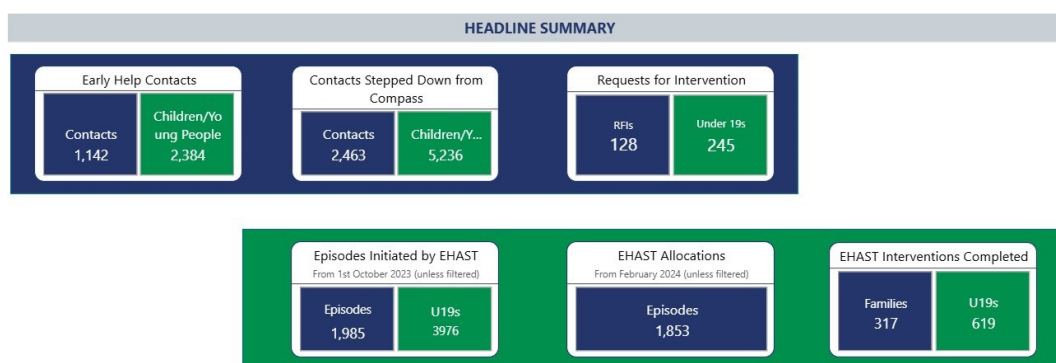


- 4.172** A draft of the range of indicators to be included in the dashboard has been developed and shared with the SEND and AP Partnership Board for review and comment. The draft indicators have been included as appendix 2. Officers across the local area (LA, health, education, and social care/early help) are engaged in bringing the data together to provide a working example of the dashboard in early 2026.
- 4.173** Our data accuracy is paramount and a review of efficiencies around collecting data is also being prioritised in line with Dashboard developments and Inspection Preparation.

### CHILDREN'S EARLY HELP AND SOCIAL CARE

- 4.174** This report focusses on Quarter 4 key performance indicators, reflecting the demand and activity performance of Children's Social Care. This will include the impact on caseloads for social workers, and outcomes for children, young people and their families that live in Shropshire. This data and outcomes were included in the self-evaluation shared with Ofsted during the Inspection Local Authority Services (ILACS) held 16<sup>th</sup> June 2025 to 4<sup>th</sup> July 2025.
- 4.175** The Early Help Transformation Plan since April 2022 has introduced the Early Help Front Door that includes The Early Help and Support Team (EHAST). This has continued to positively impact on demand across the system, and more families are accessing the services through early help and support. This is increasingly preventing families from escalating into children's social care statutory services.

## Compass – EHAST data 01/04/24 - 31/03/25



- 4.176** The collaboration between Early Help and Public Health continues to be key to the strength of partnership working and developing the Family and Community Hubs.
- 4.177** The offer across the county continues to grow and includes the development of several 'hub and spoke' models, that are ensuring a wider reach to more rural communities. Feedback from partners and families on the work being undertaken within Early Help has been extremely positive.
- 4.178** The investment in early help services is continuing to demonstrate high impact in reducing the need for a statutory social work intervention and decreasing the numbers of children looked after. The service continues to build on delivering the right service and support, at the right time. This avoids escalations and engages the families with their communities, building resilience and strategies to manage their own circumstances at home.

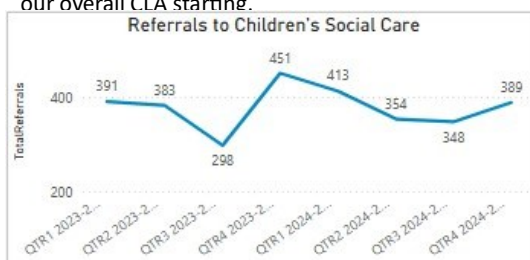
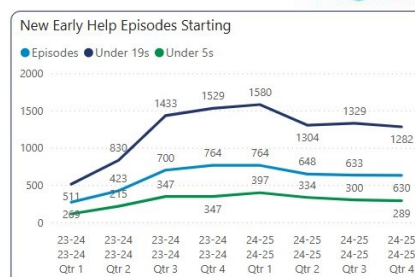
### Benchmark for Success – Impact of Early Help & EHAST



Following our investment in Early Help Transformation, we have begun to see the impact through trends in our data.

This includes:

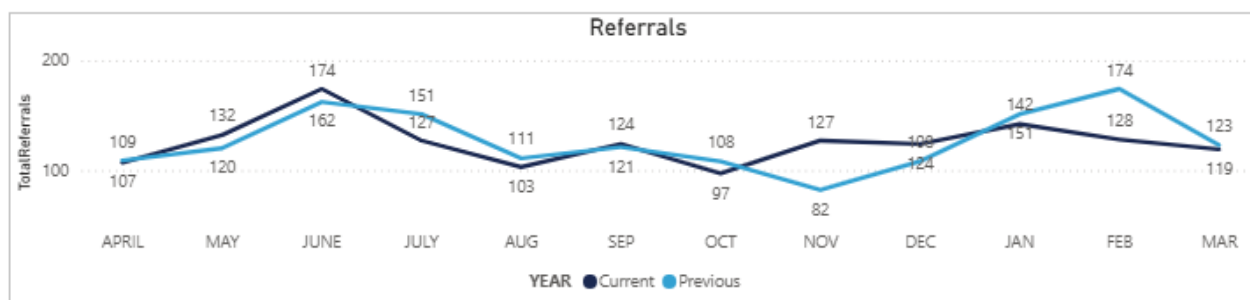
- An increase in the number of Early Help interventions commencing.
- A reduction in the number of referrals to children's social care
- A reduction in the number of CLA starting and our overall CLA starting.



- 4.179** Contacts are when information is shared with Compass or a request for help and support at Level 1,2 or 3 is made. They come from a wide range of sources including partner agencies, families, members of the public etc.
- 4.180** The number of contacts and referrals made into children's social care also demonstrates a sustained shift in reducing the demand on the statutory services.

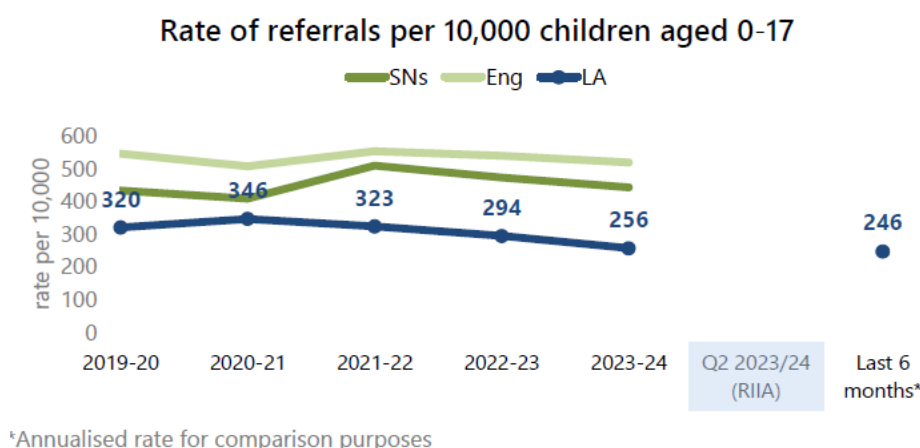


**4.181** Referrals relate to information being shared that requires consideration of a social work assessment, so a threshold is met that raises concerns about the child being 'in need' or 'at risk of significant harm', level 4 intervention.

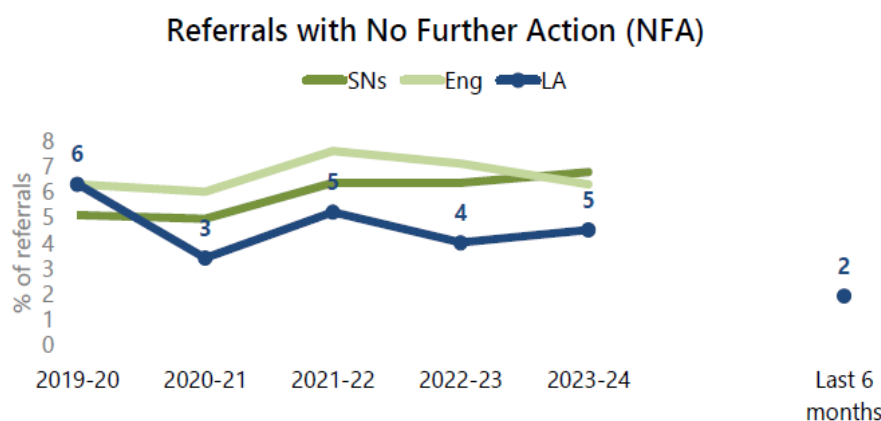


**4.182** This is reflecting a continuing downward trend in receipt of referrals and the conversion rate to them becoming social work assessments is high. Suggesting that our partners are referring appropriately and providing the service with the relevant information to enable decisions to be made quickly and withing the 24-hour timeframe that is expected.

**Referrals data as @ 4<sup>th</sup> April ChAT Tool, a 6-month rolling view.**



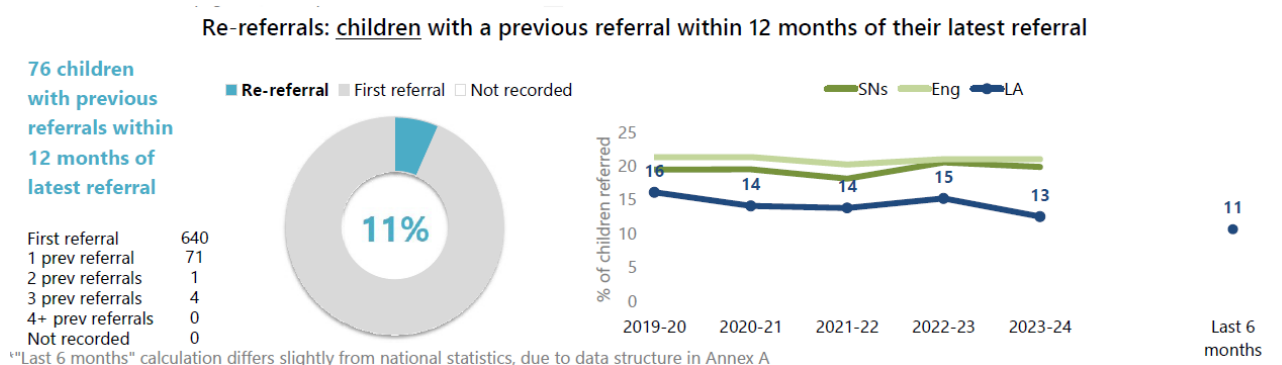
- Showing the continuing reduction in referrals received.



**4.183** Showing the high % of referrals that have been progressed to a social work service, following good quality referrals, enabling assessments to be undertaken on the basis of effective decision making which is consistently applied.

- 4.184** Contacts and referrals continue to show reductions that are being sustained because of effective and timely early help support when required and robust social work statutory interventions that are supporting families to support themselves within their communities when appropriate and safe to do so.
- 4.185** A variation in the rates of contacts and referrals is to always be expected and can be significantly influenced by large sibling groups for example. The total number and outcomes are reviewed weekly through robust performance monitoring processes and responded to quickly should there be a challenge seen in the system to ensure the impact of that variation is understood and resolved quickly.
- 4.186** Our referral rate per 10,000 children in the population has reduced further, keeping us below our statistical neighbours' and national rates.
- 4.187** Our percentage for No Further Action remains very low and below our statistical neighbours' and national rates. Meaning that a decision is made and an intervention is progressed, whether that is a step down to Early Help or to open for a social work assessment or a strategy discussion. The following intervention is then likely to have impact, as families are not frequently re-referred to the service.
- 4.188** Some families are subject to more than one referral and/or social work assessment within a 12-month period. These are recorded nationally as re referrals.

**Re-referrals – data below: where there has been a previous referral to the current one in the past 12 months**

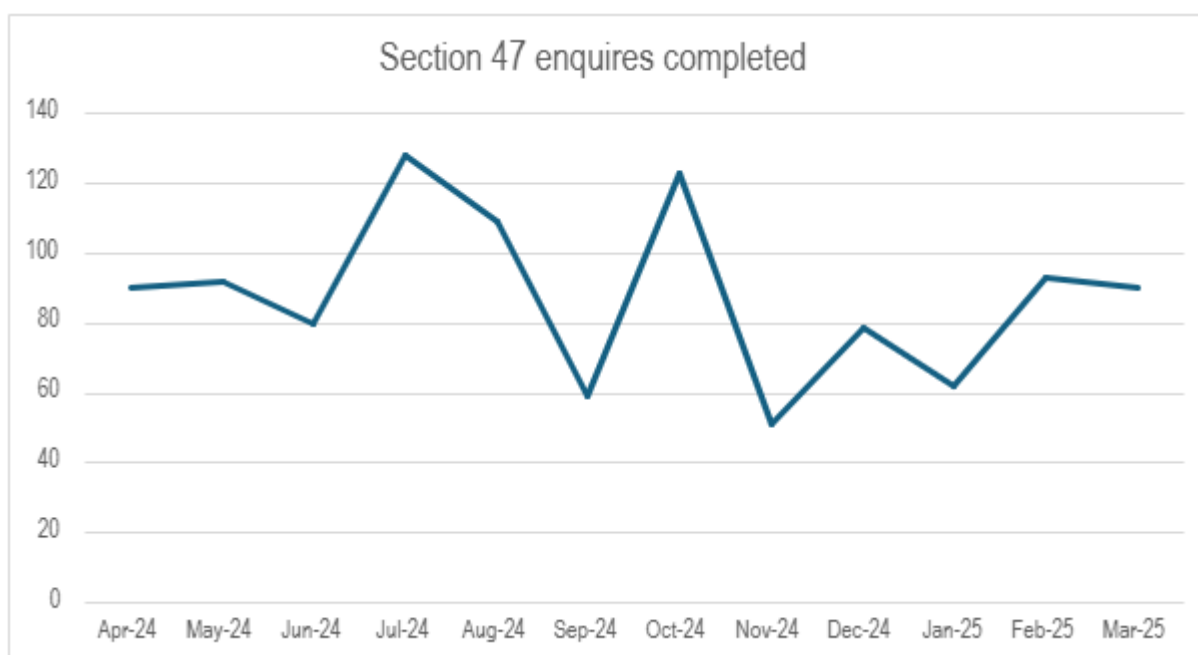


- 4.189** The continuing low re-referral rate consistently remains significantly lower than the national and statistical neighbour averages. This reflects good practice that suggests the interventions provided have secured the safety of children effectively and/or have secured a good support plan around the family and the children and young people to enable them to move forward without social work intervention in their communities.

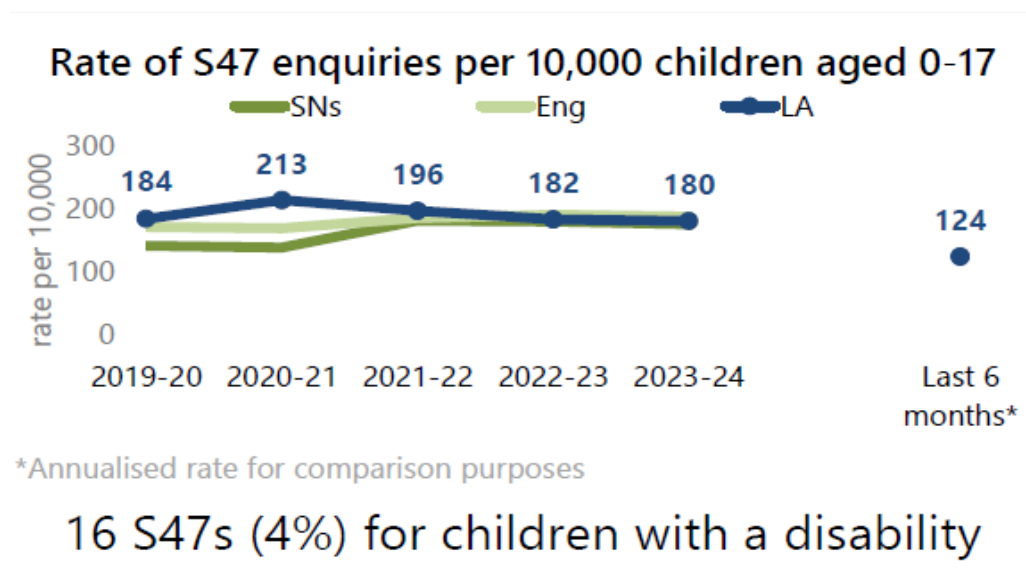
**Section 47 Enquiries**

- 4.190** Section 47 Investigations take place following a Multi-agency Strategy discussion that considers all relevant information about a child or young person that could be at risk of significant harm.

**4.191** The graph below shows that we continue to see variation in demand with spikes often around the time of school holidays. This is an expected variation in demand nationally and evidences the importance of the relationship children have in schools and how they act as a protective factor for them.



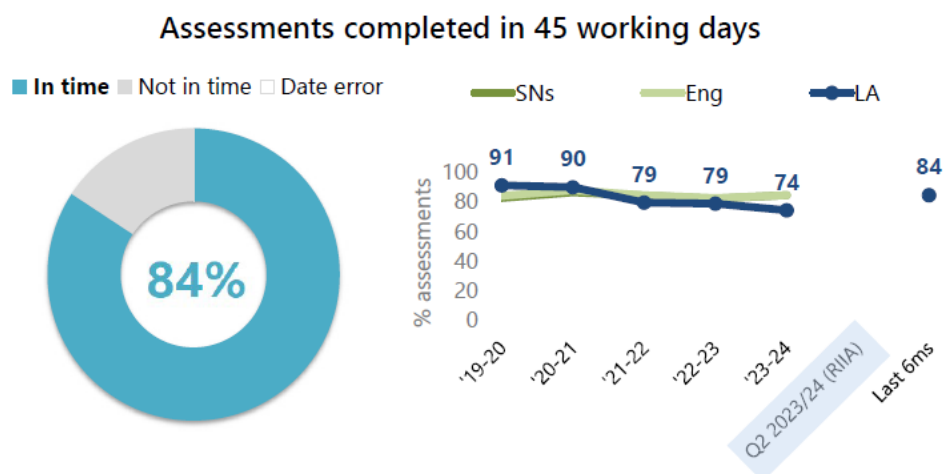
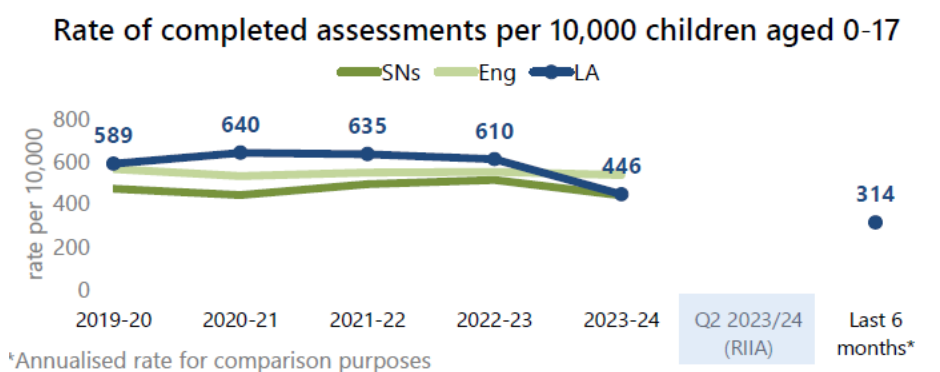
**4.192.** The graph below shows the decrease in section 47 enquiries being undertaken across the teams, lower than statistical neighbours and England averages.



**4.193** This activity all contributes to reducing individual workers caseloads enabling them to become more manageable as social workers told inspectors directly during the recent ILACS. This also supports the system to be able to provide the right service at the right time. Reducing the potential for drift and delay in case work and enabling social workers and all children's practitioners to build meaningful relationships with the families they are working with.

## Assessments

**4.194** Assessments are the multi-agency tool that social workers must use to determine the best way of enabling children and young people to be safe and or have their needs addressed more effectively and consider what support would be most helpful.



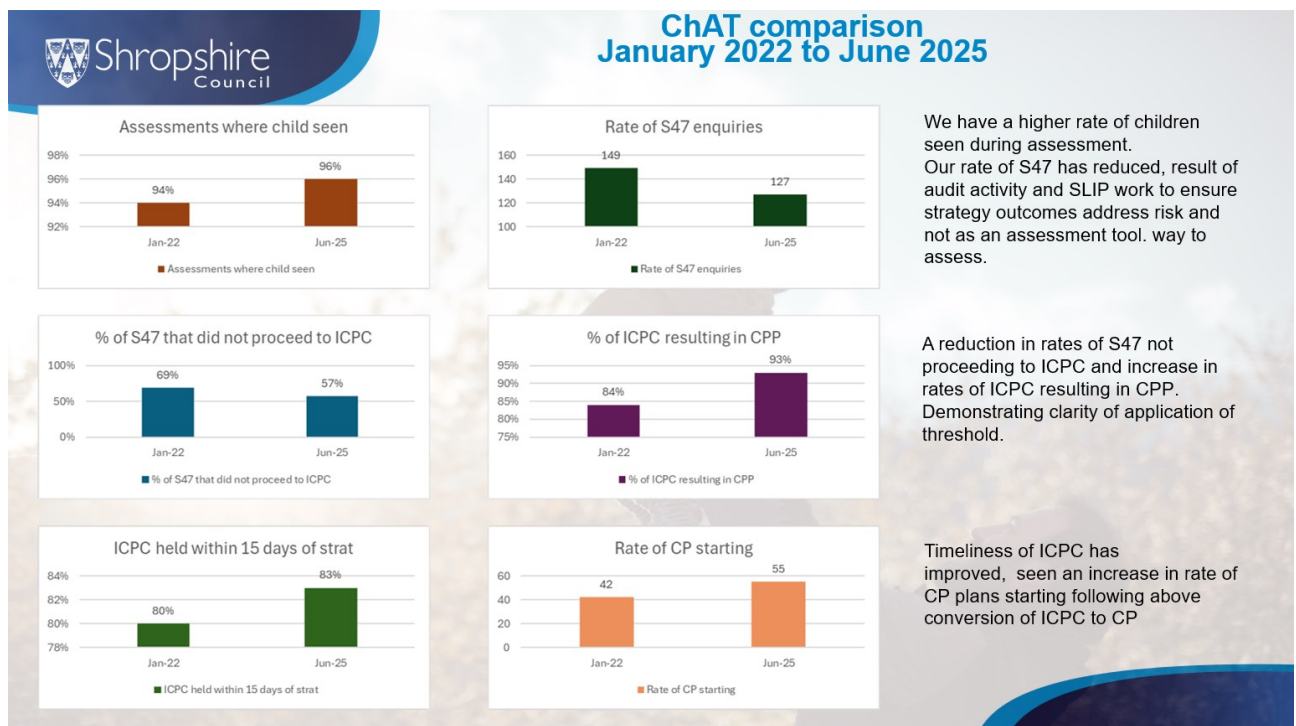
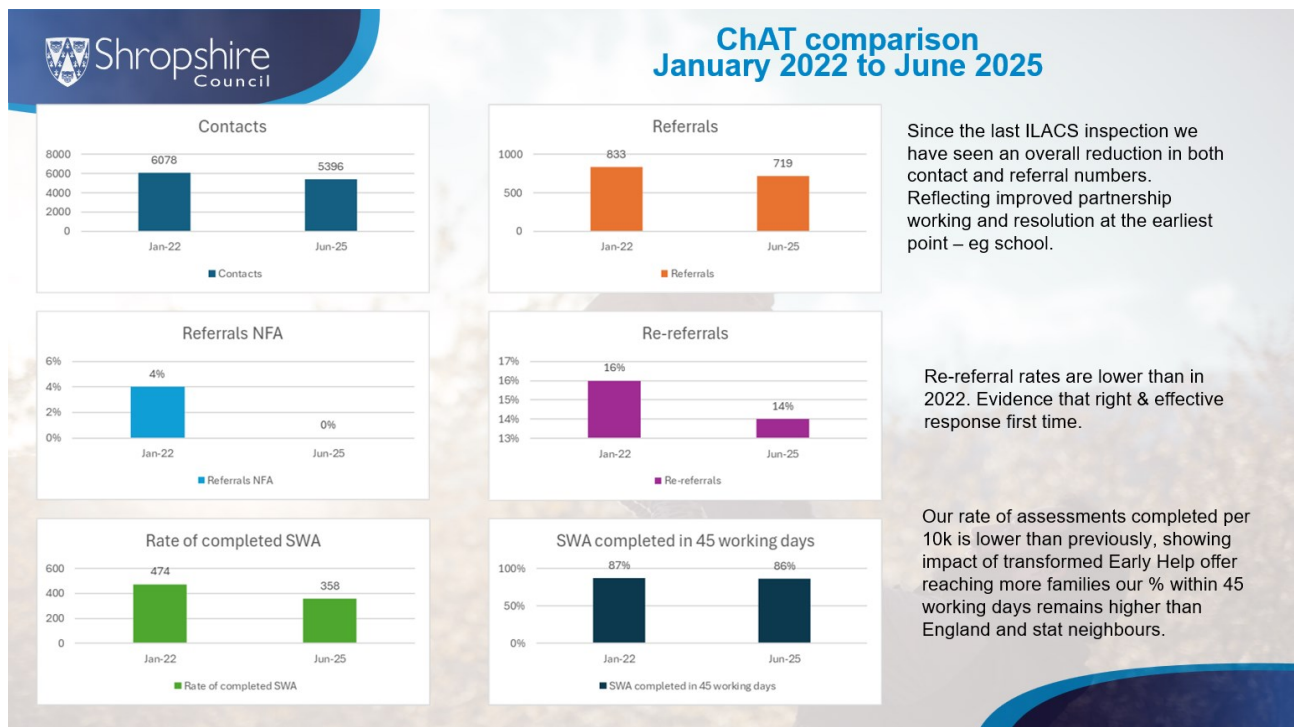
**4.195** Timeliness of completed assessments within the window of the expected 45 working days shows good performance at the end of Quarter 4. The service has sustained its improvements made since that time and performance has remained higher than statistical and regional neighbours. This means that assessments are being completed effectively alongside all relevant services and the family themselves.

**4.196** Chat is the tool used by the DFE: a rolling 6-month window into all Local Authorities performance.

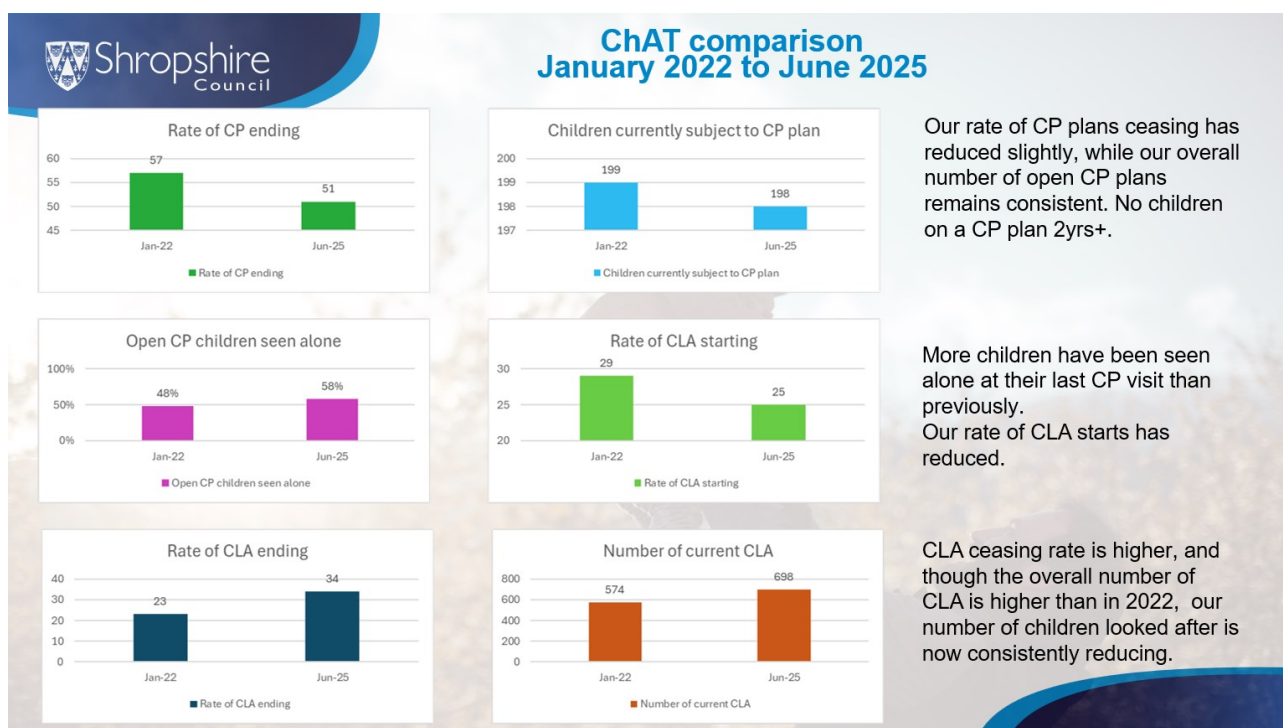
**4.197** The comparison of key areas performance below evidences the positive impact that the services practice, approach to demand management, good timeliness of activity, all continue to support manageable workloads and pressure in the system.



Consistently securing the right service at the right time for children and young people in Shropshire.





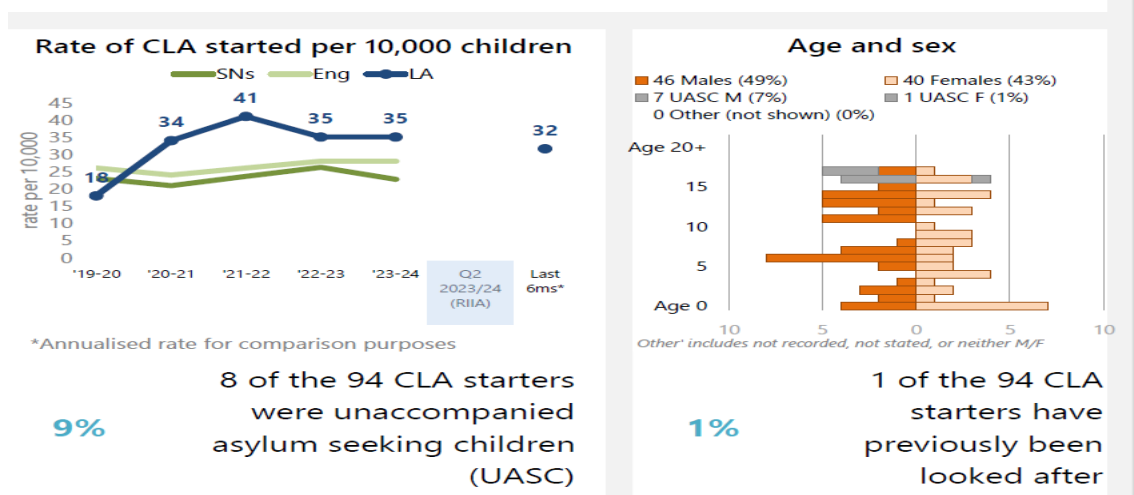


### Children Looked After numbers:

- 4.198** The numbers of children looked after decreased further during 2024/25 from a high of 742.
- 4.199** This decrease has been secured whilst receiving an increasing number of unaccompanied asylum seeker children being referred into Shropshire Council children's services. This is in the context of us continuing to take a significant number of Unaccompanied Asylum-Seeking Children from the National Transfer scheme (mandatory).
- 4.200** Numbers of children and young people starting to be looked after continues to be less than the number of children and young people coming into care, this is monitored on a weekly basis.

Data below is @ 4<sup>th</sup> April 2025 a 6 month window

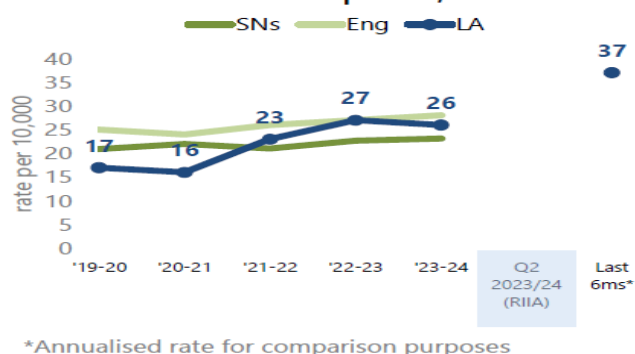
### 94 CLA started in the last 6 months



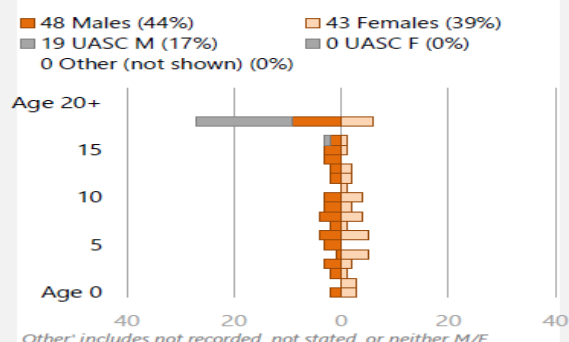
Data below is @4<sup>th</sup> April 2025 a 6 month window

## 110 CLA ceased in the last 6 months

Rate of CLA ceased per 10,000 children



Age and sex

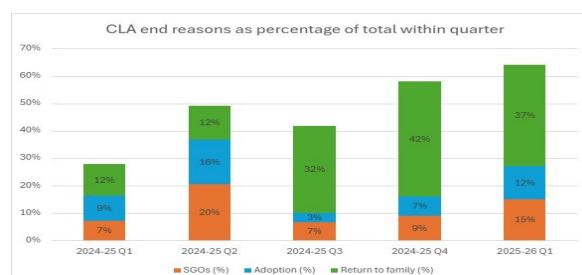
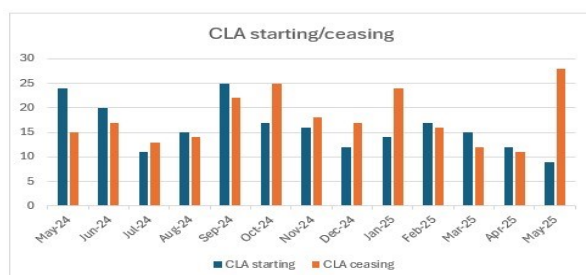


- 4.201** Children starting to be Looked After by the Local Authority rate: 4<sup>th</sup> April 2025 was 32 per 10,000.
- 4.202** Children ceasing to be Looked After by the Local Authority rate @ 4<sup>th</sup> April 2025 was 37 per 10,000.
- 4.203** This reflects the consistent trajectory in the services endeavours to reduce the number of Looked After children in total, whilst enabling them to be secured in family and care arrangements that meet their needs effectively and safely.
- 4.204** Children currently Looked After is 121 per 10,000 at the end March 2025 and Actual Child looked After in Shropshire numbers in this period are down from 746 to 724 at year end 25. (This has further reduced since year end to 699).

Data below is 2024/25

## Children Looked After outcomes

The last 12 months has seen both a reduction in CLA starts and an increase in CLA exits with a focus on positive outcomes including children returning to their families.



**4.205** The Stepping Stones service continues to effectively support the plans for children looked after to return home. Alongside this the focused work on concluding care proceedings has led to this positive reduction and the service is striving to further reduce this through the work streams ongoing, including a focus on concluding Special Guardianship conversions, Placement with Parents discharges and timely conclusion of care proceedings.

#### **Permanence overview:**

**4.206** This describes the work completed to ensure that children and young people are clear about the looked after status, when this ceases and know who their forever families are, that could include their own family and friends.

**4.207** Newly looked after children are being booked onto Permanency Forum agenda as soon as they become looked after and prior to their second CLA review. During the period from the 1<sup>st</sup> of March 2024 and the 31<sup>st</sup> of March 2025 there has been a total of 147 children who have attended Permanency Forum prior to their 2nd review.

**4.208** There continues to be a high number of children for whom parallel planning is still required by their 2nd LAC Review.

**4.209** Between the 1<sup>st</sup> of March 2024 and the 31<sup>st</sup> of March 2025 215 children left care. This is including our UASC young people.

Of these:

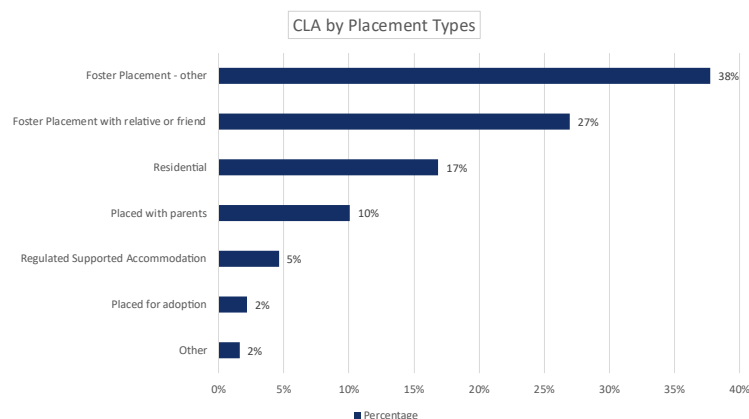
- 84 children were 18 and over
- 44 left care to return home to family
- 23 children were adopted
- 27 residence order or supervision orders were made. These orders assign legal parental responsibility to a parent or carer) these orders mean that those children and young people are no longer looked after by the local authority. Supervision orders require the local authority to offer support for at least a year as determined by the court.
- 24 Special Guardianship Orders were made. These orders also mean that the children and young people cease to become looked after and legal parental responsibility is given by the courts to a family, carers, friends following assessments and court hearings.
- 8 children ceased for any other reason
- 4 children's care was taken over by another LA
- 1 Age dispute assessment relating to an unaccompanied asylum seeker child.

#### **Impact for children**

- 4.210** Permanence planning is embedded in practice in Shropshire. The Permanency forum enables managers and Independent Reviewing Officers (IROs) to have oversight of permanence decisions and the progression of care plans.
- 4.211** The strategic lead continues to meet with individual social workers and their managers where any drift or delay has been identified to assist in putting plans back on track. This may be through advice or 'hands on' support such as completing Child permanence reports (CPRs), Placement with Parents assessments (PWPs) and statements or Special Guardianship Assessments (SGOs)
- 4.212** We have a separate Legal planning meetings twice a month which oversees all the discharge applications and work has been completed prior to LPM to have a number of care plans discharged through the accelerated protocol which enables us to conclude court hearings in a timelier way.
- 4.213** We have seen an increase in Supervision and child arrangement orders at the conclusion of care proceedings.
- 4.214** We are embedding in practice at an earlier stage requesting copies of birth certificates where we share PR for a child.
- 4.215** The strategic lead and the progression office are supporting social workers with blocked workflows on the system and getting these back on track for the child/children, this includes liaising with our health colleagues to ensure that we are meeting the timescales for the Initial health assessments that all children and young people that become looked after must have access to.
- 4.216** Where there are delays with progressing SGO and PWP's we are aware of where the blocks and the reasons for these. We are aware that there is a number of children who are experiencing drift and delay with their long term matched and have not been matched in a timely way, these are all being reviewed through permanency review meetings to understand the challenges and how we can support to get these back on track, determining if it is the right plan for the child at this time.
- 4.217** 37 children have been long term matched as their permanency plan in 2025. These are children placed with foster carers that have agreed to be their long-term carers, but the local authority retains parental responsibility until they are 18 years old. The children and young people remain as looked after children until they are 18 years old and continue to have the oversight of an IRO and social worker.
- 4.218** 77% of children looked after are cared for within family settings. Ensuring that we meet children's needs wherever possible by them being cared for in families. 11%

are living at home with their parents; this cohort of children are being reviewed and those where care orders can be discharged are being progressed.

### Placement Data : majority of children live in family homes – 77% (placements both in and out of county)



### Court Proceedings and PLO (pre-court work)

**4.219** There has been a 30.04% increase in legal planning meetings held since 2023, this shows a greater management oversight and thorough decision making.

**4.220** For children who were made subject of court proceedings, there was an increase of 15.82% in applications being submitted to the court compared to 23/24.

**4.221** However, the number of children where care proceedings were concluded in the period between 24/25 was 39.13% higher than the year before.

**4.222** The average number of weeks children were subject to care proceedings decreased significantly during 24/25 by 28.07% compared to 23/24.

**4.223** This outcome is a result of increased management oversight that is ensuring all court directions are complied with and not allowing timetables to drift off track, this also ensured children secure their permanency quicker often meaning they are no longer children looked after.

**4.224** Ensuring all court directions are complied with has resulted in fewer c2 applications being submitted into the court (when the Local Authority asking for further time potentially to complete a piece of work), resulting in huge cost savings for the department.

- 4.225** Children entering Public Law Outline (PLO), the process where we can work with families alongside lawyers to try and avoid care proceedings, if possible, has almost doubled in 2024/24 compared to 2023/24.
- 4.226** This results in the service giving families additional support earlier in the process to avoid court proceedings.
- 4.227** More children entering PLO allows work with the family to be frontloaded prior to any court application. This has supported families to step back into child in need, early help and community services more quickly, and decreased the length of time court proceedings when they are actioned due to comprehensive assessments and expected supports already having been in place to try and avoid the application.
- 4.228** During 2024/25, 70 children were taken into police protection (PP), this is when police use their powers to be able to take children and young people to a place of safety for 72 hours maximum duration if they deem them to be unsafe in the circumstances they find them, usually this is supported by another family member or foster placement if available.
- 4.229** There had been a spike in this number earlier during 24/25. This was addressed by a multi-agency audit with police and the Department for education advisor. The learning from this resulted in a significant decrease in the numbers of children made subject to police protection from January 25.
- 4.230** 2024/25 Private law application matters saw a significant increase by 61% for requests for section 7 reports. These are requests by the court for a social worker to assess a child, young person's wellbeing, usually relating to families separating or custody applications made by parents.
- 4.231** However, there was a 38% decrease for requests for section 37 reports. This is a request form the court for a social worker to undertake an assessment of risk in relation to children and young people's home circumstances and parental relationships and care. This can sometimes result in a referral to children's services and child protection or care proceedings being required.
- 4.232** 8 children were made subject to Deprivation of Liberty Orders. Usually these are applications made to the court following a significant period of intervention with children or young people where we require legal support to be able to keep them safe. This is a rigorous process reviewed and required to have the Directors oversight.

### Legal Planning Meetings:

**4.233** These are meetings held to determine what legal status the service has for intervening with the family presented. They are held with the council's Legal Team and Service Managers chair these meetings given their gravity.

**Number held:**

24/25: 290 (30% Increase)

23/24: 223

**Outcomes of the LPMS 24/25:**

Issue proceedings: 107

Enter PLO: 80

Continue PLO: 23

End PLO: 32

DOLS: 4

No Action/CP: 34

Other: 10

**Care Proceedings Initiated:**

24/25: 183 children in 106 families (15% increase)

23/24 158 children in 97 families

**Legal Status outcomes during proceedings.**

Children subject to Interim Care Order application: 168

Children subject to Interim Supervision Order application 15

87 children subject to urgent court application

82 children were in PLO at the time of issuing

**Care Proceedings outcomes when concluded:**

24/25: 224 children in 133 families concluded proceedings (39% increase)

23/24: 161 children in 89 families concluded proceedings

**Legal Status final orders made by the court**

Care Order: 113

Care & Placement Order: 26

Supervision Order: 62

Special Guardianship Order: 8

Child Arrangement Order: 6

Other: (non-agency adoption): 1

No Order: 8



**Timeliness of proceedings**

National average is expected to be 26 weeks.

24/25- Average week in proceedings: 41 weeks (28% improvement)

23/24- Previous year- average weeks in proceedings: 57 weeks

**PLO entered:**

24/25: 148 children in 80 families (92% increase)

23/24: 77 children in 42 families

**PLO ended:**

24/25- 144 children in 83 families ended PLO (33% increase)

23/24- 108 children in 62 families ended PLO

**Outcomes achieved:**

75 children stepped up into court

69 children stepped down from PLO

**Private Law Matters**

| Issue      | 23/24 | 24/25 | % increase/decrease |
|------------|-------|-------|---------------------|
| Section 37 | 13    | 8     | 38% decrease        |
| Section 7  | 13    | 21    | 61% increase        |

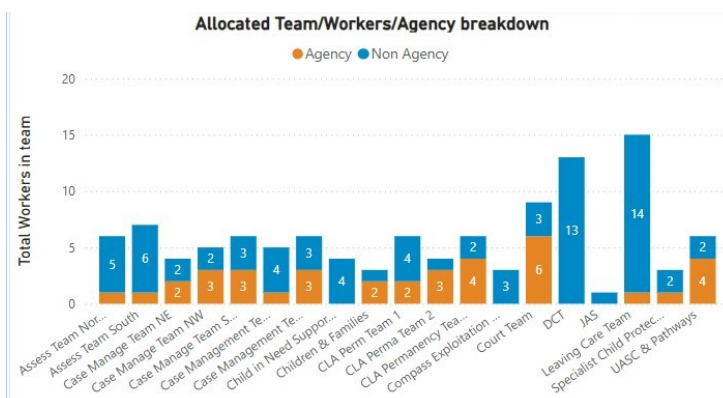
**4.234** It can be seen from these figures that the activity in relation to Care Proceedings, some of our most complex work, is significant and progress has been made in the progression and conclusion of proceedings. This is the result of a range of measures from the Judges' approach and decision making, the improvement of management oversight and decision making and the court regional Trailblazer project that is working with all parties in the court arena and offering high quality training to all the different participants.

**Caseloads of Qualified, case holding social workers.**

**4.235** This data demonstrates the progress in relation to the average caseloads of qualified case holding social workers in the statutory function teams of Assessment, Case Management & court and Children looked after. It does not cover the data for other qualified roles case holding different caseloads, such as fostering, adoption, care leavers.

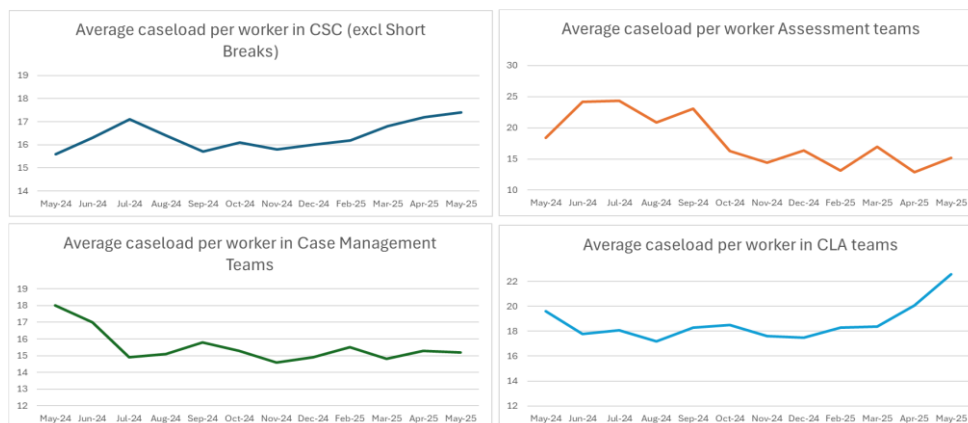
## Social Worker Caseloads (including DCT Short Breaks) March 2025

The average case load figure per operational Social Worker is 18. This graph shows ALL CASES held by an allocated social worker. This demonstrates a continuing downward trend over the last 12 months. This means allocated workers caseloads are becoming increasingly manageable. Although we are always aware that complexity can impact significantly, and allocation remains under review by the team managers overseeing them.



## Average Caseloads over 12 months (excluding Short Breaks)

While average caseload across Children's Services has remained relatively steady, we have been able to reduce caseloads across the Case Management teams, including Court and Specialist Child Protection teams. Child in care teams have higher caseloads than we wish for however 60 children have plans to exit care by the end of August 2025.



**4.236** Overall caseloads are gradually reducing and are within tolerable parameters. The data shows the average caseloads. The aspiration is that social workers hold 15-18 children, depending on complexity, number in court proceedings, size of sibling group, distance to visit etc. Newly Qualified social workers in their first year (ASYE) are initially capped at 10 children and go up to around 15 during that first year, as we have a number of ASYE's it does impact the average calculation. We have a few workers with 18-20 children allocated, there is management oversight of these work loads and conversations are had with workers to progress work such as closures, transfers etc.

**4.237** The progress in reducing caseloads over time is positive and supported by the reduction of work coming into the front door and the children exiting care.

## 5 Finance

**5.1** Shropshire Council continues to manage unprecedented financial demands and a financial emergency was declared by Cabinet on 10 September 2025. The overall financial position of the Council is set out in the monitoring position presented to Cabinet on a monthly basis. Significant management action has been instigated at all levels of the Council reducing spend to ensure the Council's financial survival. While all reports to Members provide the financial implications of decisions being taken, this may change as officers review the overall financial situation and make decisions aligned to financial survivability. All non-essential spend will be stopped and all essential spend challenged. These actions may involve (this is not exhaustive):

- scaling down initiatives,
- changing the scope of activities,
- delaying implementation of agreed plans, or
- extending delivery timescales.

**5.2** There are robust financial scrutiny measures in place, the financial oversight for the purchasing budget has been in place for a number of years, this has been further supported with the introduction of enhanced forums to discuss our most complex individuals. This enables a cross team discussion about strengths, relationships, assets and VfM purchased services.

**5.3** It is worth noting that Shropshire ASC benchmark well, managing new demand well, the increased financial pressure is, in the main, related to existing Individuals and Carers with support needs from a Care Act assessment that we have a legal obligation to meet. The financial pressure is in the areas of the cost of care/market pressure, the complexity /increasing need within the population we serve and the change of funding stream/income. The market uplifts have incurred a 6.6m pressure in isolation of other pressures.

**5.4** Demand management has reduced demand on social care - coming in well below forecast population growth (9% ONS)

**5.5** Average annual increases in demand between 2017-2020 grew by 26% PA, annual increases have been brought down significantly.

- 5.6** Frequency of formal meetings between senior managers and the ICB has increased to twice weekly, enabling greater opportunities for escalation and detailed discussion regarding complex issues.
- 5.7** Formal challenges and escalations are now more routinely raised with ICB senior managers at the director level to ensure prompt resolution of concerns.
- 5.8** Staff have been reminded of relevant protocols and procedures.
- 5.9** Additional targeted training on CHC delivered to enhance staff knowledge and compliance. The most recent training session was completed on 23/09/25.
- 5.10** Staff additional support provided with sessions to offer support and guidance being provided to staff
- 5.11** Historical reconciliations are being systematically reviewed to identify further potential savings, thereby enabling the Finance team to accurately invoice health partners.

### **Dedicated Schools Grant (DSG) and High Need Block (HNB)**

- 5.12** Like many local authorities, Shropshire faces considerable challenges with respect to managing the pressure of finances to support the most vulnerable pupils in schools.  
DSG and high needs funding pressures are one of the biggest challenges councils with education responsibilities currently face. The rising number of children and young people requiring an Education, Health, and Care Plan (EHCP) is a significant driver of these pressures.
- 5.13** The centrally retained Dedicated Schools Grant (DSG) is forecast to have an in-year deficit of £19.323m at the end of August 2025. When added to the £17.566m deficit carried forward from 2024-25, the total cumulative DSG deficit is £36.888m.
- 5.14** The High Needs Block DSG allocation for 2025-26 is £45.8m, an increase of £3.45m (8.1%) from the previous year. With an additional transfer of £0.476m from the Schools Block, the total High Needs Block budget is £46.275m.
- 5.15** However, forecast expenditure is £65.68m, resulting in an in-year deficit of £19.404m for the High Needs Block. There are various pressures that have led to this position.
- 5.16** With respect to mainstream schools, there is a £5.318m overspend on top-up funding, mainly due to increased requests for EHC Needs Assessments and plans, as well as expanded SEND hub capacity.
- 5.17** In terms of special schools, a £4.021m overspend is noted, linked to increased banding levels and higher pupil numbers. The strategy is to build capacity in state special schools to reduce independent placements, but this is a complex process involving multiple stakeholders. The budget for independent providers was increased to £14.589m, but forecast expenditure is £22.134m (21% higher than last year), resulting in a £7.546m overspend. The rate by which new independent school places have been commissioned has slowed, but this figure has not yet reached a position where it has begun to be reversed.

- 5.18** The government has extended the DSG Deficit statutory override until March 2028, keeping SEND deficits off council books. This statutory override provides temporary relief, but the underlying financial challenge remains significant. Officers met with the DfE in July to discuss the DSG management plan. The DfE confirmed no further funding increases are expected and supported mitigation strategies such as increasing capacity in resourced units, reducing independent placements, and lowering permanent exclusions.
- 5.19** Ongoing monitoring and review will be part of the new High Needs Block monitoring group established at schools forum in September 2025. This group will include interested parties from forum, including representatives from a range of schools.

## 6. Risk Assessment and Opportunities Appraisal

### 6.1. Risk table

| Risk                                                                         | Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Potential deterioration of capacity if demands increase on the system.       | <p>Children's Services current operating model of increasing early help capacity, secure threshold application, appropriate referrals from partners and timeliness of intervention, securing children and young people's long-term homes quickly including adoption was evidenced through the inspection. Performance and demand tracking that is embedded across the system evidence that we are seeing reduced numbers of open cases (per child) monthly, there are 699 children looked after as @ 04/09/25, including 32 unaccompanied asylum seekers through the government scheme in place. This is a reduction overall from 2023/24 and to date numbers of children requiring care for their safety is less than those leaving care month on month. The service is monitoring and tracking these areas of demand weekly/monthly with clear management oversight and service manager check and challenge sessions in place.</p> <p>Benchmarking data will be available in October 25 re numbers of Children looked after per 10.000 and Local Authority spends; the service will be evaluating its position against that when available to. Our drive is to reduce the numbers of children in our care, secure the right placements/homes for them quickly and exit children from the system as quickly and safely as we can with family and friends, if possible, for them. If not long-term fostering or adoption are applied.</p> <p>The implementation of the Families First Programme nationally driven should also enhance further the principle and practice of right service, right time, building on prevention and early intervention to prevent families escalating into children's social care going forward.</p> |
| Placement capacity and homes for children and young people not meeting need. | <p>Building and refining our internal capacity will be crucial to avoid the impact of placement breakdowns on costs and impact on children and young people's well-being. The fostering transformation programme and work related to building on our children's homes is ongoing. Adoption is supported alongside the regional adoption agency, and we have evidenced good practice in this area including sibling groups being placed together in the forever homes and family.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Outcomes for children and young people deteriorate. Practice standards and   | A <b>continuous improvement approach</b> of high expectation, high challenge and high support is embedded as business as usual across all areas of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>statutory timeliness (the activity of the service), deteriorate.</p>                                                                                                                                                                                                 | <p>Children's Services. Performance weekly check and challenge sessions, audit monthly process, learning events and quality assurance activity underpinned by management oversight supervision and leadership overview of decision making and spend.</p> <p>DCS quarterly updates evidence what we know, what we are developing and improving, what our next steps are for addressing this.</p> <p>-</p> <p>This framework allows the service to have transparent conversations about challenges that are identified quickly and responded to quickly with robust remedial actions. Monitoring of the challenge is put in place until resolution is secured.</p> |
| <p>Imposed spend on the council by DFE because of Ofsted determining standards and outcomes have deteriorated through their annual engagement meeting reviews with the DCS and intelligence gathering including performance tools nationally used re the CHAT Tool.</p> | <p>Potential for imposed spending against the budget for improvements required to safeguard children. Often more than £10-£15m depending on the issues noted. Can include increased staffing, resources and services, specialist support and intervention, and DFE advisor's oversight.</p>                                                                                                                                                                                                                                                                                                                                                                      |

## 7. Conclusions

- 7.1** In Children's Social Care we are seeing the start of the evidence of impact of the investment in Early Help and Stepping Stones, coupled with the focus on development of management oversight and progress of work in the court system to progress cases to conclusion, we are starting to see a shift in demand.
- 7.2** It is important, when managing demand in children's social care, that there is a focus on progression and completion of work to ensure that children's outcomes are met but that also workloads can be managed.
- 7.3** This could easily be influenced by sudden increases in work coming in, sickness, changes in staffing etc, but the current trends identified in this report are showing that incoming demand is decreasing, exiting activity is increasing and the most complex work in the system is progressing and concluding in a more timely way, these 3 elements combined are seeing demand being managed and reduced.



## What do we know about early help and social work practice in Shropshire 2025 ... Areas of progress and development since 2022

|                                                                                                                                                                                                                       |                                                                                                                                             |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pre-proceedings/PLO work is supporting families to make the changes needed.                                                                                                                                           | We have significantly increased the numbers of families being supported by family group conferences                                         | We have implemented a children's commissioning approach - this is supporting the development of placements for children in our care being good and outstanding.                                                                                 | Most children in care can access the emotional health support they require either through BeeU CAMHS or the LA privately commissioning resources.                                                                                              |
| We have learnt from SUP work Warwickshire and Wiltshire that is influencing our Quality Assurance and PLO practice. Outcomes are improving in this area as a result.                                                  | We are undertaking a significant number of child journey audits, enabling us to recognise good practice & address any areas of development. | We have developed a culture of high support, high challenge and high expectations - we do this for our children, this drives our staff to achieve the best outcomes for children. We know this from our QA activities and performance oversight | We have increased the IRO oversight and challenge in the system evidenced through their footprint on children's records. Their practice RAGs are effective and impact positively on children's care planning.                                  |
| Caseloads have reduced in most teams. We are enabling more children to live either with their family, or within a family environment, stepping them back from residential care effectively when it is right for them. | Changes of social worker have reduced for most children and young people. Open to children social care.                                     | We are completing timely social work assessments and defining the needs of children and young people                                                                                                                                            | We supported the completion of PWP and SGO matters by creating a project team that specifically oversaw these matters. The learning from this team was shared in the Operational teams and has impacted positively on practice and timeliness. |

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## What else we have achieved .....

|                                                                                                                                                                                 |                                                                                                                                                                                                         |                                                                                                                                                                  |                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| We have increased early help provision and pathways, and more children and families are benefitting from this.                                                                  | We have decreased numbers of referrals into social care by applying increasing the early help offer through EHAST and access to the right service/support at the right time.                            | Stepping Stones offers a therapeutically informed practice model of reunification / step down - where creative direct work is undertaken with the whole family,  | We are starting more PLO more quickly and resolving matters in a timely way.            |
| We are securing permanence outcomes for children including SGO and Adoption plans securing their futures.                                                                       | We have more children leaving care than coming into care.                                                                                                                                               | If children need to come into care for their safety this is done timely and effectively.                                                                         | We keep most of our children close or within Shropshire if they do become looked after. |
| We are enabling more children to live either with their family, or within a family environment, stepping them back from residential care effectively when it is right for them. | We know our care leavers needs and enable them to access the offer effectively, keeping in touch and supporting them in the community with education employment and training when appropriate for them. | We are demonstrating our aspirations for our children and young people on their records, that show good understanding of their needs and good outcomes for them. | We are completing care proceedings more effectively.                                    |

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- 7.4** The next challenge is to continue to work with partners to become involved in the more complex situations at an earlier stage.
- 7.5** In Quarter 4 there was a partnership wide workshop being hosted by The Director of People with partners called 'Turning the Curve', this engaged partner agencies at all levels to strengthen the partnership working across the children's system to enable more children to be effectively diverted from statutory interventions.
- 7.6** Delivering the national structural changes in children's services through the implementation of the Families first for children programme is a focus for the service.

Requiring significant partnership support, multi-agency working, further early help support developments and integration of key partners into multi agency child protection teams. All working alongside the teams delivering child protection, pre and court work required.

- 7.7** In addition to national development related to workforce, residential provision and creating more choice for children and young people should it not be safe enough for them to remain with their families longer term.
- 7.8** With respect to Learning and Skills, performance across the directorate continues to improve and action plans are in place **where improvements are needed.**
- 7.9** Take up of Early Years entitlements for all ages remains strong. We compare favourably with regional and national figures with respect to this. Early Years provision is also of a high quality – again comparing favourably with regional and national figures.
- 7.10** Positive indicators are evident for the percentages of families securing a preferred primary and secondary school, including those securing their first preference. All of these indicators place the performance of Shropshire above the national averages and in a strong position against statistical neighbours.
- 7.11** The return of In-Year Admissions to LA control from September 2024 continues to have a positive impact on ensuring the movement of children and young people between school is timely, safeguarding and managed consistently for families.
- 7.12** Positive improvements can be noted in attendance, suspensions and exclusions for all children and young people in Shropshire using indicative data for the 2024/25 and the first half of the Autumn term. Innovative practice through the use of additional resources to schools is supporting schools to be ever more inclusive and to seek alternatives to exclusions.
- 7.13** Positive impact of the Shropshire Virtual School supporting strong education outcomes for Children Looked After, including securing stable placements and no permanent exclusions continuing this positive trend. This was recognised by Ofsted in the recent 'outstanding' inspection of Children's Social Care. The strong practice in the Virtual School is being used to inform the development of practice for all children supported by the education access teams.
- 7.14** Positive improvements in service delivery continue to deliver a reduction of 16 – 17-year-old young people (Year 12 or 13) who are NEET or 'not known' to levels better than national and statistical neighbours. Effective use of data is informing pro-active work by officers to promote the best possible outcomes for young people.
- 7.15** Governance arrangements through the SEND and AP Partnership Board are leading to improvements in the quality of EHC plans and challenging delays in the EHCP assessment and review process. This work is also being monitored by the DfE and NHSE England through the Accelerated Progress Plan (APP).
- 7.16** Increased capacity for more specialist provision has been delivered by September 24 through expansion of the mainstream SEND Hub programme, with further expansion

planned. However, there remain challenges with securing some placements for children and young people, particularly with the most complex needs and movers into Shropshire where limited information is known or available.

- 7.17** Increased demand for EHC plans has continued to increase pressure on services and education providers across Shropshire, however we should also see a corresponding increase in children and young people having their needs met and achieving positive outcomes through the operation of the new outcomes framework measures and work to support inclusive practice in schools.

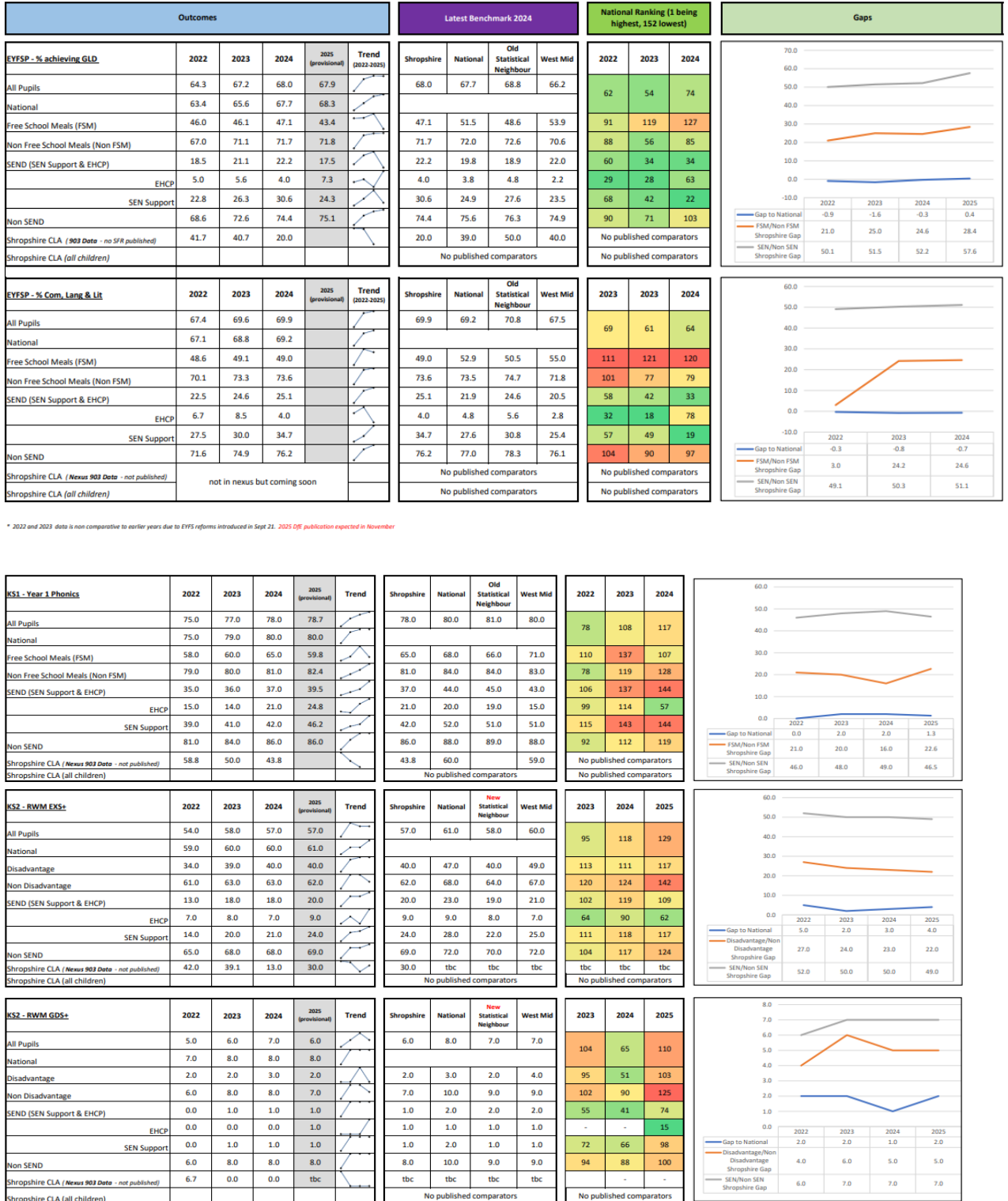
**Local Member:** All

## Appendices

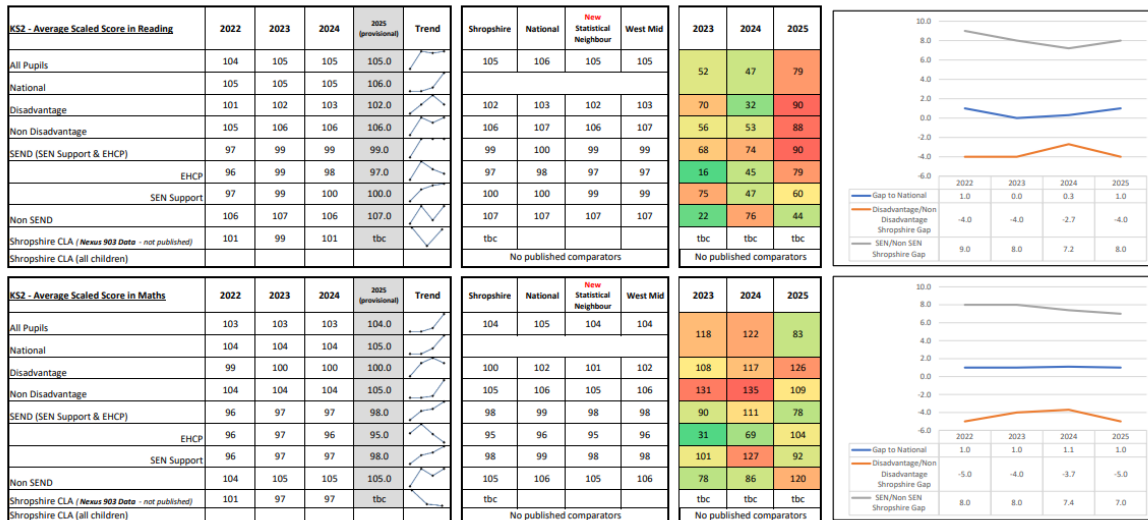
### Appendix 1 – Education Dashboard

# Education Dashboard 2025

## Education Dashboard 2025



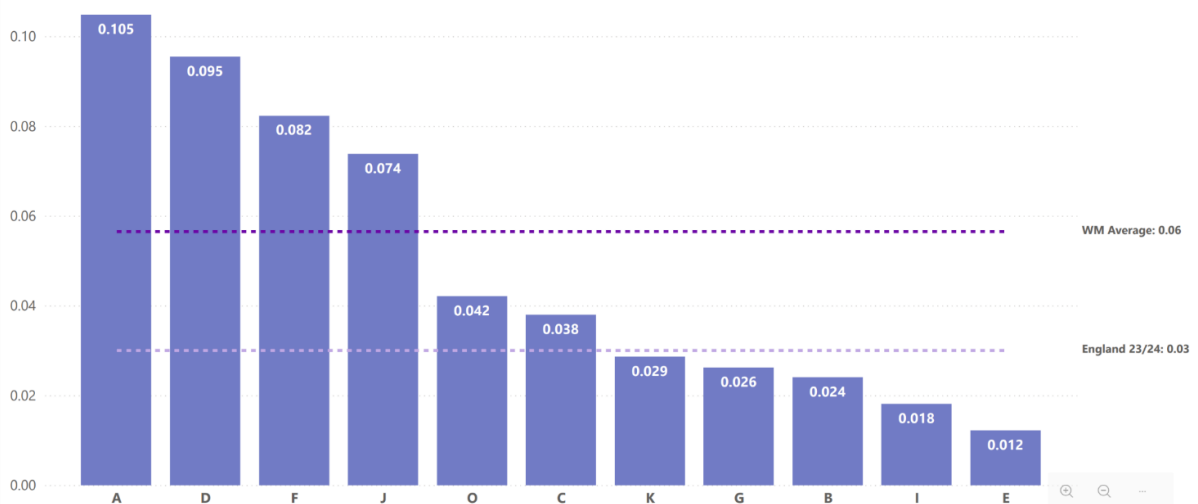
| KS2 - Reading EXS                                |      |      |      |                    |       |                          |          |                           |          |                          |      |      |  |  |  |  |
|--------------------------------------------------|------|------|------|--------------------|-------|--------------------------|----------|---------------------------|----------|--------------------------|------|------|--|--|--|--|
|                                                  | 2022 | 2023 | 2024 | 2025 (provisional) | Trend | Shropshire               | National | New Statistical Neighbour | West Mid | 2023                     | 2024 | 2025 |  |  |  |  |
| All Pupils                                       | 74.0 | 74.0 | 74.0 | 74.0               |       | 74.0                     | 75.0     | 74.0                      | 74.0     | 59                       | 71   | 87   |  |  |  |  |
| National                                         | 75.0 | 73.0 | 74.0 | 75.0               |       | 61.0                     | 63.0     | 59.0                      | 65.0     | 84                       | 75   | 90   |  |  |  |  |
| Disadvantage                                     | 57.0 | 59.0 | 61.0 | 61.0               |       | 78.0                     | 81.0     | 79.0                      | 80.0     | 72                       | 75   | 118  |  |  |  |  |
| Non Disadvantage                                 | 79.0 | 79.0 | 79.0 | 78.0               |       | 43.0                     | 42.0     | 39.0                      | 40.0     | 78                       | 61   | 62   |  |  |  |  |
| SEND (SEN Support & EHCP)                        | 38.0 | 38.0 | 42.0 | 43.0               |       | 24.0                     | 20.0     | 19.0                      | 15.0     | 114                      | 57   | 24   |  |  |  |  |
| EHCP                                             | 15.0 | 14.0 | 20.0 | 24.0               |       | 49.0                     | 50.0     | 46.0                      | 47.0     | 100                      | 64   | 83   |  |  |  |  |
| SEN Support                                      | 42.0 | 42.0 | 48.0 | 49.0               |       | 84.0                     | 85.0     | 84.0                      | 85.0     | 47                       | 84   | 87   |  |  |  |  |
| Non SEND                                         | 83.0 | 84.0 | 83.0 | 84.0               |       | 63.3                     | tbc      | tbc                       | tbc      | No published comparators |      |      |  |  |  |  |
| Shropshire CLA (Newest 903 Data - not published) | 58.6 | 54.2 | 47.8 | 63.3               |       | No published comparators |          |                           |          |                          |      |      |  |  |  |  |
| Shropshire CLA (all children)                    |      |      |      |                    |       | No published comparators |          |                           |          |                          |      |      |  |  |  |  |
|                                                  |      |      |      |                    |       |                          |          |                           |          |                          |      |      |  |  |  |  |
| KS2 - Writing EXS                                |      |      |      |                    |       |                          |          |                           |          |                          |      |      |  |  |  |  |
|                                                  | 2022 | 2023 | 2024 | 2025 (provisional) | Trend | Shropshire               | National | New Statistical Neighbour | West Mid | 2023                     | 2024 | 2025 |  |  |  |  |
| All Pupils                                       | 66.0 | 70.0 | 70.0 | 70.0               |       | 70.0                     | 71.0     | 70.0                      | 70.0     | 102                      | 98   | 95   |  |  |  |  |
| National                                         | 70.0 | 72.0 | 72.0 | 71.0               |       | 53.0                     | 58.0     | 54.0                      | 60.0     | 124                      | 102  | 117  |  |  |  |  |
| Disadvantage                                     | 47.0 | 52.0 | 55.0 | 53.0               |       | 75.0                     | 77.0     | 75.0                      | 76.0     | 124                      | 97   | 111  |  |  |  |  |
| Non Disadvantage                                 | 72.0 | 75.0 | 76.0 | 75.0               |       | 30.0                     | 32.0     | 28.0                      | 29.0     | 108                      | 93   | 88   |  |  |  |  |
| SEND (SEN Support & EHCP)                        | 21.0 | 26.0 | 28.0 | 30.0               |       | 14.0                     | 13.0     | 12.0                      | 9.0      | 108                      | 50   | 43   |  |  |  |  |
| EHCP                                             | 12.0 | 9.0  | 13.0 | 14.0               |       | 36.0                     | 38.0     | 33.0                      | 35.0     | 122                      | 110  | 90   |  |  |  |  |
| SEN Support                                      | 22.0 | 29.0 | 32.0 | 36.0               |       | 82.0                     | 83.0     | 82.0                      | 83.0     | 116                      | 100  | 89   |  |  |  |  |
| Non SEND                                         | 77.0 | 81.0 | 82.0 | 82.0               |       | 50.0                     | tbc      | tbc                       | tbc      | No published comparators |      |      |  |  |  |  |
| Shropshire CLA (Newest 903 Data - not published) | 55.2 | 43.5 | 43.5 | 50.0               |       | No published comparators |          |                           |          |                          |      |      |  |  |  |  |
| Shropshire CLA (all children)                    |      |      |      |                    |       | No published comparators |          |                           |          |                          |      |      |  |  |  |  |
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| KS2 - Maths EXS                                  |      |      |      |                    |       |                          |          |                           |          |                          |      |      |  |  |  |  |
|                                                  | 2022 | 2023 | 2024 | 2025 (provisional) | Trend | Shropshire               | National | New Statistical Neighbour | West Mid | 2023                     | 2024 | 2025 |  |  |  |  |
| All Pupils                                       | 68.0 | 70.0 | 70.0 | 71.0               |       | 71.0                     | 74.0     | 72.0                      | 73.0     | 123                      | 116  | 116  |  |  |  |  |
| National                                         | 72.0 | 73.0 | 73.0 | 74.0               |       | 54.0                     | 61.0     | 56.0                      | 63.0     | 130                      | 102  | 119  |  |  |  |  |
| Disadvantage                                     | 49.0 | 52.0 | 55.0 | 54.0               |       | 76.0                     | 80.0     | 78.0                      | 80.0     | 130                      | 135  | 138  |  |  |  |  |
| Non Disadvantage                                 | 74.0 | 76.0 | 75.0 | 76.0               |       | 37.0                     | 40.0     | 37.0                      | 37.0     | 88                       | 101  | 102  |  |  |  |  |
| SEND (SEN Support & EHCP)                        | 29.0 | 35.0 | 35.0 | 37.0               |       | 17.0                     | 18.0     | 18.0                      | 14.0     | 102                      | 70   | 79   |  |  |  |  |
| EHCP                                             | 13.0 | 14.0 | 17.0 | 17.0               |       | 43.0                     | 47.0     | 43.0                      | 44.0     | 120                      | 121  | 111  |  |  |  |  |
| SEN Support                                      | 32.0 | 38.0 | 39.0 | 43.0               |       | 82.0                     | 84.0     | 82.0                      | 84.0     | 121                      | 121  | 117  |  |  |  |  |
| Non SEND                                         | 78.0 | 80.0 | 80.0 | 82.0               |       | 36.7                     | tbc      | tbc                       | tbc      | No published comparators |      |      |  |  |  |  |
| Shropshire CLA (Newest 903 Data - not published) | 53.6 | 37.5 | 21.7 | 36.7               |       | No published comparators |          |                           |          |                          |      |      |  |  |  |  |
| Shropshire CLA (all children)                    |      |      |      |                    |       | No published comparators |          |                           |          |                          |      |      |  |  |  |  |
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|                                                  |      |      |      |                    |       |                          |          |                           |          |                          |      |      |  |  |  |  |



## Exclusion and Suspension Data – Anonymised Comparative Data by LA

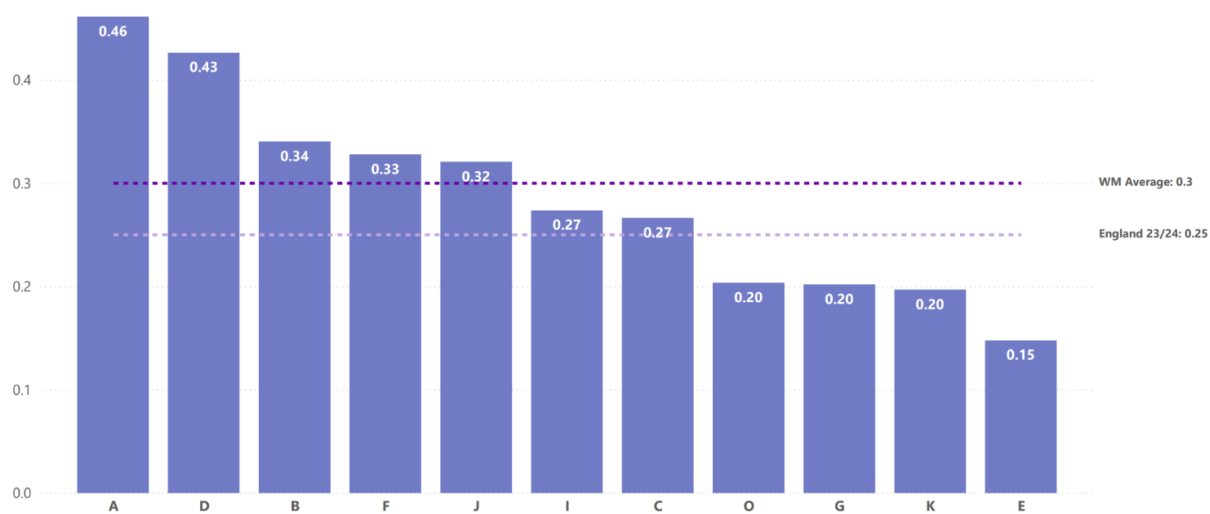
NB – Shropshire is column 'K'

Primary Permanent Exclusions Rate by LA



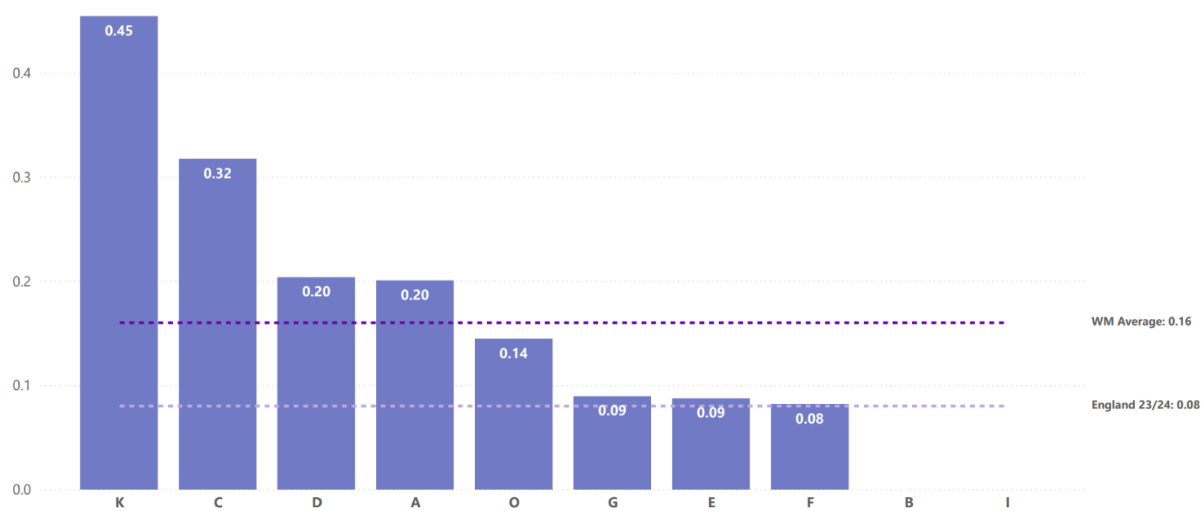
|         |                                        |
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|         | Secondary Schools permanent exclusions |
| 2023/24 | 11                                     |
| 2024/24 | 9                                      |
|         |                                        |
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Secondary Permanent Exclusions Rate by LA



|         |                                                    |
|---------|----------------------------------------------------|
|         | Secondary Schools/All through permanent exclusions |
| 2023/24 | 72                                                 |
| 2024/24 | 32                                                 |

Special School Permanent Exclusions Rate by LA



|         |                                      |
|---------|--------------------------------------|
|         | Special Schools permanent exclusions |
| 2023/24 | 3                                    |
| 2024/24 | 2                                    |



# Youth Service Review and Local Youth Transformation Pilot (LYTP)

*‘A system transformation pilot – building sustainable youth work across Shropshire’*

Page 69

People Overview & Scrutiny Committee | October 2025

Presenter: Helena Williams – Youth Support Manager

# Background Information

- Youth Strategy paused to take learning from the Local Youth Transformation Pilot (LYTP).
- Statutory duty under Section 507B Education Act 1996 – to secure a sufficient Youth Offer.
- 98% reduction in youth service funding since 2010 has left fragmented provision.
- LYTP provides a national opportunity to rebuild a coordinated statutory Youth Offer for Shropshire.

# The Local Youth Transformation Pilot

## A Transformation Programme not a delivery grant

- Funded by DCMS (£621,131) – This is one of 12 national pilots. The pilot is focused on system transformation, infrastructure, workforce, partnerships and governance) Only 6% can be used for direct delivery, and any such spend must be LA match funded in 2026/2027)
- Delivery: September 2025 – August 2026.
- Approved by Shropshire Children's Leadership Team. Governance through the Children's Ambitions Board

The LYTP has workstreams:

1. Culture Change
2. Youth governance (Hear by Right)
3. Local Youth Partnerships
4. Infrastructure (independent foundation)
5. Workforce development
6. Youth Work in Schools
- 7 – Project Management

# What we have heard

## Young People tell us...

- Young people want safe spaces, things to do, and trusted adults.
- Barriers: transport, cost, and awareness of provision in their community, better mental health support and feeling safe in their local community.

## • Town and Parish Councils tell us...

- Many Town and Parish Councils already fund youth clubs in their community (some up to 25% of their overall budget) Some areas that fund direct provision are Shrewsbury, Bridgnorth, Oswestry, Whittington, St Martins, Hanwood, Bomere Heath, Church Stretton and Wem
- Provision is valued but often focuses on the younger age groups (under 13's) and dependant on volunteer capacity or short-term funding.
- The model is not sustainable or equitable – the pilot aims to strengthen and connect what already exists through shared infrastructure and workforce support.

# Partnerships and Sustainability

- Sustainability – is shared responsibility, not devolution
- Co-investments across the LA, VCSE, and Town and Parish Councils
- Professional infrastructure - independent foundation model for long term co-ordination.
- Focus on workforce quality, equity and safeguarding
- Evidence of impact through pilot's National evaluation partners RSM and the National

# Budget Planning and Forward Thinking..

## Purpose:

- To ensure Town and Parish Councils are aware of the emerging share-investment approach as they set 2025/2026 budget

## Context:

- Parish precepts are being set in October to November 2025 for the 2026/2027 financial year.
- Some councils may wish to earmark an indicative amount for shared youth investment in their area.

# Wider System Impact

- Prevention & Early Help: reduces social care demand.
- Education: supports attendance & engagement.
- Health & Wellbeing: tackles rural isolation & improves mental health.
- Community Safety: reduces ASB & exploitation.

'Embedding Youth Work across prevention, early help, health, education and community safety'



# What we are asking Scrutiny?

1. Endorse the direction of travel for the LYTP and statutory Youth Offer.
2. Provide feedback on partnership priorities and sustainable funding models.
4. Support the co-production of the final Youth Strategy (2026).

## Next steps

- Delivery of pilot underway (Sept 2025 – Aug 2026).
- Project management team established to over see workstreams
- Youth Offer Plan in development through Local Youth Partnerships.
- Final co-produced Youth Strategy – late 2026.

# Members Feedback & Engagement

- To create an ongoing feedback loop with members throughout the pilot year, ensuring local insight shapes delivery and the development of the Youth Offer Plan
- Microsoft form (see scan-code)
- Members briefing sessions – at start, midpoint and end
- Quarterley LYTP Updates Via All members briefing
- Culture Change sessions with LGA (early 2026)

## Local Youth Transformation Members Feedback



# Appendices and supporting documents

- Appendix A – Youth Service Review (2025)
- Appendix B – Local Youth Transformation Development Plan – (2025-2026)
- Appendix C – Town and Parish Council Insight Report (2025)

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# **Shropshire Council**

## **Local Youth Transformation Pilot Youth Service Review**

Final Draft Report

July 2025

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# 1. Executive Summary

The purpose of this review is to support the development of proposals by Shropshire Council for delivery of the Government's Local Youth Transformation Pilot (LYTP). The purpose of this programme, as set out in Government guidance, is

"To rebuild a high-quality offer for young people and transition back local youth services leadership to local authorities, testing ways to best rebuild local authority capability to ensure a local youth offer which addresses the needs of young people and supports government priorities."

In Shropshire this represents quite a task; the youth service has been decimated over the last ten-plus years and exists only as a shadow of its former self. However, this also represents the biggest opportunity as the Council are not having to reconfigure deeply embedded arrangements within an entrenched system. Instead, they have the opportunity to reimagine and reinvent an approach to youth service for Shropshire that is fit for purpose for the next decade and, in doing so, lay the foundations for its future development – in ways that meet the needs of young people in Shropshire.

## Shropshire context

Shropshire is a unitary authority in the West Midlands, on the border with Wales. It is located south of Wrexham, with Staffordshire to the East and Herefordshire to the South. It has been a unitary authority since 2009, incorporating a total of 5 different geographical areas, and has been under Liberal Democrat control since 2025. Shropshire is a large, predominantly rural area with no cities, 22 towns and 135 town and parish councils.

Youth Provision in Shropshire has historically been delivered through a fragmented system with separate strands of activity, led by the local authority, VCSE partners, schools and town and parish councils. A recent report from the YMCA shows that Shropshire are in the bottom 5% of local authorities spending on Youth Services, a 98% reduction since the national policy of austerity was introduced in 2010 ([Beyond the Brink | YMCA England and Wales](#)). There has been no funding for universal services for the last two years. Across all youth services on 2023-24, Shropshire's net spend was just £3 per capita, considerably lower than the English national average of £34. Over the same period of time, total schools' net expenditure in Shropshire dropped from £139.6m in 2015/16 to £120.4m in 2023/24, a 13.7% decrease. In the report we get into more detail around this.

## Summary of approach

The review was conducted by a small team led by the LADC and supported by the case lead and two NYA young assessors. The review was based on the NYA's nine essentials of a youth service as well as the broader strategic and systems change experience of the review Lead.

At the heart of the work was a three-day visit curated by the local authority which offered the review team the opportunity to spend time with the youth work team and conduct a series of interviews and visits with key people and organisations, including young people, in Shropshire. This gave us a great overview of the current system, the local authorities plans, and the challenges and opportunities afforded by the LYTP. The visit was supplemented by a desk-based evidence

review, including critical documents shared by the local authority team, surveys with young people and youth work providers, and a youth work profile prepared by the NYA team.

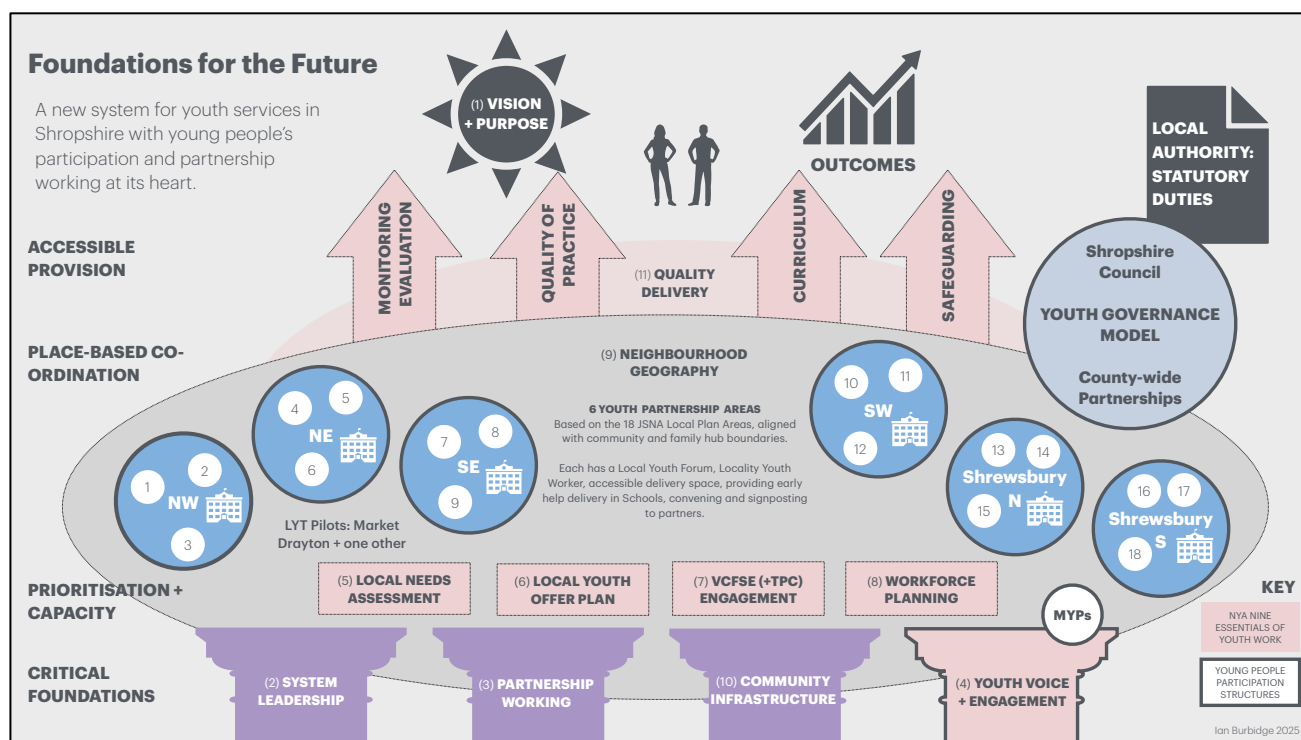
## Key findings and recommendations

As a result of national funding cuts the Council's youth provision is 98% of what it was a decade ago. Not only is there is little existing, formal provision on which to build, but there is a lack of appreciation within the Council and its partner agencies as to the value of youth work as an approach. The review therefore quickly narrowed its focus to the strategic building blocks of a future youth work system, as made clear by the scale of ambition, the energy of the teams, the political commitment, and the significant challenges that need addressing.

In Shropshire, this is where the greatest leverage from the LYTP will be achieved. The focus of the proposals in the EOI and the scope of ambition in Shropshire is to establish foundations to support the future growth and development of the youth work offer in Shropshire. In the review we identified eleven core elements of that future system, shown in the table below.

| SYSTEM ELEMENTS |                                                                                                                                                                        | Foundations for the future | Prioritisation and capacity | Place-based coordination | High quality delivery | Nine Essential Criteria |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|--------------------------|-----------------------|-------------------------|
| 1               | Vision and Purpose                                                                                                                                                     |                            |                             |                          |                       |                         |
| 2               | System leadership                                                                                                                                                      |                            |                             |                          |                       |                         |
| 3               | Partnership working                                                                                                                                                    |                            |                             |                          |                       |                         |
| 4               | Youth voice and engagement                                                                                                                                             |                            |                             |                          |                       |                         |
| 5               | Local needs assessment                                                                                                                                                 |                            |                             |                          |                       |                         |
| 6               | Local youth offer plan                                                                                                                                                 |                            |                             |                          |                       |                         |
| 7               | VCFSE engagement                                                                                                                                                       |                            |                             |                          |                       |                         |
| 8               | Workforce planning                                                                                                                                                     |                            |                             |                          |                       |                         |
| 9               | Neighbourhood geography                                                                                                                                                |                            |                             |                          |                       |                         |
| 10              | Community infrastructure                                                                                                                                               |                            |                             |                          |                       |                         |
| 11              | Quality of delivery <ul style="list-style-type: none"> <li>Quality of practice</li> <li>Curriculum</li> <li>Monitoring and evaluation</li> <li>Safeguarding</li> </ul> |                            |                             |                          |                       |                         |

These elements are illustrated in the diagram below which is an attempt to visualise the core components of a new system of youth services in Shropshire – establishing robust foundations for the future. Five priority areas are then summarised.



- **Systems leadership:** identifying and developing the elements of a new system, including the structures, support and collaboration needed to enable delivery partners to effectively collaborate to address clear local need and maximise resources across the system (supporting a new system to emerge)
- **Youth Voice:** identifying, joining up and designing new mechanisms and structures for youth participation and engagement in Shropshire and opportunities to align, improve and embed these across Shropshire Council and its partners (supporting participation as the norm not set pieces)
- **VCFSE engagement:** ensuring sufficient high-quality support exists for formal youth work providers, the wider voluntary sector, and town and parish councils, including the option of establishing neutral infrastructure support through a Young People's Foundation model (supporting a plurality of provision)
- **Neighbourhood geography:** developing six local partnerships, each with a Local Youth Forum and supported by a Locality Youth Worker who offers early help delivery in Schools, convenes and signposts to Town and Parish councils, partner agencies, VCFSE sector and so on, and which are aligned with community and family hub boundaries (supporting locally and contextually appropriate coordination and delivery)
- **Quality Delivery:** clear questions have been posed against all nine of the Essential elements of a Youth Offer (NYA guidance) and a peer review of this wider offer will be an important option for the team moving forwards (supporting quality delivery that addresses local need).

Addressing these priority challenges will help the team close the gap between where they are and where they can be as a result of this programme. The recommendations, presented against each of the eleven areas (section 6), are intended to help the Shropshire team, and their partners, to close this gap and reinvent the youth service system in Shropshire, thus providing the foundations upon which a future, reinvented system of youth work can emerge over the coming years.

## 2. Background and process

This report has been prepared as part of the support available to Shropshire Council, which is one of the 12 local authorities (LAs) selected for the Department for Culture, Media and Sport's (DCMS) Local Youth Transformation (LYT) pilot programme. It aims to help the Council, its partners and staff understand the National Youth Agency's (NYA) recommended approach for conducting a local review of current youth work provision and to inform their planning for the implementation phase of the LYT project.

Pilot LAs participating in the LYT programme have until the end of March 2026 to submit bids for DCMS transformation funding, allocate and spend the funding, and put in place a sustainable approach for long-term youth work. This report is intended to support that process.

### Review aims

This review has therefore been tailored to the individual needs of Shropshire Council and its partners and taken as its starting point the vision and ambition for change set out in the Expression of Interest (EOI). By placing a critical lens on these initial proposals, this review should enable the council, its partners and young people reflect on and test local youth work provision, assessing its strengths and identifying areas for improvement that can be included in the more detailed LYT pilot bid and programme.

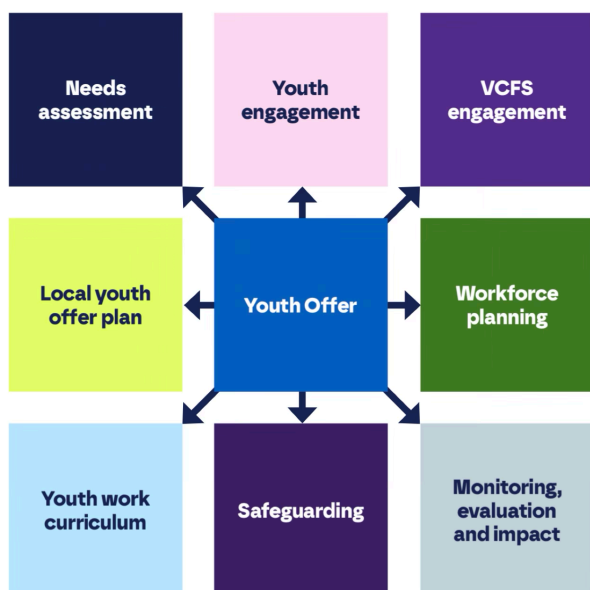
### Review process

The review has been an interactive exercise intended to support the development of robust arrangements to meet these aims. During the review, the team examined evidence from various sources including community profiling, service mapping, workforce analysis, stakeholder consultation (young people, VCS statutory partners), and a light touch review against their statutory duties.

The LYT review team prepared by reviewing a range of documents and information to ensure they were familiar with the Local Authority and the challenges it is facing, including the Council's EOI. The team then spent three days onsite during which they:

- Heard from a range of people, including: young people, lead members, senior leadership team, front-line practitioners and managers and partners
- Visited local teams and partners
- Undertook visits to different settings, observing sessions and talking to professionals.

This work has been informed by the NYA's guidance on meeting the Local Authorities statutory duties as set out in Section 507B of the Education Act. This guidance sets out 9 essentials of a quality youth service (below). The guide includes a checklist for each of the nine elements, which was a useful framework to sense-check the opportunities for change.



## Local Youth Transformation Review Team

The LYT Review Team was selected for its collective expertise and capacity to deliver a high-quality, credible, and robust review. Members are sector-experienced consultants with extensive knowledge of youth work and children's services. The team included senior professionals with a strong track record in local government and the VCSE sector, supported by Young Assessors who brought their lived experience and young person's lens to the review. Their combined insight and credibility brought depth and rigour to the review process:

- Case Lead: Tony Challinor, National Youth Agency (NYA), Associate
- LADC: Ian Burbidge, Young People's Foundation Trust
- Young Assessors: Kiera Finney, Richy Agyemang, NYA
- Research Associates: Chris Milner and Caroline Craig, NYA

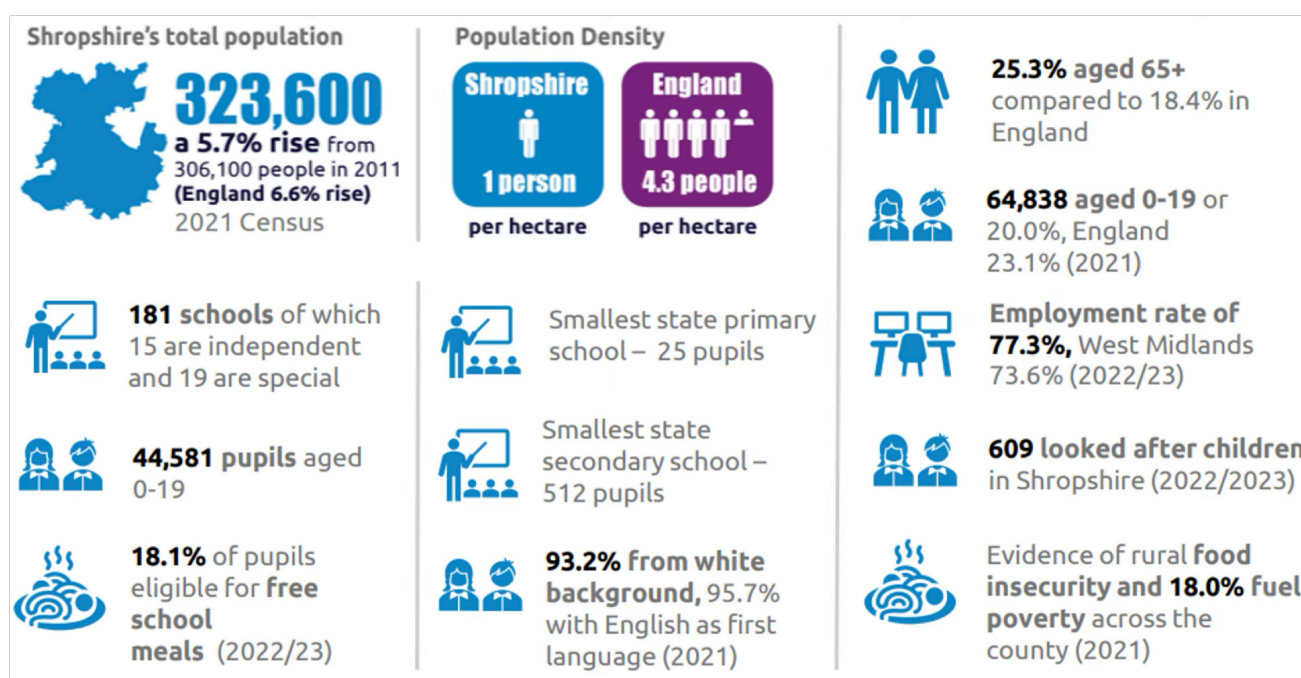
*This report provides a summary of the team's findings. It builds on the final meeting led by the LYT team at the end of their on-site visit on 11th July 2025. By its nature, the LYT Review is a snapshot in time.*

### 3. Strategic context

Shropshire is a unitary authority in the West Midlands, on the border with Wales. It is located south of Wrexham, with Staffordshire to the East and Herefordshire to the South. It has been a unitary authority since 2009, incorporating a total of 5 different districts, and has been under Liberal Democrat control since 2025. Shropshire is a large, predominantly rural area with no cities, 22 towns and 135 town and parish councils.

#### Socio-economic context

As with many sparsely populated rural areas, areas of acute poverty often exist alongside affluent communities. Poverty is also hidden in pockets too small to show up on national statistics. However, it remains a significant challenge for service delivery.

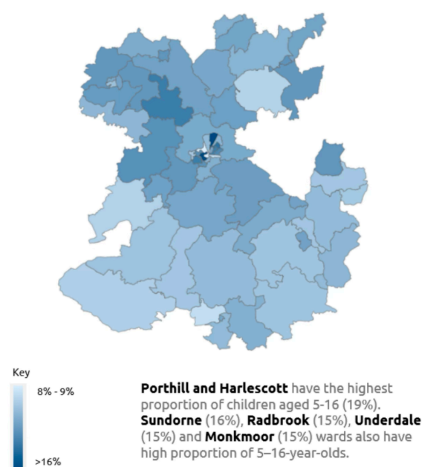


According to 2019 IMD figures, just 5% of Shropshire's total population live within areas classed as being amongst the most deprived 20% in terms of overall deprivation. Shropshire's 2025 Joint Strategic Needs Assessment (JSNA) notes 2.9% (or 388) of young people aged 16-19 live in the top 5 most deprived areas (LSOAs) of Shropshire: Harlescott, Ludlow East, central Oswestry, Monkmoor and Meole Brace.

The JSNA details the main areas where Shropshire's rates are worse than the national average regarding - the percentage of households in fuel poverty (18% in 2021); number of children (161 in 2024) aged 0-4 years who are Looked After and; emergency admissions (2595 per 10 000 in 2021-22). The average caseload for children and family social workers in Shropshire was 19.6 in 2024. This is higher than Statistical Neighbours (16.1) and England (15.4).



## Shropshire's School-aged children (5-16)



**40,527**  
aged 5-16s  
in 2021, a 2% fall  
from 2011

**12.5%**  
aged 5-16s  
of Shropshire's  
population

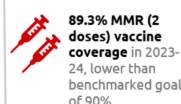
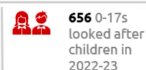
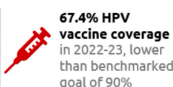
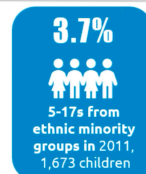
127 primary schools,  
19 secondary and 4  
special schools

39,176 pupils aged  
5-16

18.1% pupils  
eligible for free  
school meals



Overall deprivation is low in Shropshire. However, 1,336 or 3.3% of school-aged children aged 5-16s live in the top 5 most deprived areas (LSOAs) of Shropshire: Harlescott, Ludlow East, central Oswestry, Monkmoor and Meole Brace.



The most recent Ofsted inspection of Shropshire local authority children's services in 2022 found all to be good except the 'experiences and progress of children who need help and protection', which required improvement to be good.

In 2024, 121 of every 10,000 children in Shropshire were considered 'looked after'. This has risen considerably since 2016 when the figure was just 48. This rise does not reflect changes at a regional and national level where, since 2023, rates have remained the same. There are many potential reasons behind these figures in Shropshire including a lack of families accessing Early Help, shortage of foster carers and the lack of a service (pre Covid) working to support families with children at risk of becoming looked after.

Shropshire's Children in Need rate (per 10,000) has been rising since 2023, when rates for England and statistical neighbours are falling. According to the most recent JSNA, Shropshire's rate of children (0-18 years old) in care is also above the national average, which could go some way in explaining this figure. Shropshire has a slightly lower percentage of pupils receiving support for Special Educational Needs (SEN) compared to the rest of the country. In 2024, the percentage of 16-17-year-olds not in education, employment or training (NEET) was 2.7%, below statistical neighbours as well as the national average (3.2%)

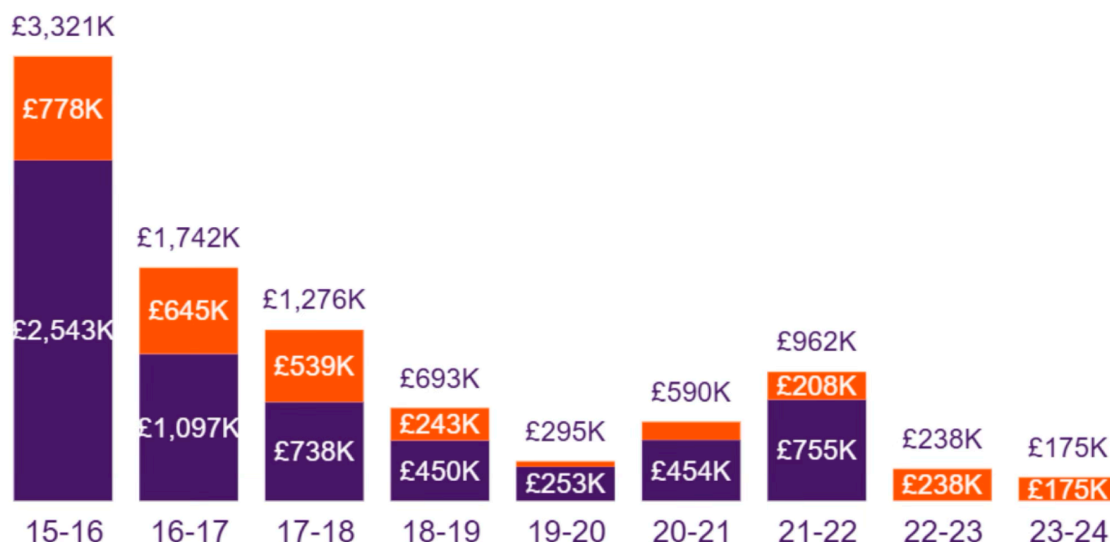
### Youth work legacy

A recent report from the YMCA shows that Shropshire are in the bottom 5% of local authorities spending on Youth Services (£3.86 per young person) a 98% reduction since the national policy of austerity was introduced in 2010 ([Beyond the Brink | YMCA England and Wales](#)).

Spending on Youth Services has therefore fallen drastically in the last ten years, dropping from £3.3m in 2015-16 to just £175k in 2023-24 – a decrease of £3.1m in total. There has been no funding for universal services for the last two years. Across all youth services on 2023-24, Shropshire's net spend was just £3 per capita, considerably lower than the English national

average of £34. Over the same period of time, total schools' net expenditure in Shropshire dropped from £139.6m in 2015/16 to £120.4m in 2023/24, a 13.7% decrease.

### ● Universal Services ● Targeted Services



Youth Provision in Shropshire has historically been delivered through a fragmented system with separate strands of activity, led by the local authority, VCSE partners, schools and town and parish councils. Most of the provision is aimed at and attended by 8-12 year olds. The gap and need is for something that looks different for older teenagers.

The VCSE sector is central to the universal offer. Shropshire Youth Agency are commissioned to provide infrastructure support to a network of voluntary youth clubs, many of which are run by volunteers. These clubs offer inclusive and accessible provision to a wide range of young people including those from low-income families, rural areas, and communities where statutory services are less visible. Town and Parish Councils also commission SYA and other providers to deliver youth sessions, particularly in larger market towns.

While this mixed economy has enabled broad reach across a large rural geography, it has also resulted in variation in quality, access and co-ordination. The local authority recognise this and are actively restructuring towards a more integrated locality-based model.

## Survey Insights

This review process has drawn on surveys of providers (14 combined), young people (363 responses), and town and parish councils (44 councils). The first two form a separate report which is provided as an annex. Headlines are as follows.

### Provision

- The most commonly attended organised activity amongst young people in Shropshire is sports or athletics clubs (outside school), which 20% attend most days and a further quarter (24%) attend at least once a week.

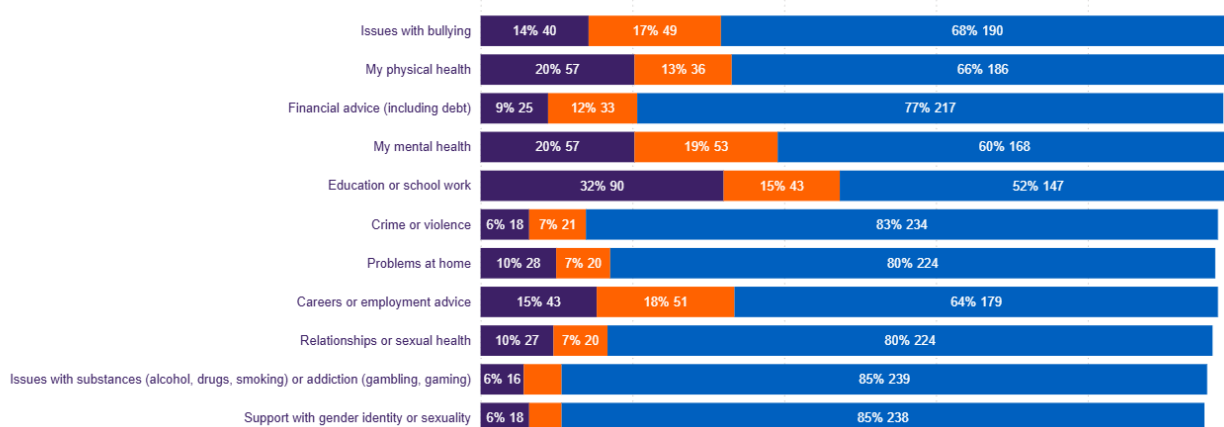


- Very few young people in Shropshire benefit from youth work (youth clubs or youth groups) most days. Almost eight in ten young people in Shropshire have never been to a youth group or club.
- Detached youth work was one of the least frequently attended activities, used most days by only 3% and weekly by 6% of respondents<sup>1</sup>. As 65% never use detached, this does mean over a third (35%) Shropshire young people have interacted with youth workers on the streets before.
- Half of Town and parish councils noted that provision was clearly insufficient.

## Needs

- The survey of young people finds mental health is the area of greatest unmet support – one in five (19%) young people in Shropshire want mental health support but do not receive it. A similar proportion (18%) of young people would like careers or employment advice. Support with bullying is in similar demand, with 17% wanting support with this.
- The most commonly selected area young people receive support is education or school work. One third (32%) of young people receive support in this area. This is likely to be through school, but could also be out-of-school support. This is lower than seen across the other 11 LYTP areas, with 46% of young people receiving support for education or school work (although it is still the most selected support area).
- Mental and physical health are joint second, with one in five (20%) young people receiving support in these areas. Almost as many (19%) young people say they want support for their mental health, but do not receive it.

● I currently have support in this area ● I don't currently access support in this area, but would like to ● I don't need or want support in this area

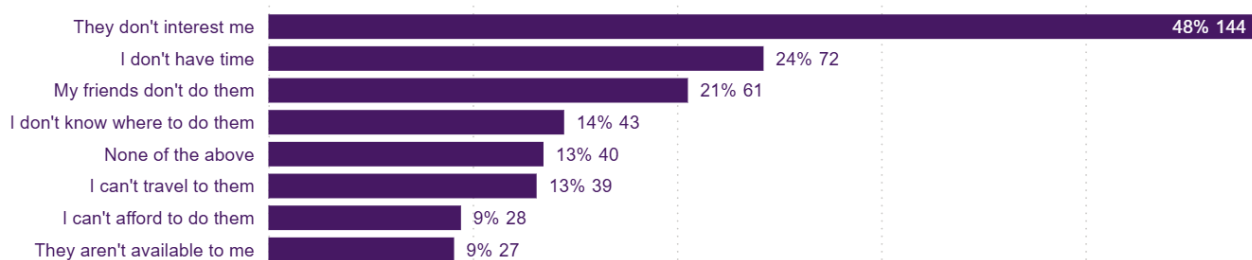


*Support use amongst young people in Shropshire (n=280)*

- Top issues for Town and parish councils were lack of facilities/activities (81%), poor transport (74%), mental health and isolation (62%), cost of living pressures (55%), and anti-social behaviour and vaping (48%).

<sup>1</sup> There is a methodological question as to whether young people know what detached youth work is as it is primarily a term used by professionals. Young people might understand this term as 'meeting a youth worker on the street'.

## Barriers to participation



*Reported barriers to participation in listed youth provision (n=297)*

- Whilst not considered one of the main barriers to participation, 13% of young people report being unable to travel to some of the activities and support types listed. Public transport and reliance on parents or guardians to provide travel is mentioned by young people across the wider survey of young people in all LYTP areas.
- Town and parish councils also noted transport, distance and cost and low awareness as access issues, suggesting a youth bus scheme or similar as an option.

## 4. A framework for system change

The forthcoming development of the strategic youth partnership, pilot programmes with schools and investment in locality youth workers reflect a system level commitment to shift from fragmentation to alignment, creating a connected, youth led eco-system built on shared values, data and governance. This section explores that reimagination, which is framed as a strategic 'systems change' piece of work.

The core strategic shift is to establish Youth Workers as trusted, locality-based connectors, embedded within communities working relationally with young people and bridging the gap between universal, targeted and specialist services.

| From...                 | ...to                       |
|-------------------------|-----------------------------|
| Reactive casework       | Relational prevention       |
| Fragmented services     | Connected systems           |
| Consulting young people | Youth-led governance        |
| Isolated delivery       | Shared, values-led delivery |

| A new service                                        | Building blocks                       |
|------------------------------------------------------|---------------------------------------|
| Youth workers as trusted locality-based connectors   | Youth insight panels in each locality |
| Embedded within communities                          | Strengthen VCSE infrastructure        |
| Working relationally with young people               | Place-based delivery pilots           |
| Bridging universal, targeted and specialist services |                                       |

A critical question this review has considered is the extent to which these strategic shifts are feasible and to help define the opportunity space. In particular, this shifts the focus for the LYTP programme beyond simply improving the youth offer, because as we have seen the service has barely survived. A radical reimagination of the wider system is required before we consider in more detail the critical aspects of the NYA nine elements of an effective youth service.

To facilitate these shifts, and to realise the Government's ambitions through the LYTP of "rebuilding a high-quality offer for young people and transition back local youth services leadership to local authorities...", the Council must lead work to reimagine a youth work offer that is ambitious and meets local needs. This will require the local authority to embrace a systems leadership role, which will entail convening partners, providers and young people to co-create a vision for the future of the service and lead its realisation. This framing is critical to the rest of the work in Shropshire and the recommendations that follow in this report. It will enable the reconfiguration of resources, relationships, power and practice across the system.

The insights and recommendations in this report are therefore based upon a framework of a possible new system for youth work in Shropshire which has the NYA nine essentials at its heart. This should be helpful for the local authority as it attempts to embrace systems leadership and take others on the journey. The following section shows how these aspects fit together in Shropshire to comprise a new system for youth work.

## Foundations

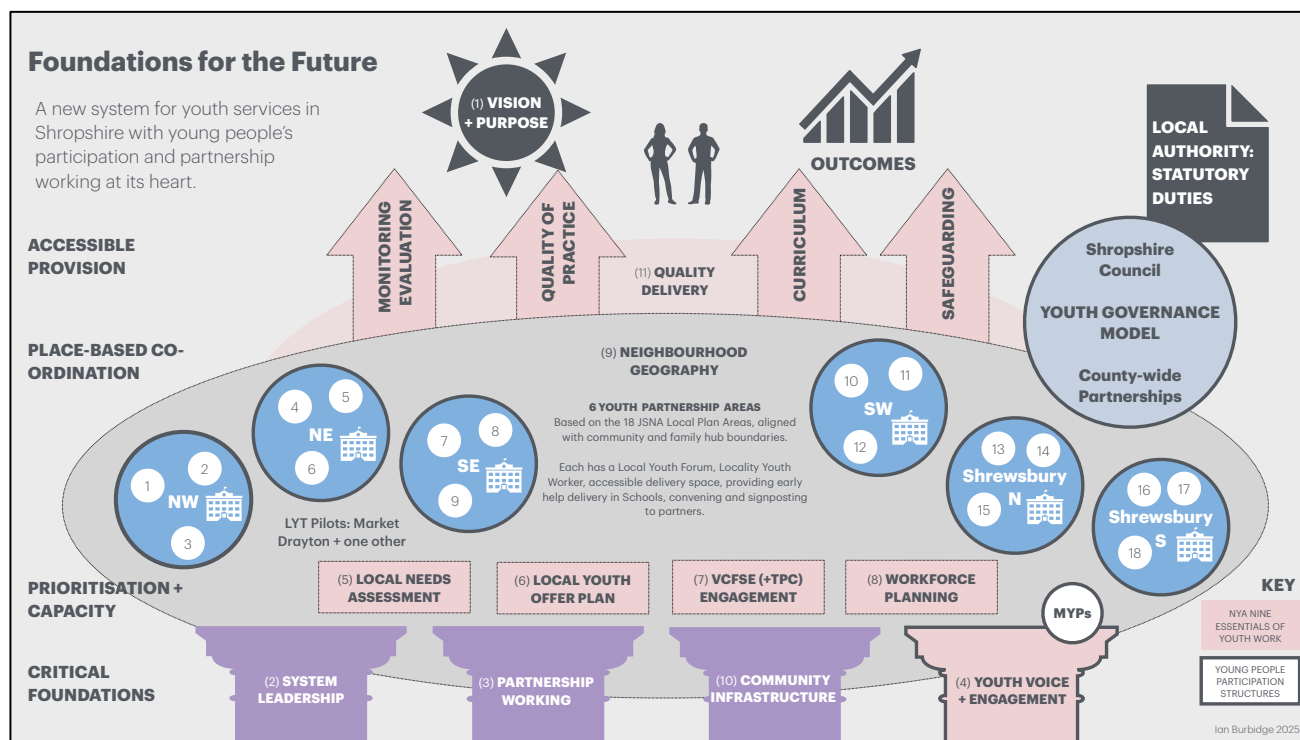
To achieve this level of change the review has drawn both on the NYAs nine essentials of a youth service, the review team's experience, and the LADCs expertise in systems change. We have identified eleven elements which in turn form the structure of this report. These are shown below:

| SYSTEM ELEMENTS |                                                                                                                                                                        | Foundations for the future | Prioritisation and capacity | Place-based coordination | High quality delivery | Nine Essential Criteria |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|--------------------------|-----------------------|-------------------------|
| 1               | Vision and Purpose                                                                                                                                                     |                            |                             |                          |                       |                         |
| 2               | System leadership                                                                                                                                                      |                            |                             |                          |                       |                         |
| 3               | Partnership working                                                                                                                                                    |                            |                             |                          |                       |                         |
| 4               | Youth voice and engagement                                                                                                                                             |                            |                             |                          |                       |                         |
| 5               | Local needs assessment                                                                                                                                                 |                            |                             |                          |                       |                         |
| 6               | Local youth offer plan                                                                                                                                                 |                            |                             |                          |                       |                         |
| 7               | VCFSE engagement                                                                                                                                                       |                            |                             |                          |                       |                         |
| 8               | Workforce planning                                                                                                                                                     |                            |                             |                          |                       |                         |
| 9               | Neighbourhood geography                                                                                                                                                |                            |                             |                          |                       |                         |
| 10              | Community infrastructure                                                                                                                                               |                            |                             |                          |                       |                         |
| 11              | Quality of delivery <ul style="list-style-type: none"> <li>Quality of practice</li> <li>Curriculum</li> <li>Monitoring and evaluation</li> <li>Safeguarding</li> </ul> |                            |                             |                          |                       |                         |

The system in Shropshire is mapped across four critical levels, illustrated below:

- *Core foundations for the future*, on which the success of the new system depends, including systems leadership (change), partnership working, youth voice and community infrastructure
- *Prioritisation and capacity*, four of the NYA essentials that ensure the youth work offer is strategically developed and delivered, with a focus on identifying need, developing the offer, harnessing the value of the VCFSE, and workforce
- *Place-based co-ordination* on a local geography that supports partnership working and creates a structure across the county on which future developments and improvements can be built. This is considered essential in such a large, sparsely-populated rural area.

- Both the above support the *high quality delivery* of youth services, as set out in the remaining five NYA essential areas of quality, curriculum, monitoring and evaluation and safeguarding.
- All of this work and activity is necessary but not sufficient. Without a compelling *vision and purpose* for the future of youth work (in its broadest sense) there is a risk that the goodwill and energy for change will dissipate over time and not achieve the impact that is possible.



## Theory of change

The diagram above illustrates how the core aspects of a new system for youth services could fit together in Shropshire. The thesis for this work is that by putting these core building blocks in place (through this programme) the team can develop a solid foundation for the future. This emerging new system for youth work can be scalable with future investment, can maximise resources within the system, can amplify youth voice, can provide mechanisms for joining up services, can identify and be responsive to needs, and can be a springboard for future development.

## Critical analysis

The rest of this report represents a critical analysis of the work needed to realise these strategic shifts and put in place the building blocks to create a new system for youth work that is for the future. Specifically, the review has found that there is goodwill and energy for change within the team and leadership at Shropshire Council. Inevitably, some will be worried about what change might mean for them. But maintaining a focus on the needs of young people will offer a coordinating principle that partners can coalesce around.

The next section considers each of the 11 challenges / themes in turn with a critical assessment, gap analysis, summary of the core challenge(s), opportunities and recommendations.

## 5. Core challenges

*The eleven elements in the table on page 14 are each covered in turn in this section.*

### Vision and purpose

*The LA should lead work to develop a clear vision for the future of youth provision in Shropshire.*

The Youth Strategy 2024-2026 sets out the ambition to ‘create a Youth Offer for Young People in Shropshire which will put their needs at the forefront and prioritises their wellbeing by creating opportunities that will help them reach their full potential and live their best lives’. Shropshire Council is fully committed to working with partners to deliver a coordinated approach to deliver youth services for young people based on their needs and interests and fully informed by their engagement and participation.

The team at Shropshire Council are passionate about the potential this opportunity provides and have clearly done a large amount of preparation over recent months, including initial engagement with partners and senior leadership. There are lots of ideas and plans for change that the team are pursuing.

| Challenge                                                                                                                                                | Opportunity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Recommendations                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to co-create with young people a compelling vision for the impact that a new youth work offer can achieve in Shropshire over the next several years. | <p>By convening young people and key stakeholders in an ongoing conversation around purpose and practice, the team can lead the reinvention and reconfiguration of the systems and processes that deliver youth work to Shropshire’s communities.</p> <p>A compelling and clear vision will form an essential ‘north star’ to guide the work of all involved and ensure that the focus of the necessary (and sometimes difficult) changes remains on the benefits of these changes for Shropshire’s young people.</p> | <p>The council should lead work with partners and young people to establish a compelling vision for change, defining what youth provision might look like in 2030 and 2035.</p> <p>Partners could, with young people, co-develop a Manifesto or Shropshire Compact to set out the core commitments and principles that signatories will abide by in order to support the change that is possible.</p> |

## Systems leadership

*The LA should step into its facilitation and convening role to lead change across the system*

Systems leadership is not one of the nine essentials of a youth work offer, but it is included here because it is foundational to the Council's ambition and, while not an explicit focus of the Shropshire Council's plans, is at the heart of their approach. This is crucial in terms of putting in place the structures and relationships that can support and nurture the emergence of a new system for youth work over the coming years. However, it is unrealistic to drop a new, integrated service model into a broken system and expect it to succeed.

Youth work has been systematically disinvested in over the last 15 years as a result of a sustained national policy of austerity, which has in turn reduced other important public services, especially those that have a core prevention element, and contribute to the wider increase in the needs of young people. Historically the Local Authority has hosted the Youth Work team, with some support from the voluntary sector. Senior leaders, though, recognise that the future can't be a recreation of the past in terms of the Local Authority owning all delivery. The critical role for the Local Authority remains ensuring delivery is provided in response to need through a mixed economy of providers.

| Challenge                                                                            | Opportunity                                                                                                                                                                                                                                                                                                                                     | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to change a broken system and create a new paradigm for youth work in Shropshire | The opportunity is to take a longer-term perspective and reinvent the youth service. Taking the best of what we know works from past experience but reimagining it to be fit for purpose by 2030, bringing innovation and new ideas and to how it can centre young people at its heart.                                                         | The council should convene a multi-agency innovation team drawn from across the system and, with external support, lead a systems change process that challenges the status quo, develops and tests out bold ideas for change, and generates momentum for change.                                                                                                                                                                              |
| How will the LA shift towards and fulfil a system leadership role in this space      | To rethink and redesign an offer that is appropriate for Shropshire and the needs of its young people. This will likely entail a mixed economy of provision, which in turn will necessitate a potential shift of roles and resources within the system. This will not be without its challenges. The council's core role is to 'steer not row'. | <p>The council should articulate its systems leadership role, including clear definition of the system around youth work, mapping out the relationships with other teams and organisations.</p> <p>The council should lead work to clarify roles within the system, helping ensure that the youth team, other council teams, and core partners, fulfil clear roles that maximise their strengths and reduce duplication across the system.</p> |

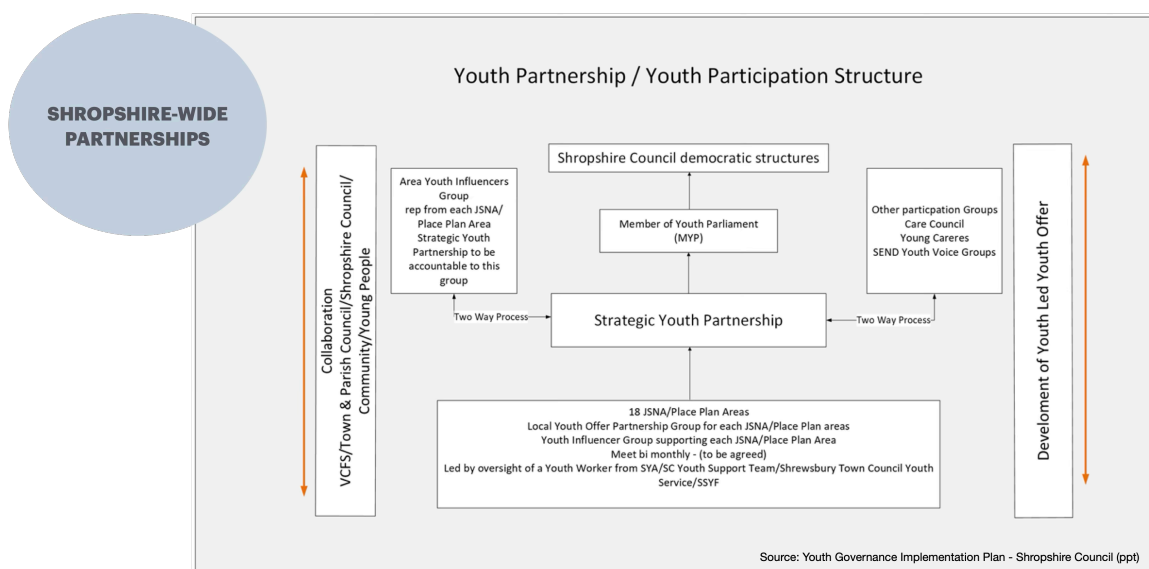


## Partnership working

*The LA needs to foster and embed collaboration across the system*

The Shropshire youth strategy sets out the ambition of creating a local youth partnership: “Shropshire Council is committed to the development of a local Youth Partnerships which will have oversight of the local youth offer within Shropshire to ‘make sure’ that there is a sufficient level of Youth Work in localities within Shropshire. This will be a collaboration of Youth Work Providers, wider Youth Sector, community and voluntary sector, Town and Parish Councils, business and Young People”.

Headline partnership arrangements are illustrated below, however these don’t reflect the full picture of relevant bodies in Shropshire that, to a greater or lesser extent, need to be plugged into this work. This broader partnership mapping has a local component, as we will see with the section on neighbourhood geography (below), as well as a county-wide aspect with strategic bodies.



Youth work has become a bit of a Cinderella service over the last 15 years; it is not a service used to having significant influence or profile. There is senior level buy-in, albeit within a council that has significant financial challenges. The funding offers an opportunity to redesign the way the system works but this will require the input and commitment of a range of services.

There may be a challenge for the youth service to persuade partners of the importance of this work and to encourage them to get engaged, not only across the local public services but including the range of providers in Shropshire.

| Challenge                                                                                | Opportunity                                                                                                                                                                                                                                                                                                                                                    | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How might the youth service develop its profile and persuade other teams to collaborate? | To harness the energy for change that the team, and those closely connected with it, clearly display. This can help the team to take others with them on this journey. There could be very real momentum developed through this work, and it must be nurtured and sustained (because it can easily dissipate on contact with the 'immune response to change'). | <p>The team need to secure comms and advocacy support to develop and share the case for change. It is critical to secure not only senior-level buy-in, but support at all management tiers within the council, and across partners. A hearts-and-minds offensive will help promote and elevate the potential and importance of youth work.</p> <p>This piece of work needs executive level sponsorship as well as political commitment, through a dotted-line reporting arrangement to the programme lead.</p> <p>Links are proactively made, or strengthened, with key organisations in the system, including housing providers, Police, DWP (who also operate two youth employment hubs in Shropshire) and Young Carers. A mapping exercise may be a useful approach. The Youth hub areas will provide a helpful focus for this.</p> |
| How can the team effectively develop multi-agency partnerships?                          | Partnership working can support the joining up of services around young people and the prioritisation and effective delivery of services, maximising the resources in the system, especially through the sharing of information, intelligence, and learning.                                                                                                   | <p>The team should map relevant public and voluntary sector partnerships across Shropshire that are relevant to the delivery of youth services and seek to streamline and/or strengthen connections between them.</p> <p>The team might consider hosting a 'good practice' in partnership working retreat to draw the learning out from teams that are good at this in Shropshire, perhaps with some external input and/or facilitation. A practical guide might be an output from this work, establishing common principles and guidelines – 'just enough' structure to support their effective operation.</p>                                                                                                                                                                                                                        |

### LA Strategic Programme Action Plan

- Stage 1 - Establish steering group
- Stage 4 - Engage partners and stakeholders

## Youth voice and engagement\*

*Youth participation is a rights-based approach that ensures young people influence decisions affecting their lives and communities and is essential to meaningful provision design.*

Shropshire has a variety of means through which young people are consulted, engaged, and heard. These have generally been developed on an ad hoc basis over time. This has resulted in a range of mechanisms for listening to or engaging young people, as well as identifying their priorities and needs, but these tend to be based on consultation exercises or one-off opportunities such as involving young people on an interview panel.

A core challenge for the Council, as set out in the introduction, is to make the shift towards embedded structures and processes that make the engagement and participation of young people the norm as core part of the way the Council, its partners and team's work. Some ideas are set out in the recommendations below but as a headline we advocate a review, perhaps using the Hear by Right framework (or similar), to identify current practice and opportunities to take Youth Voice to the next level, positioning Shropshire as an exemplar authority.

The establishment of youth panels in the six neighbourhood areas (see Neighbourhood Geography below), integrating the MEPs into this framework, exploring opportunities to establish young people's engagement that influence Council policy development, governance and decision-making processes. Just as there are Scrutiny panels and impact assessments (such as 'Health in all policies'), Shropshire could pilot arrangements to have young people's scrutiny and develop a Young People in all policies approach.

This presents a key opportunity, therefore, to reframe participation as a core part of how services are planned, delivered and improved. A youth governance model could create clear, ongoing pathways for young people to contribute to strategic forums such as the Corporate Parenting Board, SEND partnerships, and service commissioning.

To make this shift, the Council will need to invest in participation infrastructure: staffing, training, youth facilitation, and formal integration into leadership and planning structures. Including this need in the assessment will support the development of a more consistent, inclusive, and transformational approach to youth voice fully aligned with the ambition for system reform.

| Challenge                                                                                             | Opportunity                                                                                                                                                                                                                         | Recommendations                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to engage young people, hear their voice, and embed mechanisms for them to truly influence things | There are opportunities to embed youth voice at all levels of the new system in Shropshire and to bring coherence to the range of mechanisms for engaging and embedding youth voice across Shropshire and its core public services. | <p>Design and pilot arrangements for the new local Youth engagement panels</p> <p>Develop a governance structure that sets out how young people will be engaged and can participate, and the infrastructure required to support that.</p> <p>Co-design, pilot and test strategic mechanisms to give voice to young people, such as an annual Shropshire Youth Assembly, a council youth scrutiny panel,</p> |

|                                                                   |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                   |                                                                                                                                                                   | young people-led impact assessments against new policy proposals, etc.                                                                                                                                                                                                                                                                                                     |
| How to join up the various engagement mechanisms for young people | To bring coherence to these various mechanisms so that engagement is coordinated (duplication is avoided) and young people can see the value of getting involved. | <p>To review (perhaps using a framework such as Hear by Right), align and systematise all the various mechanisms and involve young people in how they want to be engaged and heard.</p> <p>Consider the relationships between existing engagement mechanisms, the proposed area forums, the ideas above, and the youth MPs. Embed these within core council processes.</p> |



## Local needs assessment\*

*A systematic and comprehensive data led approach to understanding the needs of young people to inform youth work provision.*

There is a range of data about local need, of which the headlines are summarised in the section (context) above. The Children and Young People's JSNA offers significant helpful data around the challenges faced by young people in Shropshire. A critical challenge in rural localities is the often-hidden nature of need and poverty and the need to identify and respond to emerging issues.

Of particular note (though not exclusive) from our visit and interviews were issues around:

- Mental health
- Neurodiversity and autism, currently with around an 18 month wait for initial assessment
- An exponential rise in home schooling, with attendant issues
- Behavioural challenges arising from the rise of toxic masculinity
- County lines and broader issues around community safety

There are a range of services and providers that are supporting young people in Shropshire, although generally fragmented and of varying quality and cost. It can be difficult to know who is providing what in which area and for which groups of people and to join these up.

| Challenge                                                                     | Opportunity                                                                                                                                                                                                                                                                 | Recommendations                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to identify, understand and address the needs of young people             | Youth workers offer a localised and specialised resource in communities to understand needs and emergent issues and challenges and help contextualise the quantitative data. This intelligence can really help prioritise and direct service provision.                     | Bring qualitative and quantitative data together to ensure resources are targeting needs. This can be achieved by aligning the area engagement panels with the JSNA localities.                                         |
| How to join up, coordinate and improve services for children and young people | It will be important to put in place sufficient structures and processes that support the coordination of effort and reduction of duplication, which will drive efficiencies across the system. Clarification of roles and strengths within these structures will be vital. | The EOI proposes the testing of area-based arrangements in two of the six areas. It would be sensible to select (after a process) two contrasting areas that offer different learning about how to do this in practice. |

### Local youth offer\*

*A co-produced plan by the Local Authority and VCFS that articulates the scope, accessibility, and intent of youth provision in the area based on need.*

Youth Provision in Shropshire has historically been delivered through a fragmented system with separate strands of activity, led by the local authority, VCSE partners (over 1,200 voluntary groups in Shropshire as a whole), schools and town and parish councils (135).

There are limited providers of youth work in the county, borne out by responses to the survey.

| Challenge                                                                                                        | Opportunity                                                                                                                                                                                                                                                                                                                             | Recommendations                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| To ensure that a coherent youth offer exists in Shropshire and is delivered through a mixed economy of providers | To develop a roadmap towards securing sufficient local provision (provided by the council and/or partners) over a period of time. This can provide a coherent approach to delivery through a range of providers and maximising the resources, expertise and knowledge in the system. In turn, any gaps can be identified and addressed. | The council should consider expediting the planned development of a youth offer plan, working with young people and existing providers. |

### NYA Guidance Toolkit - relevant questions

- Do services meet needs?
- What are the gaps for improvement?

### LA Strategic Programme Action Plan

- Stage 3 - Develop a youth plan offer

## VCFSE engagement\*

*Collaboration with Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) partners to deliver a comprehensive and diverse youth offer.*

With over 1200 voluntary sector groups in Shropshire, there are a wide range of organisations that provide more informal opportunities and activities for young people (such as sports clubs), with – as we have seen - far fewer providing specific youth work. However, there is still a function to be met in ensuring that those informal groups and clubs have access to, and know how to access, the training and support they need to ensure that their delivery meets required standards, such as around child protection.

Yet this sector is, as in many areas, underdeveloped and often relying on legacy contracts and working arrangements. The fiscal environment is clearly tough. Perhaps as a result, there has been a blurring of roles between different organisations and functions, and the current investment in infrastructure support to the sector needs rethinking and recommissioning.

It is good practice for infrastructure support to be delivered by an organisation dedicated to that end. It is a conflict of interests when both support to the sector (which includes helping smaller organisations to access contracts and funding opportunities) and winning and delivering contracts, are done by the same organisation because the infrastructure provider is potentially competing for contracts with the very organisations it is established to support. These roles must be kept separate, and a Young People's Foundation (YPF) is one such model that can deliver this. Part of the available funding could be an investment in such an option.

The Council needs to tread carefully in considering how best to facilitate such a shift. This requires more than a blunt recommissioning exercise; we are instead suggesting a complete rethink as to how to deliver infrastructure support. Establishing a YPF is not a competitive, commissioning exercise but one of collaborating with the National YPF Trust to establish one.

Of course, unpicking legacy arrangements can be a painful and public process but this is not one to shy away from if the vision is to be realised and young people are to benefit.

| Challenge                                                                      | Opportunity                                                                                                                                                                                                                                                                                                                                                               | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How can the council ensure that it is effectively supporting the VCSEF sector? | To clarify the roles and strengths that different organisations can play in the engagement and delivery of the new youth work offer. In particular, investing in a clear infrastructure support offer, which may include training, but which (for reasons of good governance) should not be held by an organisation or body that is also responsible for direct delivery. | <p>The infrastructure support contract needs to be recommissioned, and this process affords the ideal opportunity. However, prior to the commissioning team being asked to lead a technical procurement process, a review of the current offer and good practice from elsewhere should be made.</p> <p>As part of this review, the council should consider establishing a new, independent Young People's Foundation, utilising the national model, to provide this</p> |

|  |  |                                                                                                                                                                                                                                                                                                                                                 |
|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p>functionality in Shropshire. Setting up a new trust specifically for this purpose may help navigate any potential tensions in the system. The council can then work with the newly-commissioned infrastructure support body to grow a mixed economy of provision by developing the market, ensuring quality, and commissioning training.</p> |
|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### **NYA Guidance Toolkit - relevant questions**

- Is there coherence in the engagement with the sector?
- Are their good communications and networking with the sector?



## Workforce planning\*

*Developing a capable, qualified, and supported workforce to deliver a high-quality statutory youth work offer.*

Due to the sustained lack of investment there are few trained youth workers and those that are working in the area are stretched in terms of capacity and the demand in communities for their services. Proposals from the Local Authority are to deploy their seven youth workers across the six proposed youth areas.

| Challenge                                                                                                                    | Opportunity                                                                                                                                                                                        | Recommendations                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to recruit, develop and retain a quality workforce - not only in youth work but also critical services such as education | To maximise the resources there are in the system, to be a champion youth work and its value, and find opportunities to make a route into youth work a clearer and easier option for young people. | The LYTP opportunity may help to resource the development of training pathways, apprenticeships, and qualifications. Could there be a specific Shropshire offer? |

## NYA Guidance Toolkit - relevant questions

- Is there a training needs assessment?
- Do you evaluate training effectiveness?
- Is there a workforce development plan?

## LA Strategic Programme Action Plan

- Stage 6 - Implement training and development

## Neighbourhood geography

*Enable collaboration and coordination of youth work and services for young people at a local geography that makes sense for Shropshire, while also offering a means of piloting change on contrasting areas.*

As illustrated in Appendix 1 there are 18 local plan areas covering Shropshire (within the JSNA, so detailed profiles exist). They are aggregated into six local youth partnerships (see also sections on Partnership working, Youth voice, and Community infrastructure). The intent is that they align with the community and family hub boundaries (below) to aid local joining up of services and signposting to them.



Each LYP will therefore cover a geographical area of the county:

- Southeast - 4 secondary schools covering town and small parishes
- Southwest - 4 secondary schools covering Town and Parish Councils
- Northwest - 4 Secondary Schools covering Town and Parish Councils
- Northeast - 4 Secondary Schools covering Town and Parish Councils
- Central North (Shrewsbury) - 2 secondary schools with a number of wards/localities
- Central South (Shrewsbury) - 3 secondary schools with a number of wards/localities.

Proposals are for each of the six local youth partnerships to have a youth worker and youth engagement panel in each. The youth workers will be attached to these Local Youth Partnerships and deliver outreach and group work, as well as connecting young people to the opportunities and services that exist in their area. They will also deliver a targeted youth work offer and mentoring within schools. Testing out these prevention hubs in schools is seen as a core part of the pilot.

Alongside schools each area will identify spaces (such as libraries and community halls) that young people can access. This is described as a 'spaces in spaces' or TriZone approach, for which plans already exist. Such branding could usefully help young people recognise whether there is a youth worker available in their community, for example, school, library or community space.

It is suggested that this is tested in one of the six areas and Market Drayton has already been identified as one of two pilots.

| Challenge                                                                                              | Opportunity                                                                                                                                                                                             | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How can neighbourhood structures offer an organising principle for collaboration and service delivery? | For the local authority and its partners, especially the VCSEF sector and town and parish councils, to come together in these geographies to share knowledge, practice, needs, and coordinate delivery. | <p>Test out arrangements in two of the six areas and ensure that the learning is captured and utilised. Capture the learning and build this into best practice guides.</p> <p>It is also necessary to ensure that an appropriate geography is used as a co-ordinating principle. For example, can the council and partners establish and support, however light touch, 18 area-based arrangements? This review is a perfect opportunity to test this out and determine the most appropriate way forwards for Shropshire.</p> |

## Community infrastructure

*Appropriate spaces, and young people's access to them, remains a critical challenge for the delivery of effective youth work and services in Shropshire.*

There is a need for spaces in communities that are trusted by young people. Few former youth centres are still available and many communities, especially in more rural parts of the county. The council are working towards creating a "spaces within spaces" model, which involves a Tri-Zone model of youth hubs based in schools, libraries and the community (such as village and community halls). This is to become the home for multi-disciplinary teams including social prescribers and family support / early help teams.

Transport and access to services is a real challenge in terms of young people accessing formal service and youth work provision as well as more informal clubs and groups and activities in the area. This is in terms of both the provision and affordability of public transport. During term time, the nature of school bus transport makes it difficult for young people to attend sessions after school as they then have no way of getting home.

| Challenge                                                                      | Opportunity                                                                                                                                                                                                                                                                      | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to identify appropriate and trusted spaces for the delivery of youth work? | To redefine what constitutes a safe space that young people are confident to use and identify appropriate spaces in the pilot communities (and beyond). This mapping can usefully be piloted in the initial communities.                                                         | To work with parish councils and schools, in particular, alongside young people, to identify and create safe, trusted and accessible spaces for the delivery of youth work.                                                                                                                                                                                                                                            |
| How can partners enable and ensure fair access to opportunities?               | To work with young people to develop a wide range of ideas to improve issues around rurality and access. This could be developed into a set of mini 'experiments' to test out a wide range of the preferred ideas. Those that show promise can then be developed in more detail. | To engage with other relevant partners, especially schools, to consider options to reconfigure transport provision and access to services. There is an opportunity to utilise some of the funds to identify, develop and test local innovations in this regard. The local youth hubs could be provided with an innovation budget to do this, with social innovation support commissioned to curate the design process. |

## Quality of delivery\*

*The Council needs to consider its role in ensuring quality delivery of the wider service, independent of provider, in line with the NYAs nine essential criteria.*

Five of the essential criteria have already been covered and the remaining four, relating mostly to the quality of delivery, are covered below, highlighting the most relevant questions from the guidance that surfaced during the review.

| Essential Criteria               | Purpose                                                                                                                                                                                                | NYA Guidance Toolkit - Questions                                                                                                                                                                                                                                     |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quality of practice</b>       | High quality youth work delivers the best outcomes for young people. Underpinned by a clear set of principles, practice guidance and values that are led by the needs and aspirations of young people. | <ul style="list-style-type: none"> <li>Is there an effective support structure in place to support the development of youth work?</li> <li>Are their effective Quality assurance system in place?</li> <li>Are their enough trained staff and volunteers?</li> </ul> |
| <b>Curriculum</b>                | Use of the NYA Youth Work Curriculum offers greater understanding of youth work practice and provides an educational framework and a standardised approach.                                            | <ul style="list-style-type: none"> <li>To what extent does this shape and inform the youth work offer?</li> <li>How are you implementing it locally?</li> </ul>                                                                                                      |
| <b>Monitoring and evaluation</b> | Enable continuous improvement and demonstrate the impact youth work makes in young people's lives.                                                                                                     | <ul style="list-style-type: none"> <li>Have you ensured their is sufficiency of provision against the local needs analysis?</li> <li>How do you collect data to help evaluate the impact of services?</li> </ul>                                                     |
| <b>Safeguarding</b>              | Excellent youth work is underpinned by the principle that the welfare of young people is paramount.                                                                                                    | <ul style="list-style-type: none"> <li>Are safeguarding training and resources provided?</li> <li>Do you conduct regular checks and audits of organisations?</li> <li>How do you ensure that referral pathways are clear?</li> </ul>                                 |

## Recommendations

The council should expedite their plans to co-ordinate the implementation of the National Youth Agency (NYA) Statutory Duty Toolkit and complete an assessment against the nine essential criteria. In doing so the council needs to be clear about the different roles within the system and how accountability for quality delivery will be identified and fulfilled.

## 6. Gap Analysis and Recommendations

As we have seen, the focus of the review was on the strategic building blocks of a future system, as this is where the greatest leverage from the LYTP will be achieved. However, clear questions have been posed against all nine of the Essential elements of a Youth Offer, per the NYA guidance, and a peer review of this wider offer will be an important option for the team once they are establishing the clear foundations recommended in this report.

This review highlights 16 critical challenges to inform the work, and answering them will help the team close the gap between where they are and where they can be as a result of this programme. The twenty recommendations are intended to help the team, and their partners, to close this gap and reinvent the youth service system in Shropshire, thus providing the foundations upon which a future, reinvented system of youth work can be based.

The challenges and recommendations are reprised below.

| Element                     | Challenge                                                                                                                                                | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 <b>Vision and Purpose</b> | How to co-create with young people a compelling vision for the impact that a new youth work offer can achieve in Shropshire over the next several years. | R1. The council should lead work with partners and young people to establish a compelling vision for change, defining what youth provision might look like in 2030 and 2035.<br>R2. Partners could, with young people, co-develop a Manifesto or Shropshire Compact to set out the core commitments and principles that signatories will abide by in order to support the change that is possible.                                           |
| 2 <b>System leadership</b>  | How to change a broken system and create a new paradigm for youth work in Shropshire                                                                     | R3. The council should convene a multi-agency innovation team drawn from across the system and, with external support, lead a systems change process that challenges the status quo, develops and tests out bold ideas for change, and generates momentum for change.                                                                                                                                                                        |
|                             | How will the LA shift towards and fulfil a system leadership role in this space                                                                          | R4. The council should articulate its systems leadership role, including clear definition of the system around youth work, mapping out the relationships with other teams and organisations.<br>R5. The council should lead work to clarify roles within the system, helping ensure that the youth team, other councils teams, and core partners, fulfil clear roles that maximise their strengths and reduce duplication across the system. |

|   |                                   |                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---|-----------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | <b>Partnership working</b>        | How might the youth service develop its profile and persuade other teams to collaborate?              | <p>R6. The team need to secure comms and advocacy support to develop and share the case for change. It is critical to secure not only senior-level buy-in, but support at all management tiers within the council, and across partners. A hearts-and-minds offensive will help promote and elevate the potential and importance of youth work.</p> <p>R7. This piece of work needs executive level sponsorship as well as political commitment, through a dotted-line reporting arrangement to the programme lead.</p> <p>R8. Links are proactively made, or strengthened, with key organisations in the system, including housing providers, Police, DWP (who also operate two youth employment hubs in Shropshire) and Young Carers. A mapping exercise may be a useful approach. The Youth hub areas will provide a helpful focus for this.</p> |
|   |                                   | How can the team effectively develop multi-agency partnerships?                                       | <p>R9. The team should map relevant public and voluntary sector partnerships across Shropshire that are relevant to the delivery of youth services and seek to streamline and/or strengthen connections between them.</p> <p>R10. The team might consider hosting a 'good practice' in partnership working retreat to draw the learning out from teams that are good at this in Shropshire, perhaps with some external input and/or facilitation. A practical guide might be an output from this work, establishing common principles and guidelines – 'just enough' structure to support their effective operation.</p>                                                                                                                                                                                                                           |
| 4 | <b>Youth voice and engagement</b> | How to engage young people, hear their voice, and embed mechanisms for them to truly influence things | <p>R11. Design and pilot arrangements for the new local Youth engagement panels</p> <p>R12. Develop a governance structure that sets out how young people will be engaged and can participate, and the infrastructure required to support that.</p> <p>R13. Co-design, pilot and test strategic mechanisms to give voice to young people, such as an annual Shropshire Youth Assembly, a council youth scrutiny panel,</p>                                                                                                                                                                                                                                                                                                                                                                                                                         |

|   |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                   | young people-led impact assessments against new policy proposals, etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|   | How to join up the various engagement mechanisms for young people | <p>R14. To review (perhaps using a framework such as Hear by Right), align and systematise all the various mechanisms and involve young people in how they want to be engaged and heard.</p> <p>R15. Consider the relationships between existing engagement mechanisms, the proposed area forums, the ideas above, and the youth MPs. Embed these within core council processes.</p>                                                                                                                                                                                                                                                                                                                                          |
| 5 | <b>Local needs assessment</b>                                     | How to identify, understand and address the needs of young people                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|   |                                                                   | R16. Bring qualitative and quantitative data together to ensure resources are targeting needs. This can be achieved by aligning the area engagement panels with the JSNA localities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 6 | <b>Local youth offer</b>                                          | How to join up, coordinate and improve services for children and young people                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|   |                                                                   | R17. The EOI proposes the testing of area-based arrangements in two of the six areas. It would be sensible to select (after a process) two contrasting areas that offer different learning about how to do this in practice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 6 | <b>Local youth offer</b>                                          | To ensure that a coherent youth offer exists in Shropshire and is delivered through a mixed economy of providers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|   |                                                                   | R18. The council should consider expediting the planned development of a youth offer plan, working with young people and existing providers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 7 | <b>VCFSE engagement</b>                                           | How can the council ensure that it is effectively supporting the VCSEF sector?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|   |                                                                   | <p>R19. The infrastructure support contract needs to be recommissioned, and this process affords the ideal opportunity. However, prior to the commissioning team being asked to lead a technical procurement process, a review of the current offer and good practice from elsewhere should be made.</p> <p>R20. As part of this review, the council should consider establishing a new, independent Young People's Foundation, utilising the national model, to provide this functionality in Shropshire. Setting up a new trust specifically for this purpose may help navigate any potential tensions in the system. The council can then work with the newly-commissioned infrastructure support body to grow a mixed</p> |



|    |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                 | economy of provision by developing the market, ensuring quality, and commissioning training.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 8  | <b>Workforce planning</b>       | How to recruit, develop and retain a quality workforce - not only in youth work but also critical services such as education                                                                                                                                                                                                                                                                                                                                                                                                |
|    |                                 | R21. The LYTP opportunity may help to resource the development of training pathways, apprenticeships, and qualifications. Could there be a specific Shropshire offer?                                                                                                                                                                                                                                                                                                                                                       |
| 9  | <b>Neighbourhood geography</b>  | How can neighbourhood structures offer an organising principle for collaboration and service delivery?                                                                                                                                                                                                                                                                                                                                                                                                                      |
|    |                                 | R22. Test out arrangements in two of the six areas and ensure that the learning is captured and utilised. Capture the learning and build this into best practice guides.<br>R23. It is also necessary to ensure that an appropriate geography is used as a co-ordinating principle. For example, can the council and partners establish and support, however light touch, 18 area-based arrangements? This review is a perfect opportunity to test this out and determine the most appropriate way forwards for Shropshire. |
| 10 | <b>Community infrastructure</b> | How to identify appropriate and trusted spaces for the delivery of youth work?                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|    |                                 | R24. To work with parish councils and schools, in particular, alongside young people, to identify and create safe, trusted and accessible spaces for the delivery of youth work.                                                                                                                                                                                                                                                                                                                                            |
|    |                                 | How can partners enable and ensure fair access to opportunities?                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|    |                                 | R25. To engage with other relevant partners, especially schools, to consider options to reconfigure transport provision and access to services. There is an opportunity to utilise some of the funds to identify, develop and test local innovations in this regard. The local youth hubs could be provided with an innovation budget to do this, with social innovation support commissioned to curate the design process.                                                                                                 |
| 11 | <b>Quality of delivery</b>      | The Council needs to consider its role in ensuring quality delivery of the wider service, independent of provider, in line with the NYAs nine essential criteria.                                                                                                                                                                                                                                                                                                                                                           |
|    |                                 | R26. The council should expedite their plans to co-ordinate the implementation of the National Youth Agency (NYA) Statutory Duty Toolkit and complete an assessment against the nine essential criteria. In doing so the council needs to be clear about the different roles within the system and how accountability for quality delivery will be identified and fulfilled.                                                                                                                                                |

## 7. Next Steps

We are excited for the opportunity that Shropshire have with the LYTP programme; the energy and commitment and passion of staff and partners was palpable. We have now reviewed and consolidated the information, evidence and ideas that support this work and that arose through our visit. We trust that in this report we hold up a helpful critical lens.

We hope that the findings presented in this report provide an accurate and balanced reflection of the discussions held with you, your staff, partners, and young people across Shropshire. Any factual errors are ours of interpretation.

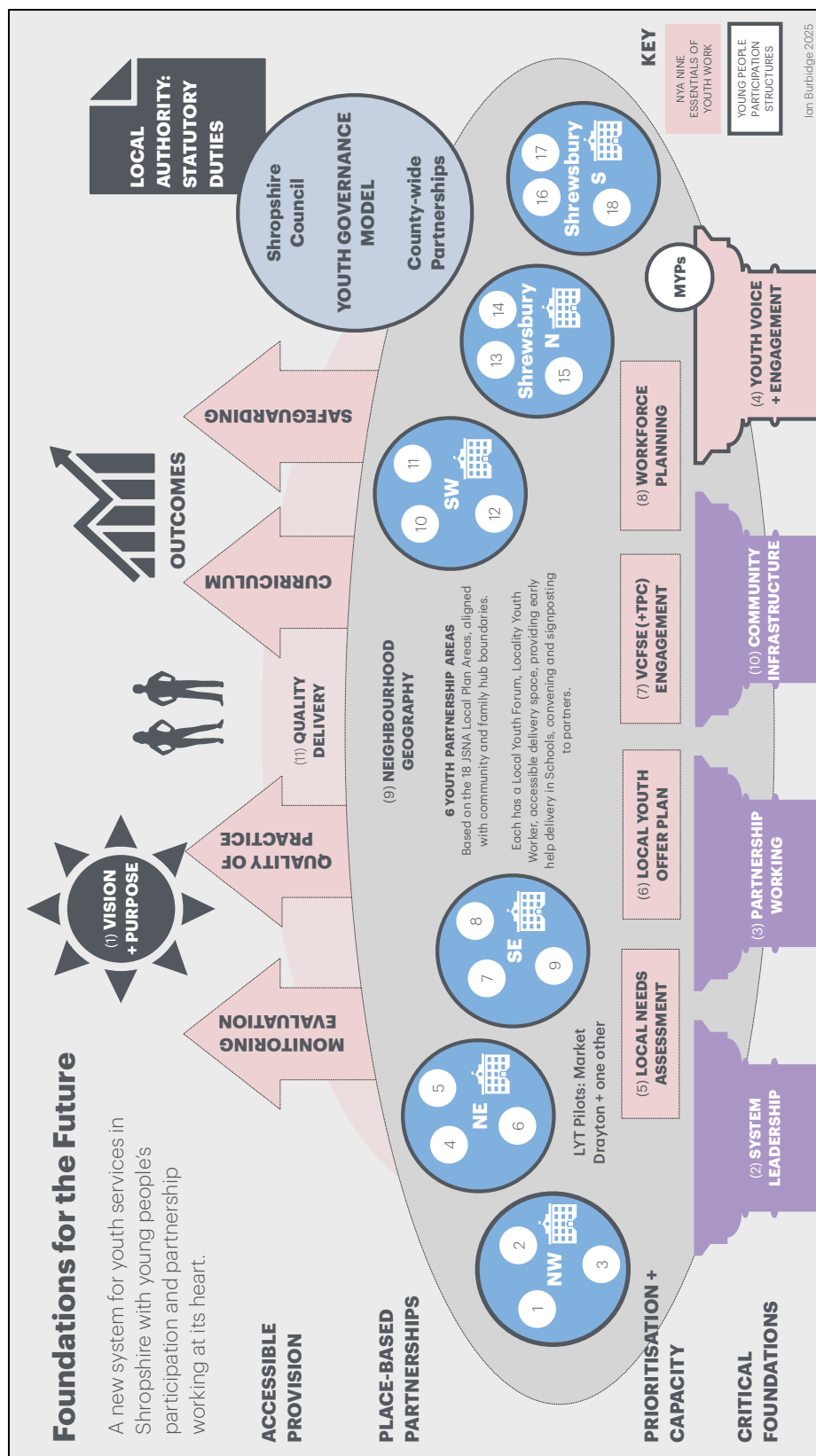
These findings now form an evidence base to inform your next step: the development of a comprehensive plan that responds directly to the review's recommendations and supports your submission for the Local Youth Transformation (LYT) grant.

The Local Authority Development Consultant (LADC), Ian Burbidge, and Case Lead, Tony Challinor, will continue to work with you to shape the development plan, ensuring it aligns with the priorities and improvement areas identified through this review.

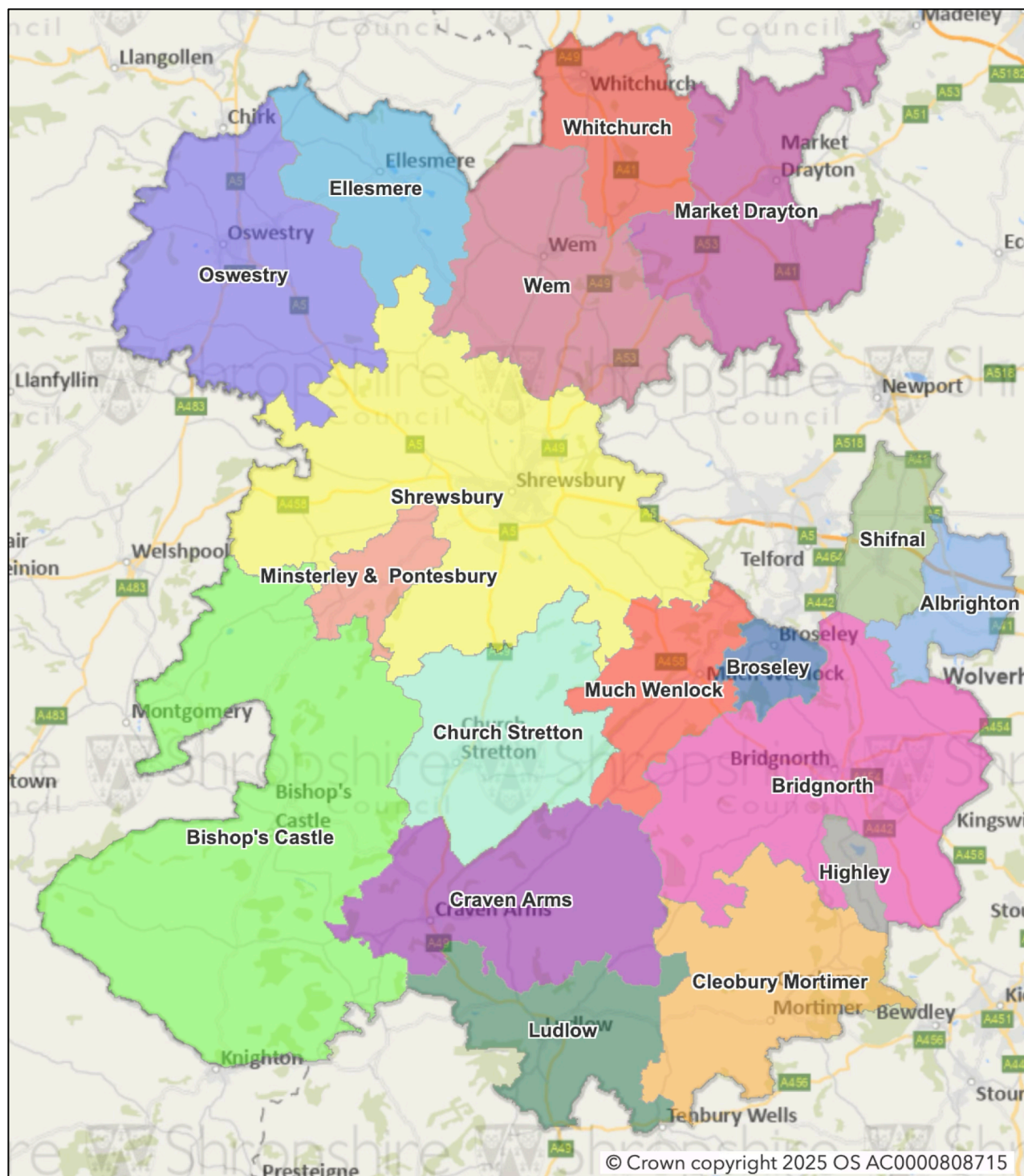
Thank you once again for your engagement throughout the review process. We would like to extend our appreciation to all those who contributed, particularly Helena Williams and Stafford Mason for their preparation, coordination, and ongoing support of the LYT Review Team.

A full list of those we engaged with is provided at appendix 4.

## Appendix 1: A new youth services system

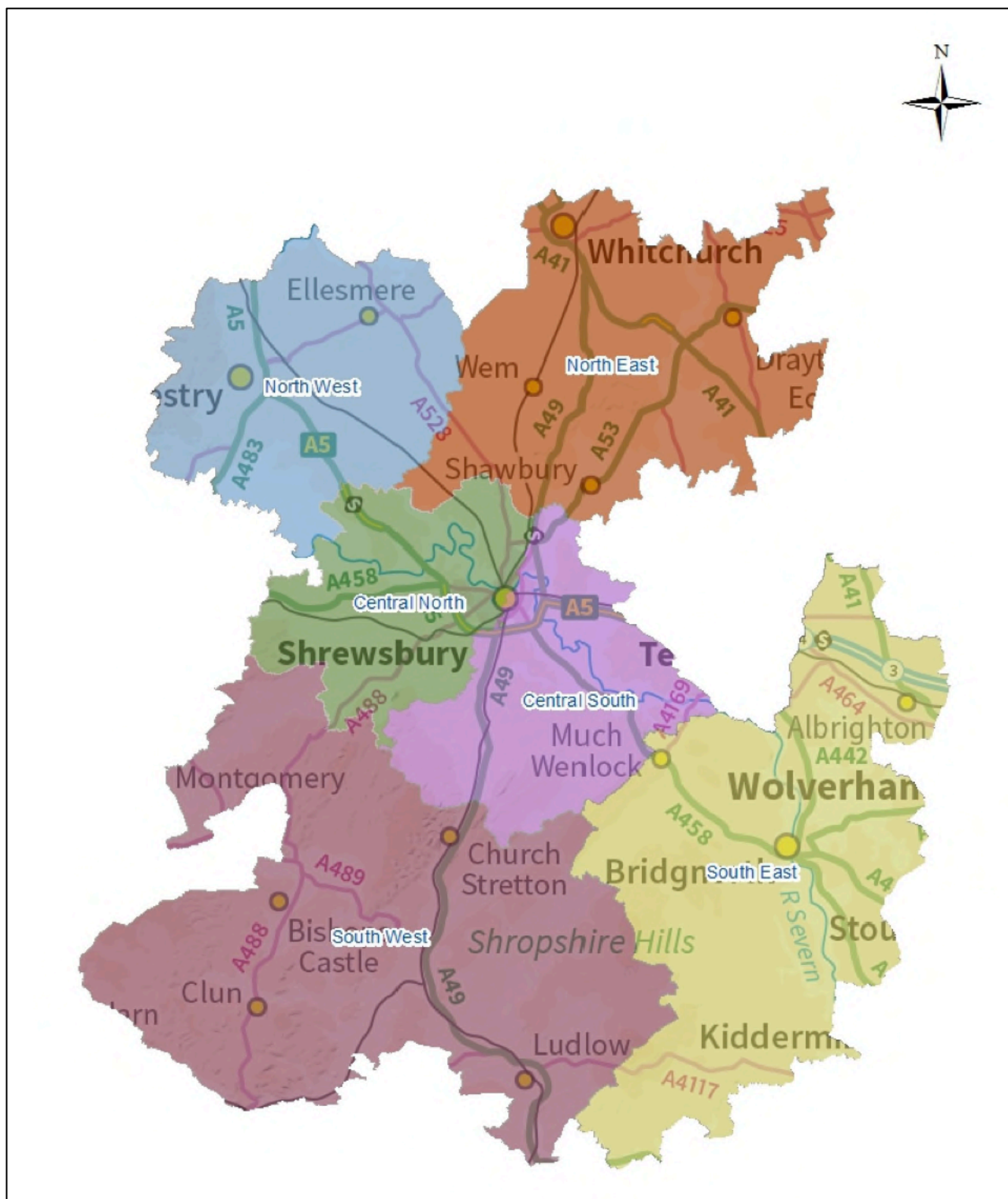


## Appendix 2: Neighbourhood Geography



Source: Shropshire Council JSNA

The Local Youth Partnerships will align with Shropshire community and family hub areas:



## **Appendix 3: Young People Survey**

See separate research report.

## **Appendix 4: Provider Survey**

See separate research report.



## Appendix 5: Interviewees

Our thanks to those who actively and generously engaged with us as part of this work, including:

### Shropshire Council

Helena Williams and Stafford Mason, Shropshire Council Youth Services team

Youth Work team (Carly, Beth, Ian, Andy)

Cabinet Members and Portfolio leads: Deputy Leader and Communities (Cllr Alex Wagner), Children and Education (Cllr Andy Hall), Health (Cllr Bernie Bentick)

Director of Children's Services (David Shaw)

Early Help and Looked after Children Service Manager (Siobhan Hughes)

Early Help team: (Nina Kooner and Emily Wada)

Public Health: Paula Mawson, Customer and Communities

Community and family hubs (Mel, Charlie)

### Health

Healthy Lives + Social prescribing (Naomi and Claire)

ICB (Lorna)

Community wellbeing outreach team (Kathy, Lou, Anne Marie, Amanda, Phil, Dami, Hannah)

### Partners

Energize, Pete Ezard

Ludlow School: Deborah Tysall, Assistant headteacher (pastoral and safeguarding lead)

Shropshire Youth Association (Richard Parkes, Kerry Williams, Amanda Hollingshead)

Shropshire Youth Parliament members (Stephanie)

4All Foundation (George Hounsell)

### Young people

Ludlow school contact session

Meole Brace community centre detached youth work session

### Survey respondents

All those who completed the young people, provider or Town and Parish council surveys.

## Disclaimer

Any factual errors or errors of interpretation are mine alone as lead author of this report.

Ian Burbidge, LADC, July 2025.



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# Local Youth Transformation Development Plan

|                                     |                                                                                                                          |                  |                |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------|----------------|
| <b>Local Authority</b>              | Shropshire                                                                                                               |                  |                |
| <b>Local Authority Lead Officer</b> | Helena Willaims                                                                                                          | <b>Case Lead</b> | Tony Challinor |
| <b>Youth Voice</b>                  | Non at this stage being built into the programme, influence is by survey results and involvement in Youth Service review |                  |                |

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>Project Area 1</b>  | <b>Culture Change</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>How to Sustain</b>  | <p>Culture change will be sustained by embedding a shared and consistent understanding of the statutory youth duty (s507B) and local youth offer across Cabinet, Portfolio Holders, SLT and system partners. This shared narrative will guide planning, governance and commissioning across Early Help, Public Health, Education and Youth Services.</p> <p>Sustained impact will come through strong systems leadership, supported by appropriate infrastructure — including the potential development of a Young People’s Foundation. National partners such as the NYA and LGA will support alignment with statutory guidance and best practice.</p> <p>A light-touch learning loop will maintain momentum, using regular briefings, reflection tools and shared language to reinforce expectations and values. This approach will reduce fragmentation, build trust across providers and councils, and embed youth work as a core element of prevention and place-based delivery.</p> |
| <b>Review Theme(s)</b> | <ul style="list-style-type: none"> <li>• Systems leadership</li> <li>• Vision and Purpose</li> <li>• Neutral infrastructure</li> <li>• Youth Voice and Engagement</li> <li>• Workforce Development</li> <li>• VCSE Engagement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Baseline Measure:<br/>Current</b></p> | <p>No consistent understanding of the statutory youth duty (s507B) across Cabinet, SLT or partners</p> <p>Youth work is undervalued in strategic decision-making and early help planning</p> <p>Limited trust between the Council, providers, and town/parish councils</p> <p>Fragmented approaches to leadership, governance and accountability</p> <p>No shared tools or language for explaining the youth offer system-wide</p> <p>Culture of compliance and commissioning rather than collaboration and shared ownership</p> | <p><b>Baseline Measure:<br/>Target</b></p> | <p>By August 2026, a shared and consistent narrative on the statutory youth duty (s507B) and local youth offer is embedded in Cabinet and SLT business — used in reports, decision-making templates and strategic communications.</p> <p>A peer-to-peer leadership programme delivered by the Local Government Association (LGA) has strengthened Cabinet and SLT confidence in leading a joined-up youth system, with evaluation showing improved understanding, ownership and alignment.</p> <p>The Young People’s Foundation (YPF) is commissioned as a neutral infrastructure partner, providing consultancy support to town and parish councils, VCSE providers and statutory agencies. This has enabled clear roles, stronger local partnerships and a sustainable foundation for coordinated youth delivery across Shropshire.</p> |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| <b>Project Activity 1</b>      |                                                                                                                                                                                                                             | Culture Change & Strategic Learning Workshop with LGA and Peer Members (Cabinet, Portfolio Holders & SLT) Peer-led programme via the LGA, including planning, delivery sessions with touch points throughout the programme, joint session output and shared narrative.                                                                                                                    |             |                    |                                                         |                                                                                                                                                                                                                                                                                 |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Measure of Success</b>      |                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Peer led LGA programme delivered in full</li> <li>• 100% of portfolio holders and SLT attend at least one session</li> <li>• Shared narrative document produced and adopted into SLT and cabinet planning templates</li> <li>• 80% of participants report increased confidence in leading youth system change (post session feedback)</li> </ul> |             |                    |                                                         |                                                                                                                                                                                                                                                                                 |
| Funding Allocation             |                                                                                                                                                                                                                             | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                        |             | Progress Status    | Lead                                                    | Evidence of Completion                                                                                                                                                                                                                                                          |
| LYT Funding                    | Match Funding                                                                                                                                                                                                               | Start Date                                                                                                                                                                                                                                                                                                                                                                                | Finish Date |                    |                                                         |                                                                                                                                                                                                                                                                                 |
| £8100<br>LGA/DCS<br>Associate/ | The match funding contribution for this activity is primarily in-kind, reflecting the significant staff time and organisational resource committed by the Local Government Association (LGA), Department for Culture, Media | Sept 2025                                                                                                                                                                                                                                                                                                                                                                                 | June 2026   | <i>In Progress</i> | Interim -Youth Service Manager handover to Project Lead | <ul style="list-style-type: none"> <li>• Workshop records</li> <li>• Governance and system tools, evidence of youth duty explicitly used in governance structures, such as Children's Ambitions Board</li> <li>• Youth Provider Charter – number of providers signed</li> </ul> |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                           |  |  |  |  |                                                                                                                                                                 |
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|  | <p>and Sport (DCMS), elected members, town and parish councils, and youth providers. This includes time spent attending peer-led workshops, co-developing governance tools, and embedding the youth duty narrative into local planning processes. An estimated value of £8,000–£10,000 can be attributed to this in-kind support, which complements the direct LYT funding allocation and evidences strategic partner</p> |  |  |  |  | <p>up, final agreed document</p> <ul style="list-style-type: none"> <li>• Narrative Evidence, quotes from SLT showing changed level of understanding</li> </ul> |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|                           | commitment to system-wide culture change.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  |  |  |  |
| <b>Project Activity 2</b> | <p>Rebuilding Trust and Clarifying Roles with Youth Providers</p> <p>Deliver a programme of engagement and reflection with youth providers to rebuild trust, clarify roles, and co-design a shared framework for collaboration in the new system.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>Create safe spaces for open dialogue about the legacy of past funding and system changes</li> <li>Facilitate 3 reflective workshops across the county with VCSE providers, infrastructure organisations and commissioned services</li> <li>Co-produce a Youth Provider Charter setting out shared values, roles and commitments for working in partnership with the local authority and each other</li> <li>Clarify how providers will contribute to Local Youth Partnerships and governance structures</li> <li>Lay the groundwork for a mixed economy of delivery and improved commissioning relationships</li> </ul> |  |  |  |  |  |
| <b>Measure of Success</b> | <p>Reflective engagement sessions delivered across different parts of the county, with a diverse mix of VCSE youth providers participating</p> <p>75% of participants report improved trust, clarity of roles, and confidence in future collaboration with the Council (captured via post-session feedback)</p> <p>A co-produced Youth Provider Charter is agreed and signed by at least 80% of funded youth organisations and infrastructure partners</p> <p>VCSE representatives are actively engaged in all six Local Youth Partnerships or governance forums by August 2026</p>                                                                                                                                                                                                                                                                                                                                                             |  |  |  |  |  |

|                                            |                                       | Follow-up evaluation shows improved perceptions of transparency and fairness in Council-provider relationships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                                            |                     |                                  |
|--------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------|---------------------|----------------------------------|
| Funding Allocation                         |                                       | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             | Progress Status                            | Lead                | Evidence of Completion           |
| LYT Funding                                | Match Funding                         | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Finish Date |                                            |                     |                                  |
| Crossover with Project Area 3 Partnerships | Crossover with project 3 partnerships | October 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | June 2026   | <i>Not started, In Progress, Completed</i> | TPF/Workstream LEad | Crossover section 3 partnerships |
| <b>Project Activity 3</b>                  |                                       | <p>Consultancy support from the Young People's Foundation to engage Town and Parish Councils and partners</p> <p>Commission the Young People's Foundation (YPF) or a similar neutral infrastructure partner to provide consultancy support across Shropshire, with a specific focus on working with town and parish councils, VCSE partners and statutory services.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>Engage local councils and delivery partners to explore their role in the new youth system</li> <li>Facilitate planning sessions and local diagnostics in all 6 pilot areas</li> <li>Help partners reflect on barriers, boundaries and the expectations of the statutory youth duty</li> </ul> <p>Produce practical guidance and tools for town and parish councils to clarify roles, funding contributions, and governance links</p> <p>Recommend future infrastructure design options that support collaboration and coherence (e.g. multi-agency forums, commissioning routes, local governance pathways)</p> <p>This consultancy will provide a neutral space for building alignment and trust and will help embed shared approaches that can be scaled countywide.</p> |             |                                            |                     |                                  |
| <b>Measure of Success</b>                  |                                       | <p>YPF (or equivalent) commissioned and engaged by March 2026</p> <p>Planning and engagement sessions delivered in all 6 pilot areas by July 2026</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |                                            |                     |                                  |

|                                                              |                                       | <p>At least 50 town/parish councils and 30 local partners directly engaged</p> <p>Toolkit or explainer produced for local councils on youth roles, contributions and expectations</p> <p>70% of participating councils report improved understanding of their role in youth provision and greater clarity about collaboration</p>                                      |             |                    |                     |                                              |
|--------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|---------------------|----------------------------------------------|
| Funding Allocation                                           |                                       | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                     |             | Progress Status    | Lead                | Evidence of Completion                       |
| LYT Funding                                                  | Match Funding                         | Start Date                                                                                                                                                                                                                                                                                                                                                             | Finish Date |                    |                     |                                              |
| Crossover with Project Area 3 Partnerships                   | Crossover with project 3 partnerships | October 2025                                                                                                                                                                                                                                                                                                                                                           | June 2025   | <i>Not started</i> | DCS/Project Manager | Crossover project area 3 partnerships        |
| <b>Project Activity 4</b>                                    |                                       | <p>System Tools and Templates</p> <p>Develop and embed tools (e.g. youth duty explainer, updated SLT/Cabinet templates, induction materials) to ensure the youth narrative becomes part of governance, commissioning and internal systems.</p>                                                                                                                         |             |                    |                     |                                              |
| <b>Measure of Success</b>                                    |                                       | <p>Youth statutory duty explainer produced and circulated by April 2026</p> <p>SLT and Cabinet templates updated to include youth-related prompts</p> <p>Induction packs and briefing slides created and used with at least 3 cohorts of new officers or Members</p> <p>Youth work referenced in at least 3 strategic plans or cross-system reports by August 2026</p> |             |                    |                     |                                              |
| Funding Allocation                                           |                                       | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                     |             | Progress Status    | Lead                | Evidence of Completion                       |
| LYT Funding                                                  | Match Funding                         | Start Date                                                                                                                                                                                                                                                                                                                                                             | Finish Date |                    |                     |                                              |
| Crossover with Project Area 3 Partnerships & 5 Workforce Dev | Crossover with project 3 partnerships | October 2025                                                                                                                                                                                                                                                                                                                                                           | June 2026   | <i>Not started</i> |                     | Crossover with project area 3 - partnerships |



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| <b>Project Area 2</b> | <p style="text-align: center;"><b>Youth Governance</b></p> <p>This project will implement a structured, inclusive youth governance model across Shropshire, ensuring young people have meaningful and sustained influence over decisions that affect their lives.</p> <p>Using the Hear by Right framework as its foundation, the workstream will develop a three-tiered governance structure—Local Youth Partnerships, Area Youth Assembly/Forum, and a Strategic Youth Partnership. These will be developed by a dedicated Youth Democracy Worker and Shropshire Council colleagues involved in young people’s participation.</p> <p>The model will build local capacity for participation, develop youth-led systems of representation and accountability, and ensure youth voice is embedded across governance, planning and service delivery.</p>                                                                                                                   |
| <b>How to Sustain</b> | <p>Youth governance will be sustained by embedding the Hear by Right framework into council governance, service planning, and performance systems. This ensures youth voice is not a standalone project but a core part of how decisions are made across Shropshire.</p> <p>This workstream directly delivers on Shropshire’s Participation Strategy, embedding consistent standards and expectations for how young people influence services, shape policy, and hold systems to account.</p> <p>A permanent participation post will be built into future staffing structures to coordinate participation activity across the governance model. This will be supported by:</p> <ul style="list-style-type: none"> <li>Youth-led meetings and forums embedded into the planning cycle</li> <li>Use of youth charters, “You Said, We Did” dashboards, and formal feedback loops</li> <li>Integration of youth reps into statutory boards and partnership forums</li> </ul> |

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | By August 2026, a co-produced sustainability and scale-up plan will set out long-term hosting, resource commitments, and links to the broader Shropshire governance infrastructure.                                                                                                                                                                                                                                                                                                                                                                                                              |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Review Theme(s)</b>           | <ul style="list-style-type: none"> <li>Youth Voice and Engagement</li> <li>System Leadership</li> <li>Partnership Working</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Baseline Measure: Current</b> | <p>There is currently no formal youth governance structure in place in Shropshire</p> <p>Youth participation is fragmented and inconsistent, with isolated pockets of engagement led by individual teams, schools or other VCSE partners. The MYP's currently have no influence in local governance as they sit outside of the Local Authority.</p> <p>No system exists to coordinate, support or sustain youth voice activity across localities or strategic governance</p> <p>Young people have limited visibility or influence over decisions that affect them at a local or county level</p> | <b>Baseline Measure: Target</b> | <p>A three-tier youth governance model is in place across Shropshire:</p> <p>Local Youth Partnerships with young reps</p> <p>Area Youth Assembly/Forum convened regularly</p> <p>A Strategic Youth Partnership embedded in county governance</p> <p>A permanent participation Worker coordinates participation activity across the system</p> <p>Youth representation is active within at least 3 cross-system decision-making forums (e.g. Corporate Parenting Board, SEND Partnership, Community Safety)</p> <p>A co-produced Youth Participation Charter and "You Said, We Did" framework are in active use across all pilot areas</p> <p>Hear by Right standards are used to assess and improve participation practice annually</p> |

|                    |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |                                                                                                                                      |      |                        |
|--------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------|------|------------------------|
|                    |               | Mechanisms such as feedback loops (“You Said, We Did”), role descriptions, or representation pathways are not embedded or standardised                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             | A co-designed sustainability and scale-up plan is in place, with agreed resourcing, hosting and governance commitments for post-2026 |      |                        |
|                    |               | Opportunities for youth-led accountability (e.g. scrutiny, challenge) are minimal or ad hoc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |                                                                                                                                      |      |                        |
| Project Activity 1 |               | Establishing the governance model and structures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                                                                                                                                      |      |                        |
|                    |               | Design and implement a three-tier youth governance model across Shropshire, including: <ul style="list-style-type: none"><li>Local Youth Partnerships (linked to locality working and youth provision)</li><li>Area Youth Assemblies (to elevate local priorities and feed into county-level discussions)</li><li>A countywide Strategic Youth Partnership (linked into decision-making at a system level)</li></ul> This activity will: <ul style="list-style-type: none"><li>Develop terms of reference, principles and operating models for each level</li><li>Recruit and support youth representatives across the structure</li><li>Align forums to existing geographies and partnership arrangements (e.g. family/community hubs)</li><li>Provide space for young people to set priorities, challenge systems, and co-create solutions</li></ul> |             |                                                                                                                                      |      |                        |
| Measure of Success |               | Three-tier governance structure operational in all pilot areas by August 2026 <ul style="list-style-type: none"><li>Terms of reference and membership structures agreed and published</li><li>At least 50 young people recruited and supported as representatives across all tiers</li><li>All governance forums meeting regularly, with evidence of agendas, decisions and youth-led priorities</li><li>Youth Governance model formally adopted and linked to wider system governance processes</li></ul>                                                                                                                                                                                                                                                                                                                                             |             |                                                                                                                                      |      |                        |
| Funding Allocation |               | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             | Progress                                                                                                                             | Lead | Evidence of Completion |
| LYT Funding        | Match Funding | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Finish Date | Status                                                                                                                               |      |                        |

|                           |                                                                                                                                                                                                                                                                                                                                                                 |                                                         |           |                     |                                         |                                                                                                                                                                                                                                      |
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| Resourcing Requirements   | In-kind match funding is expected through the time and contribution of Shropshire Council officers, infrastructure partners, and VCSE youth providers participating in the workshops and Charter co-production. This includes facilitation, engagement, and internal coordination. The estimated value of this in-kind support is approximately £8,000–£10,000. | Jan 2026                                                | July 2026 | <i>Not started,</i> | Youth Governance Worker/Workstream Lead | <ul style="list-style-type: none"> <li>• Establish area Youth Assembly</li> <li>• Young people formally embedded in governance meetings</li> <li>• Attendance Logs meeting minutes and feedback surveys from young people</li> </ul> |
| £30,000                   |                                                                                                                                                                                                                                                                                                                                                                 |                                                         |           |                     |                                         |                                                                                                                                                                                                                                      |
| Admin                     |                                                                                                                                                                                                                                                                                                                                                                 |                                                         |           |                     |                                         |                                                                                                                                                                                                                                      |
| £5000                     |                                                                                                                                                                                                                                                                                                                                                                 | November 25                                             | July 26   |                     |                                         |                                                                                                                                                                                                                                      |
| <b>Project Activity 2</b> |                                                                                                                                                                                                                                                                                                                                                                 | Youth Democracy Worker and Participation Infrastructure |           |                     |                                         |                                                                                                                                                                                                                                      |

|                                            |                                                                                                     | <p>Recruit and embed a Participation Worker to coordinate a youth governance structures, provide ongoing support to youth representatives, and build participation capacity across the system.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Create a dedicated role to lead on youth voice, accountability and representation across the governance model</li> <li>• Support the setup and operation of local and area-level forums</li> <li>• Deliver safeguarding, mentoring and representation training to young people involved</li> <li>• Provide toolkits, templates, and participation guidance to local areas and partner agencies</li> <li>• Act as a link between young people and decision-makers, ensuring consistent communication and support</li> </ul> |             |                                            |                                        |                                                                                                                                                                                  |
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| <b>Measure of Success</b>                  |                                                                                                     | <p>Measure of Success:</p> <ul style="list-style-type: none"> <li>• Youth Democracy Worker/Participation worker recruited and in post by March 2026</li> <li>• All local and area youth forums have a named link and support route via the Youth Democracy/Participation Worker</li> <li>• Training delivered to at least 50 youth representatives across the county</li> <li>• Participation toolkits produced and in active use across at least 6 localities</li> <li>• Feedback from youth reps and partners reflects improved confidence, consistency and quality of engagement</li> </ul>                                                                                                                                                                                                    |             |                                            |                                        |                                                                                                                                                                                  |
| Funding Allocation                         |                                                                                                     | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             | Progress Status                            | Lead                                   | Evidence of Completion                                                                                                                                                           |
| LYT Funding                                | Match Funding                                                                                       | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Finish Date |                                            |                                        |                                                                                                                                                                                  |
| Youth Democracy Worker Grade 11<br>£47,143 | Match funding for this activity is expected to come from in-kind contributions including management | October 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | August 26   | <i>Not started, In Progress, Completed</i> | Youth Democracy Worker/Workstream Lead | <ul style="list-style-type: none"> <li>• Insight/Influencer groups formed in the key localities linked to the local youth partnerships.</li> <li>• Meeting schedules,</li> </ul> |

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|  | <p>oversight, partnership time from existing youth forums, and venue and resource provision by schools, local authorities, and VCSE partners.</p> <p>These contributions will support coordination, training delivery, and engagement infrastructure. Based on local officer time and community support across at least 6 localities, the estimated in-kind match value is approximately £20,000–</p> |  |  |  |  | <p>agendas, photos, and session notes and evaluations</p> <ul style="list-style-type: none"> <li>Youth led recommendations presented to Local youth partnerships.</li> </ul> |
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|                           | £25,000 over the programme period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |             |                    |                        |                                                                                                                             |
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| <b>Project Activity 3</b> | Participation Standards, Charter and Feedback Loops<br><br>Co-produce and embed a consistent set of participation standards and feedback mechanisms to ensure that young people are heard, valued and able to see the impact of their contributions.<br><br>This activity will: <ul style="list-style-type: none"> <li>• Develop a co-produced Shropshire Youth Participation Charter with young people and partners</li> <li>• Introduce and trial 'You Said, We Did' frameworks across all youth forums and feedback points</li> <li>• Apply the Hear by Right framework to establish a baseline and improvement trajectory for participation practice</li> <li>• Create digital and accessible feedback dashboards for young people to track progress and outcomes</li> <li>• Provide training to staff and youth reps on how to embed accountability and transparency in governance</li> </ul> |                    |             |                    |                        |                                                                                                                             |
| <b>Measure of Success</b> | <ul style="list-style-type: none"> <li>• Shropshire Youth Participation Charter co-produced and adopted by all pilot areas</li> <li>• 'You Said, We Did' tools in use across at least 6 youth forums by June 2026</li> <li>• Hear by Right self-assessment completed in all pilot areas and priorities identified</li> <li>• Feedback dashboards live and regularly updated by August 2026</li> <li>• Staff and youth reps report improved clarity and consistency around how feedback is acted upon</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    |                    |             |                    |                        |                                                                                                                             |
| Funding Allocation        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Timescale/Deadline |             | Progress Status    | Lead                   | Evidence of Completion                                                                                                      |
| LYT Funding               | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Start Date         | Finish Date |                    |                        |                                                                                                                             |
| See Activity 1/2          | This activity will benefit from significant in-kind match funding through                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | October 2025       | August 2026 | <i>Not Started</i> | Youth Democracy Worker | <ul style="list-style-type: none"> <li>• 15+ Youth reps trained in participation, safeguarding and local systems</li> </ul> |

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|  | <p>staff time, training delivery, and infrastructure support already resourced within the local system. The Youth Democracy Worker post, already funded under Activity 2, will provide capacity for this activity without requiring additional direct funding. Local authority officers, VCSE partners, and youth representatives will contribute through co-production workshops, training sessions, and</p> |  |  |  |  | <ul style="list-style-type: none"> <li>• Training programme materials and feedback</li> <li>• Attendance logs or certificates issued</li> </ul> |
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|                           | <p>dashboard development. The estimated value of this in-kind and aligned resource contribution is £15,000–£20,000, reflecting time invested by system partners and the reuse of tools created in other workstreams.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  |  |  |  |
| <b>Project Activity 4</b> | <p>Integration of Youth Voice in System Governance</p> <p>Ensure that youth voice is embedded in cross-system decision-making structures and that young people have influence over policy, commissioning and service design across the county.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Identify and prioritise 3–5 key governance forums for youth representation (e.g. Corporate Parenting Board, SEND Partnership, Community Safety, Youth Partnership...)</li> <li>• Develop clear role descriptions, induction materials and safeguarding protocols for youth reps</li> <li>• Establish co-opted youth members or observers with defined influence mechanisms</li> <li>• Support hosting organisations and staff to engage effectively with youth representatives</li> <li>• Monitor impact and feedback to ensure youth presence leads to meaningful influence</li> </ul> |  |  |  |  |  |

| <b>Measure of Success</b>                                         |                                          | <ul style="list-style-type: none"> <li>Youth representation embedded in at least 3 key governance forums by August 2026</li> <li>Role descriptions and induction materials created and in use across all placements</li> <li>Youth reps supported by named adults within each forum</li> <li>Feedback collected from youth reps and forum chairs to measure influence and experience</li> <li>Documentation shows youth-led contributions to policy or commissioning decisions</li> </ul> |             |                    |                        |                                                                                                                                                                                                                                   |
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| Funding Allocation                                                |                                          | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             | Progress Status    | Lead                   | Evidence of Completion                                                                                                                                                                                                            |
| LYT Funding                                                       | Match Funding                            | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Finish Date |                    |                        |                                                                                                                                                                                                                                   |
| <b>Costing Included in Project activity 1 of Youth Governance</b> | No additional match funding in this area | October 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | August 2026 | <i>Not Started</i> | Youth Democracy Worker | <ul style="list-style-type: none"> <li>Toolkit and resources co-developed with young people</li> <li>Templates for insights captures (monitoring form/young people feedback)</li> <li>Downloads or implementation logs</li> </ul> |

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| <b>Project Area 3</b> | <p><b>Partnership Development and Local Youth Partnerships – building system co-ordination and local leadership</b></p> <p>This workstream will develop and embed a high-quality, youth-led Local Youth Partnership (LYP) model across Shropshire, creating a coordinated, place-based structure for planning and delivering youth services.</p> <p>The programme focuses on enabling Town and Parish Councils to lead or facilitate local delivery, supported by a new Local Youth Partnership Foundation (LYPF) to provide tools, resources and governance infrastructure. A new Strategic Youth Partnership (SYP) will oversee system-level alignment, planning and accountability.</p> |
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|                        | <p>Core components include:</p> <p>Clear LYP frameworks and expectations for partners</p> <ul style="list-style-type: none"> <li>• Local engagement and piloting of LYP models in 2–3 areas with ambitions of having 6 which cover all localities in Shropshire. These align with the community and family hub geographical areas.</li> <li>• Distribution of seed funding for locally designed youth delivery</li> <li>• Creation of shared tools and Monitoring and Evaluation systems</li> <li>• Co-production of a countywide Youth Offer Plan by Sept 2026</li> </ul> <p>The workstream creates the foundations for a future-fit youth system by aligning local coordination, infrastructure, youth voice and system-wide leadership ensuring sustainability, accountability and equitable access for all young people across Shropshire.</p>                                                                                                                                                                                        |
| <b>How to Sustain</b>  | <p>The partnership and LYP model will be sustained by embedding governance, coordination and delivery structures into existing local systems. Town and Parish Councils will be supported to take long-term leadership roles in Local Youth Partnerships, supported by the infrastructure provided by the Local Youth Partnership Foundation (LYPF).</p> <p>The YLPF will act as a neutral, countywide coordination body, offering shared tools, governance models, data insight and evaluation capacity beyond the pilot. The Strategic Youth Partnership (SYP) will be embedded within Shropshire’s governance framework to oversee alignment, resource planning and quality across the youth system.</p> <p>Youth voice will remain a core component through youth panels embedded in each LYP, connected to wider governance via the Strategic Youth Partnership. Local partnerships will be resourced through seed funding and long-term planning, with a co-produced sustainability and ownership plan developed by summer 2026.</p> |
| <b>Review Theme(s)</b> | <ul style="list-style-type: none"> <li>• Partnership Working</li> <li>• Neighbourhood Geography</li> <li>• VCSE Engagement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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|                                      | <ul style="list-style-type: none"> <li>• System Leadership</li> <li>• Youth Voice and Engagement</li> <li>• Community Infrastructure</li> <li>• Local Youth Offer</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Baseline Measure:<br/>Current</b> | <ul style="list-style-type: none"> <li>• No formal Local Youth Partnership (LYP) structures are in place across Shropshire</li> <li>• Youth delivery is locally driven but fragmented, with varying levels of quality, access, and coordination</li> <li>• Town and Parish Councils commission youth work inconsistently, with little shared governance or system-level oversight</li> <li>• No shared tools, frameworks or data mechanisms exist to track need, provision or outcomes across areas</li> <li>• Engagement with VCSE and statutory partners is ad hoc in many communities, with limited join-up</li> </ul> | <b>Baseline Measure:<br/>Target</b> | Target Baseline Measure (by August 2026): <ul style="list-style-type: none"> <li>• At least 6 Local Youth Partnerships are operational and delivering place-based planning, delivery and governance</li> <li>• A Local Youth Partnership Foundation (LYPF) is in place and supporting coordination, tools and system learning</li> <li>• A Strategic Youth Partnership provides system-level oversight and connects LYPs into countywide strategy</li> <li>• Town and Parish Councils are actively leading or contributing to LYPs in at least 80% of areas</li> <li>• Youth panels are established in each LYP, with clear links to the strategic partnership and youth governance</li> <li>• A countywide Youth Offer Plan has been co-produced with young people and partners and is being used to guide investment and planning decisions</li> </ul> |

|                                 | <ul style="list-style-type: none"><li>No countywide youth offer plan exists to guide local planning and investment decisions</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |             |                 |                     |                                                                                                                         |
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| Project Activity 1              | <b>Design and Pilot Local Youth Partnership Model</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                    |             |                 |                     |                                                                                                                         |
|                                 | Develop, test and refine a Local Youth Partnership (LYP) model across 2–3 pilot areas that reflects the realities of place-based delivery and governance. Each pilot will include local coordination (e.g. by town/parish councils), youth representation, VCSE and statutory engagement, and links to community/family hubs.<br><br>This activity will: <ul style="list-style-type: none"><li>Co-design a standardised LYP framework (roles, responsibilities, delivery standards)</li><li>Identify and support 2–3 diverse localities to pilot the LYP model</li><li>Deliver community engagement sessions to shape local models</li><li>Monitor development through peer learning, local feedback and light-touch evaluation</li><li>Produce a refined model with learning embedded for wider rollout</li></ul> |                    |             |                 |                     |                                                                                                                         |
| Measure of Success              | <ul style="list-style-type: none"><li>2–3 LYP pilots operational by Spring 2026, each with local governance and youth representation in place</li><li>Co-designed LYP framework produced and adopted for use in other areas</li><li>Local partners report increased clarity, collaboration and shared purpose</li><li>Pilot evaluation findings and youth feedback collated to refine final model</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                        |                    |             |                 |                     |                                                                                                                         |
| Funding Allocation              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Timescale/Deadline |             | Progress Status | Lead                | Evidence of Completion                                                                                                  |
| LYT Funding                     | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Start Date         | Finish Date |                 |                     |                                                                                                                         |
| YPF Consultancy Support £33,600 | In-kind contributions will be provided by Town and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Oct 25             | May 26      | Not Started     | YPF/Workstream Lead | <ul style="list-style-type: none"><li>Co-produced Youth Provider Charter launched and signed by VCSE Partners</li></ul> |

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| (£700 per day<br>6 days per<br>month average<br>over 8 Months) | Parish Councils through officer and councillor time, along with inputs from Police, Health, Housing, and Shropshire Council leadership. This includes participation in governance meetings, community engagement sessions, and evaluation activities. Collectively, these contributions represent an estimated match funding value of £20,000–£25,000, based on time |  |  |  |  | <ul style="list-style-type: none"> <li>• Feedback survey or endorsement statements from at least 75% of local youth organisations</li> <li>• Carter and Values embedded in partnership MOU's LYP terms of reference</li> <li>• Feedback evidence improved confidence in transparency and fairness</li> </ul> |
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|                                                                  | allocations and average salary rates over the pilot period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |             |                    |                     |                                                                                                                                                                         |
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| <b>Project Activity 2</b>                                        | <p>Establish the Local Youth Partnership Foundation (LYPF)</p> <p>Create and launch a neutral coordination body (LYPF) to provide infrastructure, support and strategic development for Local Youth Partnerships across Shropshire. The Foundation will support localities to deliver high-quality youth partnerships, enable peer learning, and maintain tools, governance models and shared evaluation systems.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Establish hosting arrangements and governance for the LYPF</li> <li>• Develop shared tools, templates and training offers for use by local partnerships</li> <li>• Facilitate cross-area peer learning, problem solving and partnership development</li> <li>• Provide ongoing coordination and support to Town and Parish Councils and VCSE partners</li> </ul> |                    |             |                    |                     |                                                                                                                                                                         |
| <b>Measure of Success</b>                                        | <ul style="list-style-type: none"> <li>• LYPF formally established with clear governance and host arrangements by May 2026</li> <li>• Core offer of support tools and templates published and in use in all pilot areas</li> <li>• At least 3 cross-area peer learning sessions delivered with positive feedback from partners</li> <li>• Town and Parish Councils report increased clarity and confidence in local youth system roles</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          |                    |             |                    |                     |                                                                                                                                                                         |
| Funding Allocation                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timescale/Deadline |             | Progress Status    | Lead                | Evidence of Completion                                                                                                                                                  |
| LYT Funding                                                      | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Start Date         | Finish Date |                    |                     |                                                                                                                                                                         |
| See Youth Infrastructure for additional funding related to this. | Additional match funding will come from in-kind contributions by hosting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | October 2025       | August 2026 | <i>Not Started</i> | YPF/Workstream Lead | <ul style="list-style-type: none"> <li>• LYP's established in at least 3 areas</li> <li>• Meeting schedules and agencies demonstrate multi-agency membership</li> </ul> |

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|  | <p>organisations (e.g. Town and Parish Councils or VCSE infrastructure bodies) who will provide staff time, meeting space, and administrative support to enable the setup and coordination of the LYPF. These contributions, along with officer input from Shropshire Council and participation from multi-agency partners (e.g. health, education, police), represent an</p> |  |  |  |  | <p>including VCSE, schools, health and youth voice)</p> <ul style="list-style-type: none"> <li>• Partnership minutes and action logs aligned to youth need and delivery co-ordination</li> </ul> |
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|                                                   | estimated match funding value of £15,000–£20,000 over the life of the project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |             |                    |                              |                                                                                                             |
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| <b>Project Activity 3</b>                         | <b>Seed Fund for Local Youth Partnerships</b> <p>Allocate small-scale seed funding to Local Youth Partnerships to enable flexible, responsive, youth-led activity in pilot areas. This funding will act as a catalyst for local collaboration, help test delivery models, and build capacity in communities to co-design and deliver provision based on identified need.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Offer seed grants to each pilot LYP to fund co-produced local activity</li> <li>• Support LYPs to engage young people in shaping provision priorities</li> <li>• Test local commissioning, resourcing and partnership models</li> <li>• Capture and share learning to inform future investment and youth offer planning</li> </ul> |                    |             |                    |                              |                                                                                                             |
| <b>Measure of Success</b>                         | <ul style="list-style-type: none"> <li>• At least 3 LYPs receive and deploy seed funding by June 2026</li> <li>• Each pilot area delivers youth-led activities shaped by local engagement</li> <li>• Reports submitted capturing learning, outcomes and partnership reflections</li> <li>• Local stakeholders report improved collaboration and responsiveness to need</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |                    |             |                    |                              |                                                                                                             |
| Funding Allocation                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Timescale/Deadline |             | Progress Status    | Lead                         | Evidence of Completion                                                                                      |
| LYT Funding                                       | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Start Date         | Finish Date |                    |                              |                                                                                                             |
| 6 Seed funds (£25000 each)<br>Total cost £150,000 | In addition to the £150,000 LYT seed fund allocation, this                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Jan 26             | July 26     | <i>Not started</i> | TPF/Town and Parish Councils | <ul style="list-style-type: none"> <li>• Youth Service directory of services updated with active</li> </ul> |

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|  | <p>activity is supported by match funding through town and parish councils. This includes a blend of financial contributions from precepts and directly commissioned youth provision, as well as in-kind contributions such as staff time, community spaces, and coordination support. Estimated match funding across participating pilot areas is approximately £90,000–</p> |  |  |  |  | <p>contributions from local providers</p> <ul style="list-style-type: none"> <li>• Attendance and engagement from a wider set of youth providers</li> <li>• Evidence of joined up pathways/signposting from LYP</li> </ul> |
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|                                 | £100,000, supporting the delivery and sustainability of youth-led activities within each locality.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |             |                    |                     |                                                                                                                         |
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| <b>Project Activity 4</b>       | <b>Co-produce a Countywide Youth Offer Plan</b><br>Work with young people, local partners and system leaders to co-produce a clear and coordinated Shropshire Youth Offer Plan. This plan will define what young people can expect across the county, how delivery will be resourced, and how the system will work together to ensure equity and impact.<br><br>This activity will <ul style="list-style-type: none"> <li>• Facilitate engagement workshops with young people and partners in all LYP pilot areas</li> <li>• Collate insights, priorities, and local delivery approaches</li> <li>• Draft a Shropshire Youth Offer Plan with clear commitments, outcomes and delivery structures</li> <li>• Share and adopt the plan through strategic forums and governance routes</li> </ul> |                    |             |                    |                     |                                                                                                                         |
| <b>Measure of Success</b>       | <ul style="list-style-type: none"> <li>• Engagement sessions delivered in each pilot area with young people and delivery partners</li> <li>• Youth Offer Plan drafted and endorsed by Strategic Youth Partnership and key governance boards</li> <li>• Plan includes clear commitments, system map and delivery framework</li> <li>• Youth and partners report confidence in the plan's clarity, relevance and ambition</li> </ul>                                                                                                                                                                                                                                                                                                                                                             |                    |             |                    |                     |                                                                                                                         |
| Funding Allocation              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Timescale/Deadline |             | Progress Status    | Lead                | Evidence of Completion                                                                                                  |
| LYT Funding                     | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Start Date         | Finish Date |                    |                     |                                                                                                                         |
| Admin & Overheads<br><br>£8,800 | In addition to the allocated LYT funding of £8,800 for admin and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Oct 25             | Aug 26      | <i>Not started</i> | YPF/Workstream Lead | <ul style="list-style-type: none"> <li>• Clear support offer from a VCSE infrastructure support intermediary</li> </ul> |

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|  | <p>overheads, this activity benefits from in-kind match funding through the involvement of strategic partners. These include contributions from local authority officers, the Strategic Youth Partnership (SYP), the Local Youth Partnership Foundation (LYPF), and VCSE delivery partners who are dedicating staff time, expertise, and resources to co-produce the plan. This collaborative input, while not</p> |  |  |  |  | <p>(Young People's Foundation)</p> <ul style="list-style-type: none"> <li>• Workshop sessions, learning exchanges between partners</li> <li>• Feedback demonstrates capacity confidence among delivery partners</li> </ul> |
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|  | <p>costed explicitly, is essential to ensuring the clarity, ambition, and shared ownership of the Youth Offer Plan. A conservative estimate of match funding value could be placed at £10,000–£12,000 based on meeting participation, coordination time, facilitation of engagement sessions, and review of draft documents.</p> |  |  |  |  |  |
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| <b>Project Area 4</b>  | <p><b>Youth Infrastructure</b> – Building a strong, neutral foundation for the Youth Work System. To create a sustainable and independent infrastructure model to support the coordination, quality, and development of youth services across Shropshire.</p> <p>At its centre is the creation of a Local Youth Partnership Foundation (LYPF) — a neutral organisation that will provide shared tools, data, governance support, workforce development and partnership facilitation. The LYPF will ensure Local Youth Partnerships are well-supported, consistent, and able to deliver high-quality, joined-up youth provision.</p> <p>The workstream will also define long-term infrastructure roles and commissioning arrangements, ensuring future support is clear, non-competitive, and focused on enabling a diverse and effective youth ecosystem.</p>                                                                                                                                                                                                                                                                                                                               |
| <b>How to Sustain</b>  | <p>The infrastructure model will be sustained by embedding the Local Youth Partnership Foundation (LYPF) as a neutral, long-term support structure within Shropshire’s youth system. The LYPF will provide tools, training, governance advice, data insight and evaluation to Local Youth Partnerships, Town and Parish Councils, VCSE partners, and wider system stakeholders.</p> <p>The Foundation will not deliver youth services directly, maintaining independence and avoiding conflicts of interest. Its role will be formalised through a clear memorandum of understanding, and it will be accountable to the Strategic Youth Partnership.</p> <p>A sustainability and hosting options appraisal will be completed by summer 2026, setting out future funding models and potential integration routes. Training and support offers developed during the pilot will be embedded into local workforce development strategies, further extending the Foundation’s role.</p> <p>By establishing the LYPF as the county’s central youth infrastructure body, this workstream ensures lasting support for a high-quality, mixed economy of youth provision beyond the pilot period.</p> |
| <b>Review Theme(s)</b> | <ul style="list-style-type: none"> <li>• VCSE Engagement</li> <li>• System Leadership</li> <li>• Quality of Delivery</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|                                  | <ul style="list-style-type: none"> <li>• Workforce Planning</li> <li>• Partnership Working</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Baseline Measure: Current</b> | <ul style="list-style-type: none"> <li>• No independent youth infrastructure body exists in Shropshire</li> <li>• The existing support model is fragmented, with blurred lines between infrastructure support and direct delivery</li> <li>• VCSE groups lack consistent access to training, coordination and safeguarding support</li> <li>• There is no shared system for measuring quality, tracking youth provision, or capturing outcomes</li> <li>• Infrastructure support is inconsistently commissioned, with no long-term hosting or sustainability plan</li> </ul> | <b>Baseline Measure: Target</b> | <ul style="list-style-type: none"> <li>• The Local Youth Partnership Foundation (LYPF) is established as a neutral infrastructure body with independent governance</li> <li>• A core offer of tools, training and evaluation support is accessible to all Local Youth Partnerships and VCSE providers</li> <li>• Role clarity and boundaries between infrastructure and delivery are defined and agreed</li> <li>• A shared system for data, evaluation and quality improvement is operational</li> <li>• A sustainability and hosting options appraisal is completed, with commitments identified for post-pilot continuation</li> </ul> |
| <b>Project Activity 1</b>        | <b>Establish the Local Youth Partnership Foundation (LYPF)</b> <p>Develop and launch the LYPF as a neutral, countywide infrastructure body to support coordination, development and quality across Shropshire's youth system. The Foundation will not deliver services, but will act as a central support organisation for Local Youth Partnerships, youth providers, and town/parish councils.</p>                                                                                                                                                                          |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                                             |                                                                                                                                                                                                                | <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Set up governance, hosting and staffing arrangements for the LYPF</li> <li>• Develop and launch its core offer: tools, training, evaluation, quality support</li> <li>• Co-design service standards and infrastructure priorities with partners</li> <li>• Facilitate onboarding for localities and providers to access support services</li> <li>• Promote the role and neutrality of the LYPF across the system</li> </ul> |             |                    |                                |                                                                                                                                                                                                                                                                     |
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| <b>Measure of Success</b>                                   |                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• LYPF launched and operating with clear governance and staffing by June 2026</li> <li>• Tools and training offer published and accessed by at least 6 pilot localities</li> <li>• Service boundaries agreed and accepted across VCSE and statutory partners</li> <li>• Positive feedback from partners on neutrality, usefulness, and clarity of LYPF role</li> </ul>                                                                                    |             |                    |                                |                                                                                                                                                                                                                                                                     |
| Funding Allocation                                          |                                                                                                                                                                                                                | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             | Progress Status    | Lead                           | Evidence of Completion                                                                                                                                                                                                                                              |
| LYT Funding                                                 | Match Funding                                                                                                                                                                                                  | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Finish Date |                    |                                |                                                                                                                                                                                                                                                                     |
| YPFT Fixed feed to Develop YPF in Shropshire<br><br>£50,000 | Match funding will be provided in-kind through VCSE and statutory partner staff time, use of venues, administrative and systems support, and officer contributions from Shropshire Council. This includes Town | October 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | May 26      | <i>Not Started</i> | YFP Consultant/Workstream Lead | <ul style="list-style-type: none"> <li>• Governance documents for the LYPF agreed and published</li> <li>• Tools and Service Offer</li> <li>• Service Standards endorsed by stakeholders</li> <li>• Pilot delivery records</li> <li>• Feedback summaries</li> </ul> |



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|                           | and Parish Council participation in co-design and governance activities, platform access, and youth voice infrastructure engagement. Estimated value: £30K                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |  |  | <ul style="list-style-type: none"> <li>• Comms materials</li> <li>• Progress Report</li> </ul> |
| <b>Project Activity 2</b> | <b>Sustainability and Hosting Options Appraisal</b> <p>Undertake an options appraisal to explore long-term hosting, governance and funding models for the Local Youth Partnership Foundation (LYPF). This will ensure that the infrastructure developed through the pilot can continue beyond 2026 with clarity, alignment, and sustainability.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Identify and consult with potential hosting bodies (e.g. strategic partners, VCSE infrastructure leads)</li> <li>• Explore governance models to maintain neutrality, independence and accountability</li> <li>• Model funding scenarios and resourcing options for post-pilot sustainability</li> <li>• Produce a clear, partner-owned options paper with recommendations</li> <li>• Secure an agreed pathway forward by August 2026</li> </ul> |  |  |  |  |                                                                                                |
| <b>Measure of Success</b> | <ul style="list-style-type: none"> <li>• Hosting options appraisal completed and reviewed by all strategic partners</li> <li>• Recommended model agreed and documented by July 2026</li> <li>• Roles and risks clearly defined for future hosting and accountability</li> <li>• Plan includes proposed funding routes and mechanisms for 2026 onwards</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |  |  |                                                                                                |

| Funding Allocation         |                                                                                                                                                                                                                   | Timescale/Deadline                                                                                                                                                                                                   |               | Progress Status    | Lead          | Evidence of Completion                                                                                                                                                                                                                                                                        |
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| LYT Funding                | Match Funding                                                                                                                                                                                                     | Start Date                                                                                                                                                                                                           | Finish Date   |                    |               |                                                                                                                                                                                                                                                                                               |
| Same as Project activity 1 | To support the delivery of this activity, we anticipate match funding contributions totalling approximately £10,000. This will primarily come from in-kind contributions by Shropshire Council and local partners | As Activity 1                                                                                                                                                                                                        | As Activity 1 | <i>Not started</i> | As Activity 1 | <ul style="list-style-type: none"> <li>• Written options appraisal report including hosting, governance and funding scenarios</li> <li>• Record of partner involvement (attendance, agenda, summaries)</li> <li>• Draft or signed MOU.</li> <li>• Final report submitted July 2026</li> </ul> |
| <b>Project Activity 3</b>  |                                                                                                                                                                                                                   | <b>Develop and Launch LYP Quality and Evaluation Toolkit</b>                                                                                                                                                         |               |                    |               |                                                                                                                                                                                                                                                                                               |
|                            |                                                                                                                                                                                                                   | Design a practical toolkit to support Local Youth Partnerships (LYPs) and delivery partners to monitor, evaluate and continuously improve their youth offer. The toolkit will provide consistent guidance on quality |               |                    |               |                                                                                                                                                                                                                                                                                               |

|                              |                                                                                                                                                                | standards; impact measurement and feedback mechanisms aligned with national frameworks and local needs.<br><br>This activity will: <ul style="list-style-type: none"> <li>• Co-produce toolkit content with youth providers, LYP leads and young people</li> <li>• Include tools (digital) for self-assessment, youth voice, safeguarding, and service standards</li> <li>• Pilot the toolkit in 2–3 areas and refine based on feedback</li> <li>• Provide training and support on how to use and embed the toolkit locally</li> <li>• Align toolkit with Hear by Right and NYA quality frameworks (practice standards and safeguarding)</li> </ul> |               |                 |               |                                                                                                                                                          |
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| <b>Measure of Success</b>    |                                                                                                                                                                | Quality and evaluation toolkit co-designed and launched by June 2026 <ul style="list-style-type: none"> <li>• Toolkit used in at least 3 pilot areas and integrated into local youth governance</li> <li>• Feedback from partners shows improved confidence in measuring quality and capturing outcomes</li> </ul> Toolkit adopted as a core element of the LYPF offer and included in Youth Offer Plan                                                                                                                                                                                                                                             |               |                 |               |                                                                                                                                                          |
| Funding Allocation           |                                                                                                                                                                | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |               | Progress Status | Lead          | Evidence of Completion                                                                                                                                   |
| LYT Funding                  | Match Funding                                                                                                                                                  | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Finish Date   |                 |               |                                                                                                                                                          |
| Admin & Overheads<br>£11,000 | In-kind match funding for this activity includes staff time from LYP leads, local authority officers, youth workers, and VCSE partners contributing to toolkit | As Activity 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | As Activity 1 | As Activity 1   | As Activity 1 | <ul style="list-style-type: none"> <li>• Finalised Toolkit document including self-assessment, youth voice, safeguarding and quality standard</li> </ul> |

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|                       | development, piloting, and training. Young people will co-design elements via Insight Groups and youth panels. Additional support includes use of venues, digital platforms, and internal communications resources. The total estimated in-kind contribution is valued at approximately £12,000–£15,000.                                                                                                                                                                                                                                                   |  |  |  |  | <ul style="list-style-type: none"> <li>• Digital version of toolkit created</li> <li>• Training session records</li> <li>• Evidence of pilot delivery</li> <li>• Toolkit referenced to the Youth Offer Plan</li> <li>• Partner Feedback</li> </ul> |
|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |  |                                                                                                                                                                                                                                                    |
| <b>Project Area 5</b> | <p><b>Workforce Development and Contextual Safeguarding (harm outside of the home)</b></p> <p>This workstream will define and develop the workforce required to deliver a safe, skilled and sustainable youth system in Shropshire. It spans all youth-facing roles — from youth workers, VCSE staff and early help practitioners, to Town and Parish Council leads, schools and social care staff.</p> <p>The programme focuses on:</p> <ul style="list-style-type: none"> <li>• Mapping the current workforce and identifying capability gaps</li> </ul> |  |  |  |  |                                                                                                                                                                                                                                                    |

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|                       | <ul style="list-style-type: none"> <li>• Embedding contextual safeguarding practices across sectors</li> <li>• Coordinating a joint training offer through Shropshire's Joint Training and the emerging Workforce Academy</li> <li>• Supporting qualifications, apprenticeships and modular CPD routes</li> <li>• Creating consistent frameworks, job roles and supervision standards</li> </ul> <p>The aim is to create a shared language, aligned expectations and accessible progression routes across the system improving retention, safety and professional confidence in all youth-facing work.</p> <p>This workstream is closely aligned with the development of Prevention Hubs, the Youth Governance offer (youth rep training), and the Infrastructure and QA framework being developed through the LYPF.</p>                                                                                                                                                                                                                           |
| <b>How to Sustain</b> | <p>The workforce development approach will be sustained by embedding training, supervision and progression planning within Shropshire's wider Workforce Academy, supported by strategic partners and training providers. The model will ensure youth-specific training continues beyond the pilot, while also improving access to cross-sector CPD.</p> <p>Key elements of sustainability include:</p> <ul style="list-style-type: none"> <li>• Integrating core safeguarding and youth work modules into the Joint Training Team (JTT) offer</li> <li>• Ongoing use of handbooks, reflective tools and CPD resources developed through the LYTF</li> <li>• Establishing youth-facing roles, capabilities and job profiles to support long-term recruitment and clarity</li> <li>• Co-producing a sustainable progression map with links to local training providers and NYA-recognised qualifications</li> <li>• Maintaining an access/bursary fund via partner contributions to ensure training remains accessible to the VCSE sector</li> </ul> |

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|                                  | By anchoring the approach within existing structures and co-designing it with delivery partners, this workstream will help ensure Shropshire retains a skilled, confident, and safe workforce across all youth-facing services.                                                                                                                                                                                                                                     |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Review Theme(s)</b>           | <ul style="list-style-type: none"> <li>• System Leadership</li> <li>• Safeguarding</li> <li>• Workforce Planning</li> <li>• VCSE Support</li> <li>• Equity and Quality</li> </ul>                                                                                                                                                                                                                                                                                   |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Baseline Measure: Current</b> | <ul style="list-style-type: none"> <li>• No joined-up workforce development plan across youth-facing roles</li> <li>• Inconsistent access to safeguarding and youth work CPD across sectors</li> <li>• Limited progression routes (e.g. L2/L3 qualifications) in active use</li> <li>• Fragmented workforce intelligence (no shared map of roles or training needs)</li> <li>• VCSE and volunteer workforce face significant barriers to training access</li> </ul> | <b>Baseline Measure: Target</b> | <ul style="list-style-type: none"> <li>• Published workforce framework including core youth-facing capabilities and training expectations</li> <li>• At least 150 individuals trained across sectors in youth work and contextual safeguarding</li> <li>• 6 Local Youth Partnerships supported with workforce planning or training delivery</li> <li>• Access fund established and accessed by at least 10 VCSE organisations</li> <li>• Clear progression routes promoted with active enrolment in youth qualifications or modular CPD</li> </ul> |
| <b>Project Activity 1</b>        | <b>Design and Deliver a Cross-System Youth Workforce Framework</b> <p>Develop and launch a youth workforce framework to define core roles, responsibilities, and training pathways for professionals and volunteers working with young people across sectors.</p> <p>This activity will:</p>                                                                                                                                                                        |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                     |                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Map the current youth-facing workforce across VCSE, statutory and community sectors</li> <li>• Co-produce capability frameworks and role profiles for youth workers, volunteers and frontline practitioners</li> <li>• Align pathways with NYA standards and local qualifications (e.g. L2–L6)</li> <li>• Coordinate with Shropshire’s Workforce Academy and Joint Training Team to embed youth work modules</li> <li>• Develop a visual progression map and training directory</li> </ul> |             |                                            |                                           |                                                                                                                                                                                                          |
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| <b>Measure of Success</b>           |                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Workforce capability framework published and endorsed by strategic partners</li> <li>• Progression map developed and in use across at least 6 pilot areas</li> <li>• Training directory live and promoted through LYPF and VCSE networks</li> <li>• Local providers and practitioners report improved clarity on roles, expectations and progression</li> </ul>                                                                                                                            |             |                                            |                                           |                                                                                                                                                                                                          |
| Funding Allocation                  |                                                                                                                                                                                                | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             | Progress Status                            | Lead                                      | Evidence of Completion                                                                                                                                                                                   |
| LYT Funding                         | Match Funding                                                                                                                                                                                  | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Finish Date |                                            |                                           |                                                                                                                                                                                                          |
| Access fund<br>12/13<br><br>£30,000 | In-kind match funding is estimated at £35,000–£45,000. This includes staff time from Shropshire Council, the Joint Training Team, and local VCSE partners to help design, test and deliver the | Jan 26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | August 26   | <i>Not started, In Progress, Completed</i> | Workstream Lead/Early Help Workforce Lead | <ul style="list-style-type: none"> <li>• Youth Work workforce framework created and adopted</li> <li>• Documented workforce mapping outputs</li> <li>• Progression map and training directory</li> </ul> |

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|                           | workforce framework. Partners will also contribute venues, digital platforms, and resources for training and engagement activities. This support ensures strong collaboration and keeps delivery costs low.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |  |  | <ul style="list-style-type: none"> <li>• Training session delivered through workforce academy or joint training</li> </ul> |
| <b>Project Activity 2</b> | <p>Deliver Contextual Safeguarding and CPD Programme</p> <p>Deliver a cross-sector training and CPD programme with a focus on contextual safeguarding, youth development, and inclusive practice. This programme will build shared understanding and improve safety, engagement and outcomes for young people across Shropshire.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Commission or co-design contextual safeguarding training modules aligned with youth work principles</li> <li>• Partner with Shropshire's JTT and external providers to deliver sessions accessible to VCSE, statutory and education sectors</li> <li>• Deliver at least 6 CPD sessions covering topics such as youth mental health, trauma-informed practice, and participation</li> </ul> |  |  |  |  |                                                                                                                            |



|                                                                                                                                                                          |                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Promote cross-sector learning through shared reflective tools and feedback</li> </ul>                                                                                                                                                                                                     |             |                                     |                                             |                                                                                                                                                                                                                                                                                                                    |
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| <b>Measure of Success</b>                                                                                                                                                |                                                                                                                                                                                                                                                                               | At least 6 multi-agency CPD sessions delivered by July 2026 <ul style="list-style-type: none"> <li>Minimum of 120 participants trained, including VCSE and frontline staff</li> <li>85% of participants report improved knowledge and confidence</li> <li>Training integrated into JTT and/or Workforce Academy plans</li> </ul> |             |                                     |                                             |                                                                                                                                                                                                                                                                                                                    |
| Funding Allocation                                                                                                                                                       |                                                                                                                                                                                                                                                                               | Timescale/Deadline                                                                                                                                                                                                                                                                                                               |             | Progress Status                     | Lead                                        | Evidence of Completion                                                                                                                                                                                                                                                                                             |
| LYT Funding                                                                                                                                                              | Match Funding                                                                                                                                                                                                                                                                 | Start Date                                                                                                                                                                                                                                                                                                                       | Finish Date |                                     |                                             |                                                                                                                                                                                                                                                                                                                    |
| Infrastructure budget for mapping CPD/ Development of joint youth sector training offer/ QA Standards<br><br>£110,000<br><br>Admin £5500 & Overheads to support delivery | Match funding will be provided through in-kind contributions including staff time from Shropshire's Joint Training Team, safeguarding leads, and VCSE training partners. This includes planning, delivering sessions, venue use, and embedding modules into existing training | November 25                                                                                                                                                                                                                                                                                                                      | Aug 26      | Not started, In Progress, Completed | Workstream Lead / Early Help workforce lead | <ul style="list-style-type: none"> <li>Training attendance records showing at least 6 multi agency CPD sessions</li> <li>Completed training resources and safeguarding modules aligned with youth work principles</li> <li>Integration of training offer into Joint TRaining Team and Workforce Academy</li> </ul> |

|                                    | systems -<br>Estimated 30K                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |             |                                            |               | <ul style="list-style-type: none"> <li>• Reflective feedback and case examples illustrating cross sector collaboration</li> </ul> |
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| <b>Project Activity 3</b>          | <p>Support Local Youth Partnerships to Develop Workforce Plans</p> <p>Work with each pilot Local Youth Partnership (LYP) to create a localised workforce plan that identifies key roles, training needs, and recruitment or development actions needed to deliver safe and high-quality provision.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Provide LYPs with workforce planning templates, data tools and support</li> <li>• Facilitate workshops with local partners to assess strengths and development priorities</li> <li>• Encourage youth-led insight into the qualities and roles they value in adults supporting them</li> <li>• Align plans with the countywide workforce framework and training Offer</li> </ul> |                    |             |                                            |               |                                                                                                                                   |
| <b>Measure of Success</b>          | <p>At least 4 LYPs supported to create and implement a local workforce plan by August 2026</p> <ul style="list-style-type: none"> <li>• Plans reflect shared standards, safeguarding responsibilities and training needs</li> <li>• Youth involvement evidenced in defining values and priorities</li> <li>• Local partners report improved collaboration and clarity on workforce needs</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |                    |             |                                            |               |                                                                                                                                   |
| Funding Allocation                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timescale/Deadline |             | Progress Status                            | Lead          | Evidence of Completion                                                                                                            |
| LYT Funding                        | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Start Date         | Finish Date |                                            |               |                                                                                                                                   |
| Same funding as Project Activity 2 | Match funding will be provided through in-kind                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |             | <i>Not started, In Progress, Completed</i> | Aa Activity 1 | <ul style="list-style-type: none"> <li>• Completed local</li> </ul>                                                               |

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|                           | contributions including staff time from Shropshire's Joint Training Team, safeguarding leads, and VCSE training partners. This includes planning, delivering sessions, venue use, and embedding modules into existing training systems |  |  |  |  | workforce plans <ul style="list-style-type: none"> <li>• Workshop records</li> <li>• Youth Insights and contribution documents within each LYP Plan</li> <li>• LYP plans aligned with wider workforce framework and integrated into Youth Offer</li> <li>• Evaluation summary highlighting themes and shared priorities across across pilot areas.</li> </ul> |
| <b>Project Activity 4</b> | Support Local Youth Partnerships to Develop Workforce Plans                                                                                                                                                                            |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                               |

|                                    |                                                                                                                                                                                | <p>Work with each pilot Local Youth Partnership (LYP) to create a localised workforce plan that identifies key roles, training needs, and recruitment or development actions needed to deliver safe and high-quality provision.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Provide LYPs with workforce planning templates, data tools and support</li> <li>• Facilitate workshops with local partners to assess strengths and development priorities</li> <li>• Encourage youth-led insight into the qualities and roles they value in adults supporting them</li> <li>• Align plans with the countywide workforce framework and training directory</li> </ul> |             |                                            |      |                                                                                                                                                                                                      |
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| <b>Measure of Success</b>          |                                                                                                                                                                                | <p>At least 4 LYPs supported to create and implement a local workforce plan by August 2026</p> <ul style="list-style-type: none"> <li>• Plans reflect shared standards, safeguarding responsibilities and training needs</li> <li>• Youth involvement evidenced in defining values and priorities</li> <li>• Local partners report improved collaboration and clarity on workforce needs</li> </ul>                                                                                                                                                                                                                                                                                         |             |                                            |      |                                                                                                                                                                                                      |
| Funding Allocation                 |                                                                                                                                                                                | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             | Progress Status                            | Lead | Evidence of Completion                                                                                                                                                                               |
| LYT Funding                        | Match Funding                                                                                                                                                                  | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Finish Date |                                            |      |                                                                                                                                                                                                      |
| Same funding as Project Activity 2 | This activity will be supported through in-kind contributions from Shropshire Council, Town and Parish Councils, and VCSE partners. This includes staff time, participation in |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             | <i>Not started, In Progress, Completed</i> |      | <ul style="list-style-type: none"> <li>• Local workforce plans submitted from at least 3 local youth partnerships</li> <li>• Completed planning template and tools showing training needs</li> </ul> |

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|  | planning workshops, use of venues, and shared resources. The estimated total match funding value is approximately £12,000. |  |  |  |  | <p>and and role clarity</p> <ul style="list-style-type: none"> <li>• Attendance logs and feedback from partners</li> <li>• Evidence of youth participation in plan design</li> <li>• Final plans aligned to countywide youth workforce framework and CPD Offer</li> </ul> |
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| <b>Project Area 6</b> | <p><b>Youth Work in Schools (YWIS) – Reimagining Youth Work in Schools and Communities</b></p> <p>Youth Work in Schools is a new model of targeted youth work delivery, embedded within secondary schools to provide relational, early intervention support. School is coordinated by a Locality Youth Worker who delivers structured group work, drop-in and 1:1 support, and acts as a connector between the school and the wider youth and early help ecosystem.</p> <p>This model aims to reduce traditional referral barriers by offering more inclusive, accessible youth support at the point of need. Young people can access support when they choose, not just when formally referred — promoting autonomy, timely help and stronger engagement.</p> |
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|                       | <p>Delivery is aligned to safeguarding and PSHE/RSE outcomes, with mapped groupwork programmes on healthy relationships, digital safety, emotional literacy, and peer conflict. Youth workers also support Youth Insight Groups to shape delivery and feed youth voice into Local Youth Partnerships (LYPs).</p> <p>Locality Youth Workers integrate with wider provision and work closely with professionals such as:</p> <ul style="list-style-type: none"> <li>- School nurses</li> <li>- Social prescribers</li> <li>- Mental health practitioners</li> <li>- DSLs and pastoral leads</li> <li>- VCSE youth and wellbeing services</li> </ul> <p>Each Locality Youth Worker ensures schools promote a safe, visible and youth-led access point for early help — strengthening prevention, enhancing engagement, and creating consistent support across school and community settings.</p>                                                                                                                                                                                                                                                                                            |
| <b>How to Sustain</b> | <p>Sustainability will be driven by embedding the Youth Work in Schools model into core school systems and local early help pathways. Locality Youth Workers will become an integrated presence in school life — valued for their relational approach, early intervention impact, and ability to connect young people into wider community provision.</p> <p>The following strategies will support long-term sustainability:</p> <ul style="list-style-type: none"> <li>• Alignment with safeguarding and PSHE/RSE priorities ensures the Youth Work in Schools model remains essential to education and wellbeing outcomes.</li> <li>• Joint planning with schools and MATs, co-producing delivery models and shared evaluation.</li> <li>• Clear role definition and impact tracking to evidence how the Youth Work in Schools model reduce exclusions, support mental health, and strengthen prevention.</li> <li>• Integrated partnerships with DSLs, pastoral staff, school nurses, mental health teams, and VCSE youth providers.</li> <li>• Use of youth insight data to demonstrate need, inform delivery, and strengthen voice into Local Youth Partnerships (LYPs).</li> </ul> |

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|                                  | <ul style="list-style-type: none"> <li>• Exploration of school-level or MAT co-investment following the pilot phase, supported by evaluation findings.</li> </ul> <p>As part of the wider LYTF model, this workstream also draws strength from aligned workforce development, infrastructure and governance strands building a system that values and sustains early help youth work in education settings</p>                                                |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Review Theme(s)</b>           | <ul style="list-style-type: none"> <li>• Contextual Safeguarding</li> <li>• Workforce Planning</li> <li>• Prevention and Early Intervention</li> <li>• Youth Voice</li> <li>• Partnership Working</li> <li>• Neighbourhood Geography</li> </ul>                                                                                                                                                                                                               |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Baseline Measure: Current</b> | <ul style="list-style-type: none"> <li>• No coordinated model of school-based youth work or early help hubs in secondary settings</li> <li>• Youth work delivered inconsistently across education and early help systems</li> <li>• Young people often wait for formal referral routes to access support - Fragmented links between schools, VCSE youth provision, and targeted services</li> <li>• Youth voice mechanisms disconnected from early</li> </ul> | <b>Baseline Measure: Target</b> | <ul style="list-style-type: none"> <li>• At least 3 Youth Work in Schools partnerships operational in secondary schools, each led by a Locality Youth Worker</li> <li>• Groupwork and drop-in sessions delivered weekly in each pilot site</li> <li>• Local Insight Groups feeding into Local Youth Partnerships in all EH hub areas</li> <li>• Established collaboration with school-based and clinical partners (e.g. school nurses, mental health teams)</li> <li>• Model documented and evaluated for future scaling and co-investment opportunities</li> </ul> |

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|                                                                            | help planning at locality level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                    |             |                                     |                                                                   |                                                                                                                                 |
| Project Activity 1                                                         | Pilot Youth Work in Secondary Schools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    |             |                                     |                                                                   |                                                                                                                                 |
|                                                                            | Establish and evaluate a new model of targeted youth work in three secondary schools through the creation of Youth Work in School partnerships. These will offer early help, group work, drop-in and 1:1 support coordinated by Locality Youth Workers.<br><br>This activity will: <ul style="list-style-type: none"><li>• Embed Locality Youth Workers into three pilot schools</li><li>• Deliver mapped programmes aligned with PSHE, safeguarding and emotional wellbeing</li><li>• Create Youth Insight Groups in each school to shape delivery and connect to Local Youth Partnerships</li><li>• Facilitate access to wider youth provision and clinical support (school nurse, social prescriber, mental health teams)</li><li>• Track engagement, feedback and outcomes for continuous learning and improvement</li></ul> |                    |             |                                     |                                                                   |                                                                                                                                 |
| Measure of Success                                                         | 3 Youth Work in School partnerships established by Spring 2026 <ul style="list-style-type: none"><li>• At least 100 young people engaged across all pilot schools</li><li>• Youth Insight Groups active in all three schools, with representation in LYPs</li><li>• Weekly delivery of drop-ins and targeted groupwork sessions</li><li>• Evaluation report completed to inform future rollout and sustainability</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                      |                    |             |                                     |                                                                   |                                                                                                                                 |
| Funding Allocation                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Timescale/Deadline |             | Progress Status                     | Lead                                                              | Evidence of Completion                                                                                                          |
| LYT Funding                                                                | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Start Date         | Finish Date |                                     |                                                                   |                                                                                                                                 |
| Marches Academy Trust in Partnership with Shropshire Youth(Shrops Council) | be provided in-kind through Shropshire Council’s Locality Youth Workers, who                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Sept 25            | May 26      | Not started, In Progress, Completed | Youth Work Manager – North/Locality Youth Workers/Workstream Lead | <ul style="list-style-type: none"><li>• Youth Work in Schools model fully operational in at least 3 secondary schools</li></ul> |



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| <p>£500 Daily consultancy support Marches Academy Trust<br/>Total £27,000</p> <p>Facilitation and resource overall (£1000 per month) Total £10,000</p> <p>Admin £550</p> | <p>will lead schools delivery and youth engagement within each school. Additional contributions include time from school leadership, pastoral teams, and external partners such as VCSE providers, school nurses, and mental health practitioners. School facilities, admin support, and student participation in Youth Insight Groups will also form part of the match. The</p> | <p>Oct 25</p> | <p>July 26</p> |  |  | <ul style="list-style-type: none"> <li>• Regular delivery of structured group work, drop in's and 121 support recorded through timetables and session logs</li> <li>• Youth insight groups established and contributing to design and delivery of programme</li> </ul> |
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|                            | estimated total value of these in-kind contributions is approximately £40,000–£50,000.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |             |                    |               |                                                                                           |
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| <b>Project Activity 2</b>  | <b>Develop “Youth Work in Schools (YWIS)” Delivery Framework and Shared Practice Model</b> <p>Co-design a practical delivery and governance framework for Youth Work in Schools to ensure consistency, quality and scalability. The framework will be developed with young people, schools and delivery partners.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Produce a mapped delivery offer aligned to PSHE, safeguarding and early help objectives</li> <li>• Define roles and boundaries for Locality Youth Workers, including links with school and external staff</li> <li>• Create shared templates, planning tools and supervision models for youth workers</li> <li>• Develop youth-led feedback and insight tools to be used across all YWIS sites.</li> <li>• Support future scaling by producing a model that can be shared with schools, MATs and funders</li> </ul> |                    |             |                    |               |                                                                                           |
| <b>Measure of Success</b>  | <ul style="list-style-type: none"> <li>• Framework published and used in all pilot hubs by June 2026</li> <li>• Youth and practitioner feedback embedded into tool development</li> <li>• At least 6 delivery tools or templates created (e.g. session plans, outcome tracking, feedback forms)</li> <li>• Model presented to at least 3 MATs or system leadership groups for review</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    |             |                    |               |                                                                                           |
| Funding Allocation         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Timescale/Deadline |             | Progress Status    | Lead          | Evidence of Completion                                                                    |
| LYT Funding                | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Start Date         | Finish Date |                    |               |                                                                                           |
| Same as Project Activity 1 | As Activity 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | October 2025       | July 2025   | <i>In Progress</i> | As Activity 1 | <ul style="list-style-type: none"> <li>• YWIS framework document published and</li> </ul> |

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|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |  |  | <p>shared across pilot schools</p> <ul style="list-style-type: none"> <li>• Creation of delivery templates tools</li> <li>• Feedback and reflections from Youth Workers</li> <li>• Presentation of final model to the MAT and/or Headteachers brief</li> </ul> |
| <b>Project Activity 3</b> | <p>Training and Support for Hub Youth Workers and School Staff</p> <p>Deliver targeted training and reflective support to Locality Youth Workers and school staff involved in the Youth Work in Schools programme. This will build capability, ensure safe practice and support professional development.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Deliver contextual safeguarding and trauma-informed practice training to youth workers and key school staff</li> <li>• Provide reflective supervision and peer support sessions for Locality Youth Workers</li> <li>• Develop onboarding and induction materials for new YWIS roles and partner staff</li> <li>• Facilitate joint workshops for youth workers, school leads and VCSE partners to build shared approaches</li> <li>• Capture learning to inform future workforce and YWIS development.</li> </ul> |  |  |  |  |                                                                                                                                                                                                                                                                |
| <b>Measure of Success</b> | At least 3 training sessions delivered to YWIS teams and school staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |  |  |                                                                                                                                                                                                                                                                |

|                            |               | <ul style="list-style-type: none"> <li>• 100% of Locality Youth Workers receiving monthly supervision during the pilot</li> <li>• Induction materials produced and shared with partners</li> <li>• Participant feedback shows improved confidence and understanding of their roles in the Youth Work in Schools (YWIS) model</li> </ul> |             |                    |               |                                                                                                                                                                                                                                                                                                                                                                                                |
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| Funding Allocation         |               | Timescale/Deadline                                                                                                                                                                                                                                                                                                                      |             | Progress Status    | Lead          | Evidence of Completion                                                                                                                                                                                                                                                                                                                                                                         |
| LYT Funding                | Match Funding | Start Date                                                                                                                                                                                                                                                                                                                              | Finish Date |                    |               |                                                                                                                                                                                                                                                                                                                                                                                                |
| Same as Project Activity 1 | AS activity 1 | October 2025                                                                                                                                                                                                                                                                                                                            | July 2026   | <i>In Progress</i> | As Activity 1 | <ul style="list-style-type: none"> <li>• Calendar and attendance records</li> <li>• Supervision logs confirming monthly reflective supervision</li> <li>• Feedback and young people evaluation forms showing increased understanding and confidence of youth work in schools</li> <li>• Summary learning reports outlining key outcomes, challenges and recommendations for scaling</li> </ul> |
| <b>Project Activity 4</b>  |               | Youth-Led Evaluation and Future Planning                                                                                                                                                                                                                                                                                                |             |                    |               |                                                                                                                                                                                                                                                                                                                                                                                                |

|                            |               | <p>Capture learning from the pilot hubs through a youth-led evaluation process. Use this to shape future development, secure co-investment, and inform wider rollout of the prevention model.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Establish a youth-led evaluation team to co-design feedback tools and review impact</li> <li>• Facilitate evaluation sessions and focus groups with young people in each pilot Youth Work in Schools partnership.</li> <li>• Analyse outcomes including engagement levels, feedback, and partnership working</li> <li>• Produce a youth-friendly impact report and policy summary for system leaders and funders</li> <li>• Develop a high-level rollout proposal and co-investment case for schools and MATs</li> </ul> |             |                    |               |                                                                                                                                                                                                                                         |
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| <b>Measure of Success</b>  |               | <p>Youth-led evaluation report produced by August 2026</p> <ul style="list-style-type: none"> <li>• Evidence of positive change in engagement, confidence, and referral reduction</li> <li>• Report presented to strategic groups and shared with at least 3 MATs</li> <li>• Expansion proposal developed with partner input and supported by youth insight</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |             |                    |               |                                                                                                                                                                                                                                         |
| Funding Allocation         |               | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             | Progress Status    | Lead          | Evidence of Completion                                                                                                                                                                                                                  |
| LYT Funding                | Match Funding | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Finish Date |                    |               |                                                                                                                                                                                                                                         |
| Same as Project Activity 1 | As Activity 1 | October 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | July 2026   | <i>In Progress</i> | As Activity 1 | <ul style="list-style-type: none"> <li>• Youth led evaluation report</li> <li>• Focus groups and evaluation session logs with attendance and thematic summaries</li> <li>• Impact summary highlighting trends in engagement,</li> </ul> |

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|  |  |  |  |  |  | confidence and referral reduction <ul style="list-style-type: none"> <li>• Presentation materials to MAT's</li> <li>• Draft rollout to other locality areas</li> <li>• Final evaluation</li> </ul> |
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| <b>Project Area 7</b> | <b>Programme Coordination and Project Management</b><br>This workstream will ensure the Local Youth Transformation Fund (LYTF) programme is effectively coordinated, strategically aligned, and consistently delivered across all workstreams.<br><br>A dedicated Project Management Team (PMT) will provide day-to-day oversight, lead on stakeholder engagement, ensure accountability, and manage internal reporting and external communications. This includes working closely with the Department for Culture, Media and Sport (DCMS), the National Youth Agency (NYA), and local governance bodies.<br><br>Key roles and functions include: <ul style="list-style-type: none"> <li>• Programme planning, delivery tracking and risk management</li> <li>• Coordination across all 7 workstreams</li> <li>• Commissioning and grant oversight</li> <li>• Monitoring, evaluation and learning (MEL) coordination</li> <li>• Youth voice and co-production planning</li> <li>• Internal reporting to senior leaders and elected members</li> <li>• Ensuring alignment with Family Hubs, Early Help and wider transformation agendas</li> </ul> |
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|                                  | <ul style="list-style-type: none"> <li>The team will act as a connector across system partners, provide strategic and logistical leadership, and maintain a strong line of sight between local delivery and national priorities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                 |                                                                                                                                       |
| <b>How to Sustain</b>            | <p>Sustainability for the Project Management function will be achieved by embedding learning, tools and governance processes developed through the LYTF into existing structures. This includes aligning with early help transformation, education partnerships, Family Hubs and youth governance frameworks.</p> <p>Key strategies include:</p> <ul style="list-style-type: none"> <li>Aligning programme reporting and learning cycles with internal performance and transformation boards</li> <li>Embedding coordination and MEL roles into business-as-usual infrastructure functions (e.g. within the LYPF or Family Hub leads)</li> <li>Sharing and institutionalising project tools such as delivery trackers, feedback templates and planning frameworks</li> <li>Continuing strategic leadership engagement through quarterly LYP oversight meetings</li> <li>Leveraging learning from this model to shape future commissioning and partnership delivery approaches</li> </ul> <p>By positioning the PMT as both a delivery engine and a strategic learning mechanism, the model will leave a legacy of system coordination, insight, and aligned governance beyond the pilot phase.</p> |                                 |                                                                                                                                       |
| <b>Review Theme(s)</b>           | <ul style="list-style-type: none"> <li>System Leadership</li> <li>Partnership Working</li> <li>Monitoring, Evaluation and Learning (MEL)</li> <li>Youth Voice</li> <li>Project Management and Delivery</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                 |                                                                                                                                       |
| <b>Baseline Measure: Current</b> | <b>Current Baseline (2025):</b> <ul style="list-style-type: none"> <li>No dedicated programme team in place to coordinate LYTF delivery across workstreams</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Baseline Measure: Target</b> | <ul style="list-style-type: none"> <li>Dedicated project management team operational with clear roles and responsibilities</li> </ul> |

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|                           | <ul style="list-style-type: none"> <li>• Fragmented ownership of transformation and youth delivery projects</li> <li>• Limited internal capacity for MEL, reporting and co-production</li> <li>• No unified programme tracker or project monitoring tools</li> <li>• Stakeholder communication and reporting occurs in isolated workstreams, not strategically aligned</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | <ul style="list-style-type: none"> <li>• Central delivery tracker and reporting tools used across all workstreams</li> <li>• Quarterly reporting and strategic engagement with NYA, DCMS and internal leadership</li> <li>• MEL framework in place and being used to shape programme delivery and learning</li> <li>• System-wide communication and engagement plan aligned with programme outcomes and governance structures</li> </ul> |
| <b>Project Activity 1</b> | <p>Establish and Operate Programme Management Team</p> <p>Recruit, onboard and manage a dedicated team to oversee delivery of the Local Youth Transformation Fund (LYTF) programme. This includes a programme coordinator, project officers, and monitoring &amp; evaluation (MEL) support.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Develop programme governance structures, roles and reporting timelines</li> <li>• Deliver cross-workstream coordination and delivery tracking</li> <li>• Facilitate programme-level engagement with NYA, DCMS and internal leadership</li> <li>• Lead on MEL coordination and use of learning to adapt delivery</li> <li>• Support cross-cutting youth voice and co-production across all workstreams</li> <li>• Maintain delivery documentation, trackers and financial oversight tools</li> </ul> |  |                                                                                                                                                                                                                                                                                                                                                                                                                                          |



| <b>Measure of Success</b>                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Programme team in place and operational by September/October 2025</li> <li>• Central delivery tracker and governance calendar embedded</li> <li>• Monthly internal updates and quarterly strategic reports produced</li> <li>• MEL data and insight actively shaping delivery</li> <li>• Stakeholders report improved visibility, alignment and clarity</li> </ul> |                    |                        |                 |                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Funding Allocation</b>                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                  | <b>Timescale/Deadline</b>                                                                                                                                                                                                                                                                                                                                                                                   |                    | <b>Progress Status</b> | <b>Lead</b>     | <b>Evidence of Completion</b>                                                                                                                                                                                                                                                                                                                   |
| <b>LYT Funding</b>                                                                                                                                                                                                | <b>Match Funding</b>                                                                                                                                                                                                                                                                                                             | <b>Start Date</b>                                                                                                                                                                                                                                                                                                                                                                                           | <b>Finish Date</b> |                        |                 |                                                                                                                                                                                                                                                                                                                                                 |
| Project Manager<br>FT £59,777.96<br><br>Workstream Lead<br>FT Grade 12<br>£53,482<br><br>Monitoring<br>Evaluation &<br>Learning Lead FT<br>Grade 12 £53,482<br><br>Admin for<br>Programme<br>management<br>£9,900 | Match funding for this workstream will be provided primarily through in-kind contributions from Shropshire Council and wider system partners. This includes the time of senior leaders and strategic managers involved in oversight, decision-making, and governance (e.g. Assistant Directors, Heads of Service), alongside the | All October 25                                                                                                                                                                                                                                                                                                                                                                                              | August 26          | <i>In Progress</i>     | Project Manager | <ul style="list-style-type: none"> <li>• Post recruited and operational by October 2025</li> <li>• Programme governance structure and delivery tracker fully implemented across all workstreams</li> <li>• Quarterly reports</li> <li>• Feedback from internal leads</li> <li>• Programme closure report and sustainability planning</li> </ul> |

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |  |  |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|                           | support of corporate functions such as finance, HR, legal, IT, and communications. Additionally, use of council infrastructure — including office space, IT systems, and programme tools — will further support delivery. These contributions ensure robust coordination, compliance, and sustainability across all workstreams. The estimated value of this in-kind match funding is between £60,000 and £80,000 over the project period. |  |  |  |  |  |
| <b>Project Activity 2</b> | <b>Develop Programme-Wide Monitoring, Evaluation and Learning (MEL) Framework</b>                                                                                                                                                                                                                                                                                                                                                          |  |  |  |  |  |

|                           |                                                                                                                                                                            | <p>Design and implement a consistent evaluation and learning framework to be used across all LYTF workstreams. This framework will track delivery, capture outcomes and embed learning loops into strategic and operational planning.</p> <p>This activity will:</p> <ul style="list-style-type: none"> <li>• Co-produce a MEL framework aligned with DCMS and NYA reporting requirements</li> <li>• Create shared tools for data collection, case studies and reflective learning</li> <li>• Coordinate quarterly learning reviews and partner feedback sessions</li> <li>• Produce mid-year and final reports showcasing progress, impact and system learning</li> <li>• Ensure youth voice and qualitative insight are central to evaluation</li> </ul> |             |                    |                 |                                                                                                                                                                                  |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Measure of Success</b> |                                                                                                                                                                            | <p>Monitoring, Evaluation and Learning Framework framework co-produced and launched</p> <p>All 7 workstreams reporting against shared indicators by Q2 2026</p> <p>Two learning reports produced and shared with strategic partners</p> <p>Evaluation insight used to shape delivery and future investment decisions</p>                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |                    |                 |                                                                                                                                                                                  |
| Funding Allocation        |                                                                                                                                                                            | Timescale/Deadline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             | Progress Status    | Lead            | Evidence of Completion                                                                                                                                                           |
| LYT Funding               | Match Funding                                                                                                                                                              | Start Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Finish Date |                    |                 |                                                                                                                                                                                  |
| See Activity 1            | In-kind match funding for this activity is estimated at £15,000, reflecting officer time from council insight and performance teams, as well as contributions from partner | October 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | August 2026 | <i>In Progress</i> | Project Manager | <ul style="list-style-type: none"> <li>• MEL Framework completed working alongside RSM</li> <li>• Two evaluation reports completed and shared with strategic partners</li> </ul> |

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                           |  |                        |             |                                                                                                                                                                                                                                                                               |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--|------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | organisations participating in reflective learning, data sharing, and feedback sessions. This support strengthens the programme's evaluation capacity and ensures shared ownership of learning across the system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |  |                        |             | <ul style="list-style-type: none"> <li>• All workstreams reporting consistently</li> <li>• Qualitative insights from young people embedded in reporting</li> <li>• Partner feedback shows MEL outputs are supported by decision making and continuous improvements</li> </ul> |
| <b>Project Activity 3</b> | Deliver Programme Communications and Stakeholder Engagement Plan Design and implement a communications and engagement plan to ensure that programme progress, youth voice, and learning are shared consistently with internal stakeholders, delivery partners and the wider community. This activity will: <ul style="list-style-type: none"> <li>- Create branded materials, templates and updates to support consistent programme visibility</li> <li>- Develop a stakeholder map and plan for engagement across schools, VCSE, town/parish councils and elected members</li> <li>- Publish quarterly programme updates, case studies and learning spotlights</li> <li>- Support youth-friendly communications via digital tools and participation channels</li> <li>- Align messaging with wider Early Help and Family Hub transformation priorities</li> </ul> |                           |  |                        |             |                                                                                                                                                                                                                                                                               |
| <b>Measure of Success</b> | <ul style="list-style-type: none"> <li>• Stakeholder engagement plan developed and implemented by May 2026</li> <li>• Quarterly communications shared with at least 100 recipients or networks</li> <li>• Youth and partner feedback shows increased awareness and involvement</li> <li>• Programme learning and outcomes visible in internal and external channels</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |  |                        |             |                                                                                                                                                                                                                                                                               |
| <b>Funding Allocation</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Timescale/Deadline</b> |  | <b>Progress Status</b> | <b>Lead</b> |                                                                                                                                                                                                                                                                               |

| LYT Funding   | Match Funding                                                                                                                                                                                                                                                                                                                                                                                                                        | Start Date   | Finish Date |                    |                 | Evidence of Completion                                                                                                                                                                                                                                                                                                                                                                                |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|--------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| As Activity 1 | Match funding for this activity is estimated at approximately £20,000–£25,000, drawn primarily from in-kind contributions. This includes staff time from council communications and participation teams, VCSE partners supporting outreach and visibility, and youth workers and young people co-producing content. Existing platforms such as newsletters, social media, and internal channels will also be used to share programme | October 2025 | August 2026 | <i>In Progress</i> | Project Manager | <ul style="list-style-type: none"> <li>Stakeholder engagement plans co-produced and adopted across partner organisations</li> <li>Quarterly programme updates and case studies published via internal and public facing channels</li> <li>Partner and youth feedback analysed and captured to evidence improved awareness, alignment and engagement</li> <li>Final Comms Review highlights</li> </ul> |

|  |                                                                                                                                                                                     |  |  |  |  |                                                                                                     |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|-----------------------------------------------------------------------------------------------------|
|  | updates.<br>Additional value<br>will be<br>contributed<br>through shared<br>use of meeting<br>space, design<br>input, and digital<br>tools provided by<br>partner<br>organisations. |  |  |  |  | strengthened<br>visibility through<br>programme,<br>supporting<br>sustainability<br>and replication |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|-----------------------------------------------------------------------------------------------------|

I declare that I have the authority to represent *[insert name of organisation]* to agree this plan.

|                  |  |
|------------------|--|
| <b>Signature</b> |  |
| <b>Name</b>      |  |
| <b>Role</b>      |  |
| <b>Date</b>      |  |

Review Themes:

**Needs Assessment:** A systematic and comprehensive data led approach to understanding the needs of young people to inform youth work provision.

**Youth Engagement:** Youth participation is a rights-based approach that ensures young people influence decisions affecting their lives and communities and is essential to meaningful provision design.

**VCFS Engagement:** Collaboration with Voluntary, Community, and Faith Sector (VCFS) partners to deliver a comprehensive and diverse youth offer.

**Local Youth Offer Plan:** A co-produced plan by the Local Authority and VCFS that articulates the scope, accessibility, and intent of youth provision in the area based on need.

**Quality of Youth Work Practice:** High quality youth work delivers the best outcomes for young people. Underpinned by a clear set of principles, practice guidance and values that are led by the needs and aspirations of young people.

**Workforce Planning and Support:** Developing a capable, qualified, and supported workforce to deliver a high-quality statutory youth work offer.

**National Youth Work Curriculum:** Use of the NYA Youth Work Curriculum offers greater understanding of youth work practice and provides an educational framework and a standardised approach.

**Safeguarding:** Excellent youth work is underpinned by the principle that the welfare of young people is paramount.

**Monitoring, Evaluation and Impact:** Enable continuous improvement and demonstrate the impact youth work makes in young people's lives.



# Town and Parish Councils: Youth Offer and Community Profiling Feedback Report

September 2025





# 1 Background

In August 2025 it was announced that Shropshire Council has been chosen as one of 12 pilot Local Youth Transformation areas to receive national support and investment. The national initiative aims to re-build youth services following public sector austerity. The programme is funded by the Department for Culture, Media and Sport (DCMS) and delivered by the National Youth Agency (NYA) in partnership with UK Youth, Regional Youth Work Units (RYWUs), Young People Foundation Trusts, and StreetGames.

The Local Youth Transformation Programme (LYTP) aims to rebuild a high-quality, needs-led youth offer and re-establish strong local leadership in youth services. The pilot offers a fantastic opportunity for Shropshire and a range of work is now underway. Included within this is the development of a Youth Transformation Plan.

To support this work Shropshire Council's Youth Support Service undertook an engagement project in the Summer of 2025 in recognition of the important role of town and parish councils within local youth offer. The Youth Offer refers to a range of activities, services, support and safe spaces available to young people in a community. This may include Youth Clubs, Sports and Leisure activities, wellbeing and mental health support, mentoring, volunteering opportunities and involvement with local decision making.

A questionnaire was used to help Shropshire Council gather feedback from town and parish councils on the needs of young people (aged 11-19), the current level of Youth Provision (the Youth Offer) and how each council supports or links into wider community profiling and youth development efforts at a local or council level.

The survey opened on the 16<sup>th</sup> June and closed on the 18<sup>th</sup> August 2025. It was issued directly to town and parish councils and also advertised by Shropshire Council on the 'Get Involved' section the council's website, and through local networks. The work was carried out in partnership with Shropshire Association of Local Councils (SALC).

This report details the results of the survey and presents the information within 6 main sections:

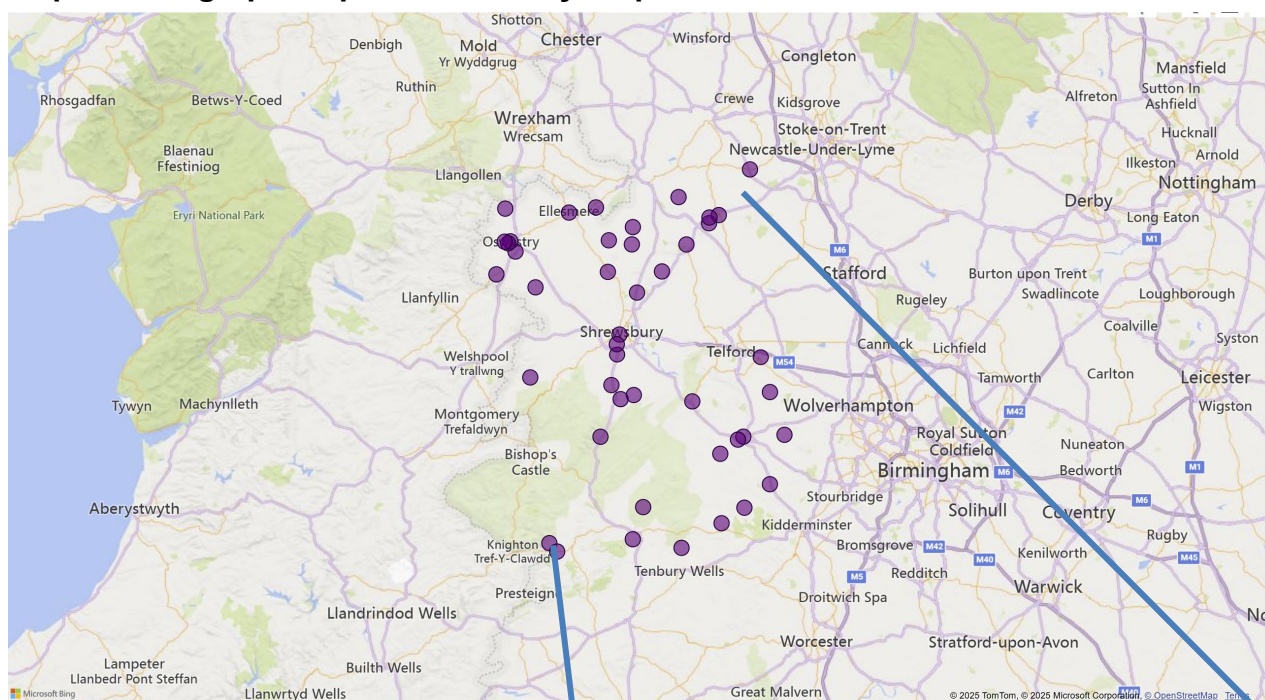
- **Section 1: Background** (this section) provides an overview of the survey and how it was promoted.
- **Section 2: Survey Response** covers those engaged within the survey, and the locations of those represented across Shropshire.
- **Section 3: Youth Needs** considers the feedback from town and parish councils on the priorities for young people in their area and whether current provision is adequate to meet those needs.
- **Section 4: Current Offer and Engagement** explores the activities in place within Shropshire's communities, the role of town and parish councils within that provision, the work underway and any barriers experienced locally.
- **Section 5: Community Profiling** details the feedback received in relation to future partnership working and ambitions for the future.
- **Section 6: Summary and Conclusion** provides a brief summary and conclusion based on the overall analysis of the feedback received.

## 2 Survey Response

There were 67 survey responses from town and parish councils from 50 different town and parish council areas (some provided more than one response and one response was anonymous). 57 of the survey respondents were happy to provide contact details to support partnership working and ongoing communication concerning the youth offer.

Map 1 shown below presents a view of responses from town and parish councils across the county with a zoom view for a clearer view of more central locations.

**Map 1 – Geographic spread of survey responses**



The database used to contact respondents suggests that there is a total of 165 contacts for town councils, parish councils and parish meetings in total in Shropshire Council's area (153 town and parish councils and 12 parish meetings). The map highlights that there was good representation from larger town councils and the more rural areas of the county with some responses also coming from the Telford & Wrekin area. Taking this into account (there are 27 town and parish councils in Telford & Wrekin), with 50 areas represented within the engagement project this represents approximately 26%; a good representative sample.

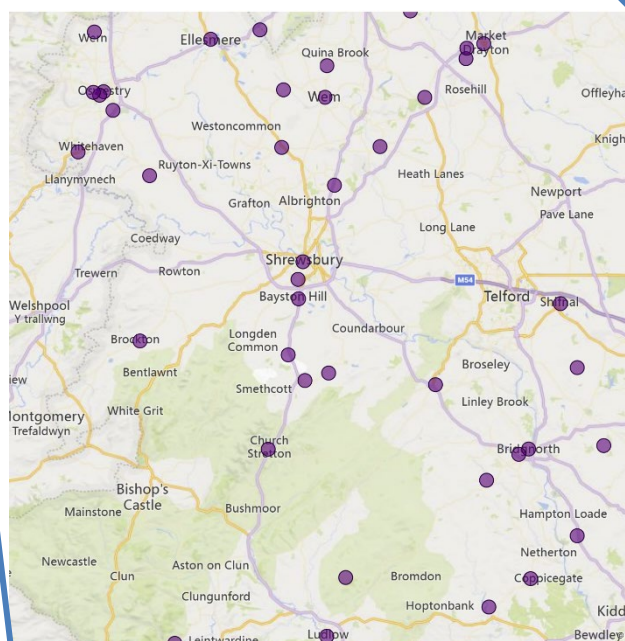


Table 1 lists the responses by area in alphabetical order.

**Table 1 Areas represented within the engagement project**

| <b>Town or Parish Council</b>                                           | <b>Count</b> | <b>Town or Parish Council</b>                             | <b>Count</b> |
|-------------------------------------------------------------------------|--------------|-----------------------------------------------------------|--------------|
| Acton Burnell, Frodesley, Pitchford, Ruckley and Langley Parish Council | 1            | Market Drayton Town Council                               | 1            |
| Albrighton & Donington Parish Council                                   | 1            | Moreton Saye Parish Council                               | 1            |
| Alveley and Romsley Parish Council                                      | 3            | Much Wenlock Town Council                                 | 2            |
| Atcham Parish Council                                                   | 1            | Myddle                                                    | 1            |
| Bayston Hill Parish Council                                             | 1            | Nash Parish Council                                       | 2            |
| Beckbury Parish Council                                                 | 1            | Neen Savage Parish Council                                | 1            |
| Bedstone and Bucknell Parish Council                                    | 1            | Oswestry Town Council                                     | 2            |
| Bridgnorth Town Council                                                 | 1            | Pontesbury Parish Council                                 | 1            |
| Chetton Parish Council                                                  | 2            | Prees Parish Council                                      | 1            |
| Church Stretton Town Council with input from SYA                        | 3            | Selattyn & Gobowen Parish Council                         | 1            |
| Claverley Parish Council                                                | 1            | Shifnal Town Council                                      | 1            |
| Clive Parish Council                                                    | 1            | Shrewsbury Town Council                                   | 1            |
| Condover Parish Council                                                 | 2            | Stanton Lacy Parish Council with Bromfield Parish Council | 2            |
| Cressage, Harley and Sheinton Parish Council                            | 1            | Stanton upon Hine Heath Parish Council                    | 1            |
| Diddlebury Parish Council                                               | 1            | Sutton upon Tern Parish Council                           | 1            |
| Ellesmere Town Council                                                  | 1            | Tasley Parish Council                                     | 2            |
| Hadnall Parish Council                                                  | 1            | Welshampton and Lyneal Parish Council                     | 1            |
| Highley Parish Council                                                  | 1            | Wem Rural Parish Council                                  | 1            |
| Hodnet Parish Council                                                   | 1            | Wem Town Council                                          | 1            |
| Ightfield Parish Council                                                | 1            | Weston Rhyn Parish Council                                | 1            |
| Kinlet Parish Council                                                   | 3            | Whittington Parish Council                                | 1            |
| Kinnerley Parish Council                                                | 1            | Withington Parish Council                                 | 2            |
| Llanyblodwel Parish Council                                             | 1            | Woore Parish Council                                      | 1            |
| Longden Parish Council                                                  | 1            | Worthen with Shelve Parish Council                        | 1            |
| Loppington Parish Council                                               | 3            | Anonymous                                                 | 1            |
| Ludlow Town Council                                                     | 1            |                                                           |              |

The next section of the report turns to consider the feedback from town and parish councils concerning the youth needs and priorities for their communities and overall views on the availability/level of current provision.

### 3 Youth Needs

Better understanding the views of town and parish councils in relation to the youth offer was a key aim of the survey and to help highlight local needs a question was included which read 'In your opinion what are the top 3 issues currently affecting young people in your Town or Parish?' There were 55 responses to the question with respondents listing at least 1 priority. The results are included in Table 2 below and example comments used to demonstrate the type of responses received.

**Table 2 – Priorities of young people within communities**

| Theme                                                                  | Priority 1 | Priority 2 | Priority 3 | Total |
|------------------------------------------------------------------------|------------|------------|------------|-------|
| Lack of transport                                                      | 9          | 15         | 10         | 34    |
| Places to meet/ Facilities                                             | 15         | 7          | 3          | 25    |
| Things to do/ organised groups                                         | 8          | 3          | 3          | 14    |
| Places to go <u>with</u> things to do                                  | 5          | 2          | 1          | 8     |
| Mental health and wellbeing/ feelings of isolation                     | 5          | 3          | 2          | 10    |
| Access to opportunities (skills, jobs, further education)              | 3          | 3          | 3          | 9     |
| Feeling listened to/engaged/parental engagement                        | 0          | 4          | 4          | 8     |
| Support for older children/ support at transition primary to secondary | 2          | 2          | 2          | 6     |
| Lack of funding for activities/costs of participation                  | 2          | 1          | 3          | 6     |
| Drugs and/or alcohol                                                   | 1          | 0          | 4          | 5     |
| Impact of the internet and social media                                | 2          | 1          | 1          | 4     |
| Affordable housing                                                     | 1          | 2          | 1          | 4     |
| Antisocial behaviour, crime and safety                                 | 0          | 4          | 0          | 4     |
| Too few young people in area                                           | 0          | 0          | 4          | 4     |
| Specialist support (e.g. young carers, SEND etc.)                      | 0          | 0          | 3          | 3     |
| Choice in schools and educational provision                            | 0          | 2          | 0          | 2     |
| Other                                                                  | 2          | 2          | 7          | 11    |

#### **Example Comments – Priorities of young people within communities**

- *"Lack of suitable facilities - places to go and things to do."*
- *"Lack of somewhere to meet and 'hangout'. A safe place."*
- *"No safe space, particularly when the weather is bad/during winter."*
- *"Shortage of places and space to meet and hang out with activities to do / attend to meet."*
- *"Lack of facilities-nearest at Ludlow or Craven Arms."*
- *"Lack of safe, inclusive social spaces."*
- *"A lack of activities available for young people in the area and/or a lack of information about activities already taking place for them to get involved with."*
- *"Lack of creative and physical activity opportunities; limited offering and many sports clubs are*

*oversubscribed.”*

- *“Access to a range of good recreational and sporting opportunities.”*
- *“Lack of affordable, reliable transport to access leisure facilities such as sports clubs, entertainment and events in the evenings and at weekends.”*
- *“Lack of public transport to neighbouring villages or Shrewsbury after 6 pm.”*
- *“Transport - most rely on parents/carers.”*
- *“Lack of public transport to larger towns, to go Bowling, to the cinema etc.”*
- *“Relying on parents/guardians for transportation.”*
- *“Lack of local opportunities – Transport and cost are major barriers to joining activities beyond the village.”*
- *“Safety -ranging from online safety, traffic and road safety, drugs and alcohol leading to low level crime, such as criminal damage in the local area.”*
- *“Isolation & Mental Wellbeing – Many feel disconnected, especially outside school.”*
- *“Social isolation leading to poor mental health and over reliance on online relationships.”*
- *“Rural community - limited facilities, opportunities for social contact.”*
- *“Existential fear of the type of world they are living in, leading to problematic thinking.”*
- *“Speeding - they don’t feel safe around the village. This also means they are wary of cycling as a means to get to places.”*

Table 1 and the example comments highlight that there is widespread agreement over the main priorities. Although places to meet/ facilities was the top priority for first choice, when the 3 choices are combined, the top three priorities overall are:

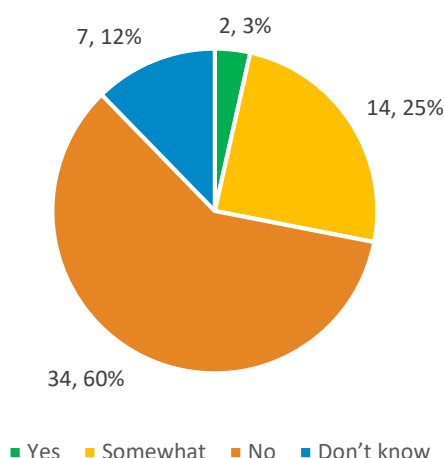
- Lack of transport
- Places to meet/ Facilities
- Things to do/ organised groups

Other commonly mentioned priorities included places to go with things to do (top issues combined with people keen to express that both locations and activities are important), concerns over mental health and wellbeing/ feelings of isolation, the importance of access to opportunities (skills, jobs, further education) and the importance of ensuring young people feel listened to/engaged with (by parent and the wider community). There were a few other suggestions made under ‘other’ including challenges when digital connectivity/internet connections are poor in rural areas and a perceived or actual lack of sense of place/belonging.

The next main question within this part of the survey asked, ‘Do you believe the current youth provision in your area is adequate to meet young people’s needs?’ The results are shown in Figure 1. 10 survey respondents chose not to answer this question and a further 7 didn’t know but the overall response suggests very few (only 2 respondents) believe that the current provision for young people is enough within the local community. 14 survey respondents believe the current provision is somewhat enough and 34 do not think that local provision is meeting needs. To understand the answers all survey respondents were asked to add a comment to explain. 37 of the 67 respondents added a comment. A few example comments to reflect different views are shown below. The comments were helpful and can be viewed in more detail to find out about the unique characteristics of each local area.



Figure 1: Whether current local provision is adequate to meet young people's needs



### Current provision in place

- *"We have a priory hall and a scout hut where groups could meet."*
- *"We have a local youth club run by volunteers which is a blessing - without it children would have nothing. Support for the club would be good."*
- *"Current Provision: Loppington Youth Club offers a safe, welcoming space—but relies on volunteer time, donations, and limited resources."*
- *"We have two youth clubs and all sorts of sports things but that only caters for a minority."*

### Lack of current provision

- *"I believe that our local youth clubs & safe spaces are continually underfunded."*
- *"Apart from a play area and BMX track, both of which are provided by the parish council, there is no provision."*
- *"Limited activities in the immediate area, most are church led which some young people are deterred by. However they can access facilities within a reasonably short distance in Sundorne."*
- *"Hadnall is a typical satellite village with little provision for young people."*
- *"There is no specific youth provision in our Parish, everything requires travelling and relies on parents/guardians to drive young people around."*
- *"The Youth Club is closed and needs to be reopened as soon as possible. The Shropshire Council owned play areas are in a very poor state and need to be improved by Shropshire Council. There is a need for an older age group youth club based at the Youth Centre."*
- *"Don't know/no as there is a lack of things for young people to do mainly those between 12-17."*
- *"There is limited provision for 11-19 year olds which results in teenagers hanging around the town which in some cases leads on to ASB. There are areas of deprivation in the town where more provision is required."*
- *"There are occasional events and projects but in the main, there is little focus for supporting young people. Under previous governments, Shropshire Council provided support with finances and paid staff to help and coordinate youth activities throughout the county."*

- *“Young people find living in the parish difficult due to lack of internet and transport as they feel isolated.”*
- *“Wholly inadequate in all areas. Some activities/opportunities are only available to those with financial capabilities at the exclusion of the most vulnerable. Young people have nowhere safe to go and opportunities appear to be dictated by socio-economic status and not available to all.”*
- *“Things for infants; not much for teens.”*

The comments reflect the priority issues raised within the previous question highlighting that most survey respondents have concerns about the adequacy of local provision and that transport options are not in place to allow children and young people to travel out of their communities to find access to provision elsewhere. The challenges of rural isolation for children and young people come through within the comments made.

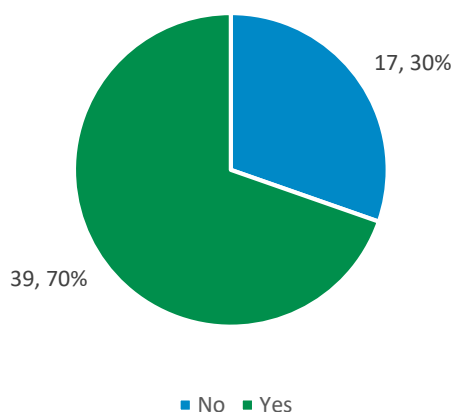
The next section of the report explores current provision in more detail to draw upon local knowledge and find out more about the activities taking place within local areas aimed at young people and the support available through town and parish councils and within local community buildings and facilities.



## 4 Current Offer and Engagement

The first question within the section of the survey designed to map local provision asked, 'Are you aware of any existing youth groups, clubs or services regularly accessed in our area?' The response is shown in Figure 2 and the result suggests that a significant proportion (17, 30%) are not aware of any youth provision in their areas. 39 respondents 70% of those who responded to the question are aware of the local offer (11 people did not answer the question).

Figure 2: Awareness of existing youth groups, clubs or services in the area



All 39 of the respondents who responded 'yes' to the previous question took the time to add the information they were aware of and this is listed below. This information has been added to a map to allow the officers at Shropshire Council to really digest the valuable information provided.

### Comments – Known local youth provision

- "Boys scouts / cubs, sports events at WB school, cricket club, bowls club though no young people attend."
- "Wem Youth Club, Scouts, Guides, Stage Door, Football Club, swimming, tennis, cricket, religious groups in Churches."
- "We have a local youth club run by volunteers which is a blessing - without it children would have nothing. Support for the club would be good."
- "We have a local youth club in Upton Magna that they can attend but they can access facilities in Shrewsbury for entertainment, i.e. Gym, Pool, Quarry etc."
- "Scouts."
- "Whittington & Oswestry Young Farmers. 1st Gobowen Scout Group, Gobowen Youth Club, Taekwondo classes."
- "Wem Scouts. There may be others that I am not aware of."
- "Loppington Youth Club. The Village Hall provides a limited amount of sports facilities."
- "STC Youth Club, Scout/Guides, Centrestage, Football Club, Cricket Club, Brightstar Boxing, various Tots & Toddlers sessions, Rhymetime, Messy Church, Cadets @ Cosford, and other surrounding parishes that engage in Shifnal events."
- "Scout Groups - all ages, Junior Drop In. Senior Drop In has declining numbers and will not run next school year There is a move to working towards a youth council to support and help with



engagement of 16-19 age group. HAF - mainly under 11's. Secondary School - Time to Talk. Loft creative theatre group."

- "Loppington Youth Club. The Village Hall provides a meeting space and limited amount of sports facilities."
- "Clee Hill Rugby Club. Tenbury have local clubs for cricket."
- "SYA/TNS run youth clubs, Time to Talk - Marches School, Holiday activities run by TNS, work experience placements, facilities in local green spaces and parks."
- "Table tennis coaching all ages. Tennis coaching all ages. The above and cricket could expand further if funding available. More scope for other opportunities if funded."
- "Entertainment for the young people aged 14-19, lack of engagement and uptake of what is on offer, minimal offer for this age of young person."
- "Shropshire Youth Association (SYA) youth club. Ludlow and Surrounding Area Community Partnership – various activities based at the Youth Centre – when it reopens. South Shropshire Youth Forum (SSYF) detached youth work at Wheeler Road and Linney. Air and Army cadets, Rainbows, Brownies, Beavers, and Scouts groups."
- "Knockin and Kinnerley Cricket Club - but it mainly attracts young people from outside the parish."
- "Youth Cafe, a faith-based youth group that meets 2nd Tuesday of the month in Upton Magna aimed at years 6-10."
- "Shropshire Youth Association (junior and senior youth club) [www.sya.org.uk](http://www.sya.org.uk). Bridgnorth Youth and Schools Project [www.bridgnorthyouthandschoolsproject.co.uk](http://www.bridgnorthyouthandschoolsproject.co.uk). The Bridge Youth Centre The Bridge Youth Centre. Bridgnorth Scouts <https://bridgnorthscouts.org.uk/about-us> Bridgnorth Division Guides. Sports: Bridgnorth Spartans [www.facebook.com/BridgnorthSpartansJFC](https://www.facebook.com/BridgnorthSpartansJFC) Bridgnorth Rugby Club [www.facebook.com/bridgnorthrugbyclub](https://www.facebook.com/bridgnorthrugbyclub)."
- "Toddlers Group (pre-school). After school club (juniors)."
- "Much Wenlock Young Farmers, Guides, Brownies and Rainbows, Scouts, various sporting clubs mainly held at William Brookes School or in the leisure centre such as Wenlock Lightning."
- "Whittington Witches, Boys and Girls Football Club, Cricket, Under 5s, Church Coffee and Kids, Play Area, Brownies. Youth Club and Holiday Club."
- "Rainbows/ Brownies/ Guides Beavers/ Cubs /Scouts, Army Cadets, Ellesmere Rangers Football Club, Ellesmere Cricket Club, Ellesmere Bowling Club, Ellesmere Youth Project – Youth Club, Cellar Church Youth Club, Martial Arts Group, Tap/ Ballet/ Jazz Dance Lessons, TNS Holiday Clubs, Lego Club, Ellesmere Library and Our Space, Titans Swimming Club, St Mary's Sunday School."
- "Youth Clubs: Pheonix Centre Methodist Church, The Zone, Sports Clubs, Tigers Football Groups (Greenfields), Junior Rugby (Greenfields), Junior Tennis (Greenfields), Junior Cricket, Swimming Club, Others: Scouts, St Johns Ambulance, Guides, Army Cadets."
- "Myddle Youth Club."
- "Porthywaen Silver Band - Youth Band."
- "Guide Activity Centre."
- "Football. Coaching of the local club has just folded. Opportunities for sharing of the parish field for a new club are being explored."
- "Dorrington Youth Club, Sports teams that use Condover Sports Ground."
- "Scouts, Tennis."
- "Shrewsbury Town Council provide the following provision: Mondays – The Grange Open Youth Club 6:30-8:30pm (Years 7-9) Tuesdays – Youth Café @ The Hive 4-6pm (Years 7-11) Wednesdays – The Grange Pre-Juniors Open Youth Club 6-8pm (Years 5-6) Wednesdays – Ditherington Community Centre Open Youth Club 6:30-8:30pm (Years 7-11) Thursdays – The Lodge Monkmoor Open Youth Club 5-6pm (Years 5-6) Thursdays – The Lodge Monkmoor Open Youth Club 6:30-8pm (Years 7-11) Shropshire Youth Service provide a limited amount of detached youth work and school interventions. This information is shared periodically. Other voluntary youth groups: Belle Vue Youth Club Other faith providers have youth element, but this is unknown."

- *“Bucknell Youth Club - volunteer run.”*
- *“Hanwood youth club is only accessible by car so young people must rely on parents for lifts. A church youth group operates in Pontesbury after school for Mary Webb students one evening a week, but not sure Longden students could attend if they rely on a school bus service.”*
- *“Alveley Football Juniors.”*
- *“Pontesbury Youth Café: Weds during term-time at 3.30 Pontesbury Baptist Church.”*
- *“The Bridge Paper Cranes at the Bridge, Innage Lane Youth Club - no longer there. Summer Youth Activities - St James Hall, Scouts, Rainbows, Brownies, Stay & Play - Bridgnorth Library. Sports Clubs are present, but they are not available to all due to being oversubscribed and incurring significant financial cost. Note: these are in Bridgnorth NOT Tasley.”*
- *“The Friday event, Highley reach, Football club, Cricket club, Severn Centre.”*
- *“Town council set up a youth club but poorly attended, but younger is well attend, think older go to different hang outs.”*
- *“There are no youth activities in the parish. they have to travel into town but no transport they have to rely on lifts and with limited internet they can't even find out what's on.”*

To better understand the contribution town and parish councils make to local youth provision, each survey respondent was asked to also asked to identify whether the town or parish council is currently providing funding and Figure 3 displays the response. Figure 3 shows that 19 of the survey respondents replied to indicate that funding is in place. Removing a few duplicates where there was more than one response from an area, shows that 15 of the town or parish councils responding to the survey are making financial contributions towards youth provision within their local areas. Table 3 displays the list.

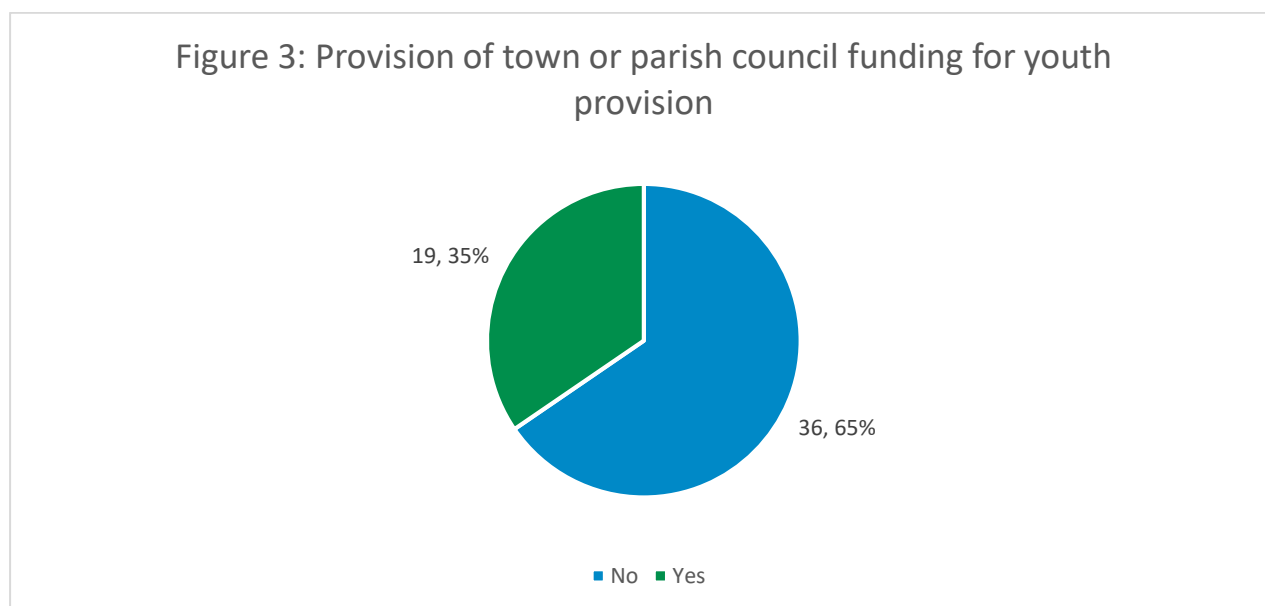


Table 3 shows the town and parish council funded provision. Very helpfully some areas also provided the costs of provision/grant values awarded. This is very helpful for the research and will provide very valuable information for the team working on the project, but it has been removed from the report for confidentiality (there is a risk of this being commercially sensitive). Table 3 lists the activities without the grant data included.

**Table 3 Town and Parish Council funded youth provision**

| Town or Parish Council            | Funded youth provision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bridgnorth Town Council           | The Town Council has a budget line for Youth Provision. The Town Council supports Bridgnorth Junior and Senior Youth Clubs by funding their provision through Shropshire Youth Association. It funds staffing, with Shropshire Council covering accommodation costs. The clubs were run from the Youth Centre in Innage Lane until last year but were moved to another venue. The Town Council was not consulted in this process, which was taken at short notice. At the current time, Shropshire Council is paying for the hire of St James Hall on Monday evenings.                                                                                                                                                                                      |
| Church Stretton Town Council      | Funds SYA, Youth club and towards youth worker.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Ellesmere Town Council            | A budget for Youth Provision has been allowed for which until very recently was providing an additional Youth Café to those mentioned about but has finished due to dwindling numbers. The Town Council also provides funding to the HAF project run by TNS. The Council also has a funding pot so that local groups can apply for funding.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Highley Parish Council            | Highley reach is funded by the Parish Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ludlow Town Council               | Funding SYA junior youth club based at Ludlow Youth Centre. SSYF community gardening scheme. Ludlow Assembly Rooms (LAR) youth club. Funding to Ludlow Hockey Club. LTC Land, Buildings, Facilities and Events. Play areas at The Linney Riverside Park, Housman Crescent, Wheeler Road. Grassed recreation areas at Linney and Wheeler Road. MUGA at Wheeler Road. Skate Park at Wheeler Road. Lease building to Ludlow Amateur Boxing Club at Wheeler Road (peppercorn rent). Colouring and activity trails at Ludlow market, and Ludlow Museum at the Buttercross during half terms. Christmas lights switch – on - music, Santa's grotto (free presents) / face painting / costumed characters walk around. Ludlow May Fair –fun fair rides and stalls. |
| Market Drayton Town Council       | SYA are contracted to provide youth club sessions on a Wednesday evening, during term-time. The youth club times are 5.15-6.45pm for juniors then 7-8.30pm for seniors. The sessions are held at the Phoenix Centre, Market Drayton. We also fund the 4 All Foundation to manage the Zone Community Building where youth activities are provided. Greenfields Sports Association are supported financially.                                                                                                                                                                                                                                                                                                                                                 |
| Much Wenlock Town Council         | Shropshire Council provide Shrewsbury Town in the Community Football clubs during school holidays                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Myddle                            | 1 Annual Grant to Myddle Youth Club. 2. Provision and maintenance of two Play Areas and small recreation areas- one in Myddle and one in Harmer Hill. The Play Areas are predominately for the under eleven age group and the recreation areas are too small for any organised activity. Some development has been undertaken in the past but needs change and teenagers are seeking more elaborate facilities like those which are available in the larger towns.                                                                                                                                                                                                                                                                                          |
| Oswestry Town Council             | Directly funds Youth Clubs delivered by SYA/TS, Directly Fund Time to Talk - SYA - Marches School, Directly Fund Youth Forum run by SYA, contribute 3K to TNS holiday activities. Have taken on former Youth Centre from SC and invited TNS/Qube to manage run as a community centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Prees Parish Council              | Grants and donations have been made to Scouts, Junior Bowls.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Selattyn & Gobowen Parish Council | For this age group the Parish Council funds a weekly youth club in term time delivered by The New Saints FC Foundation. The Council also provides free use of its community building for the youth club. This summer the Parish Council is funding free weekly boxercise and basketball sessions during the summer holidays.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Shifnal Town Council              | Youth Club for two age groups run by SYA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Shrewsbury Town Council           | Shrewsbury Town Council provides funding for youth activities, Youth Council, alternative provision from its annual budget. The budget has dedicated Youth provision with a number of full time and part time youth workers. There is a provision paid for within the budget for a dedicated youth centre - The Grange.                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Town or Parish Council     | Funded youth provision                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wem Town Council           | Small Grants application is open to all youth groups and larger annual contribution made towards the running of the Youth Club.                                                                             |
| Whittington Parish Council | The Parish Council provide a grant annually to TNS FC Foundation to support with provision of the Youth Club in Whittington and Holiday Club. The Parish Council have also provided grants to the Brownies. |

There were a few additional comments provided by town and parish councils not currently funding youth provision. The comments highlighted a recognition that there could be an interest in providing funding in the future, either recognizing growing population sizes from new developments, or an interest in joining up with neighbouring parishes and collectively working together to share costs and implement new youth groups.

The next question within the survey read ‘Are there any venues or spaces in your area accessible and suitable for youth activities e.g. community centre, outdoor areas, halls, spaces that could be developed into Youth Hubs (utilizing a space within spaces concept)?’. 55 survey respondents listed either one or more local venues suggesting a strong interest in exploring any new opportunities for local youth provision.

The vast majority listed village halls/memorial halls/parish rooms, followed by cricket clubs and sports club buildings, playing fields and pitches, local churches/church owned buildings and in a small number of examples (usually larger towns) buildings already dedicated to youth provision. The response suggests that there are buildings available, but the main challenge involves finding the resources, funds and people power to establish provision at those venues.

Town and parish councils were asked how often they engage directly with young people or youth workers. Examples of engagement were provided including consultation, events and forums. The response to the question is shown in Figure 4.

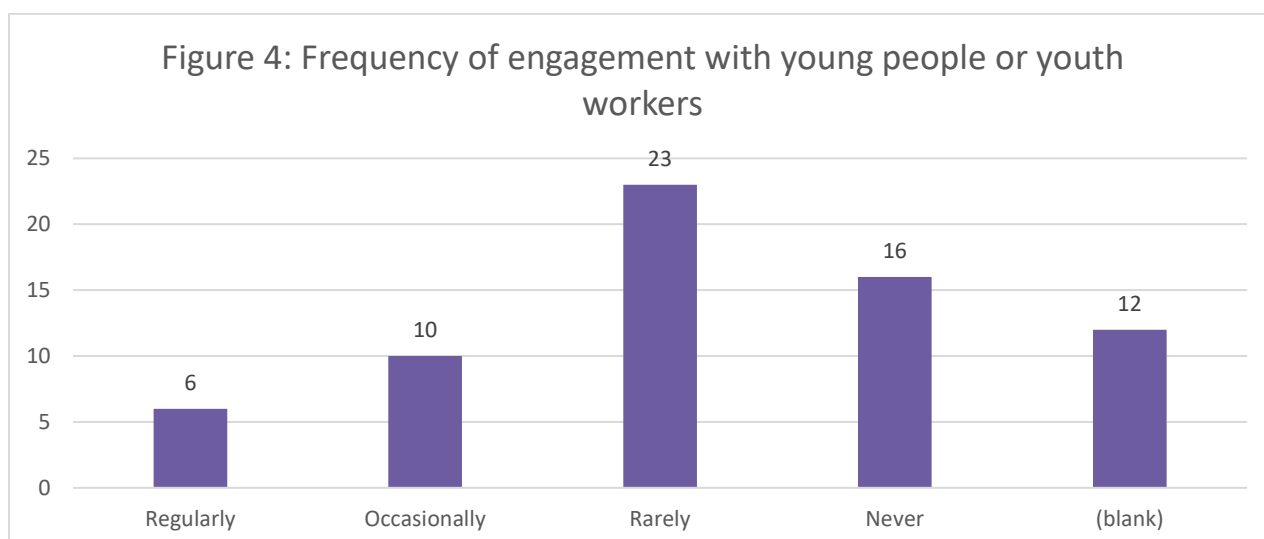


Figure 4 shows that only 6 of the town and parish councils are engaging regularly. A closer look highlights that 4 of the 6 are town councils rather than smaller, rural parishes who may not have the same capacity to undertake this work. 6 of the 10 engaging occasionally are also town councils. The results suggest that overall, with the exception of a small proportion of on the whole larger councils, that regular engagement with young

people or youth workers is not currently common practice across Shropshire.

Those who do work to engage young people or youth workers were asked to explain further and add a comment. There were 40 comments, and these have been divided between those working to engage currently, those who have tried or have work planned, and those who don't currently engage (but some would like to).

### **Engagement in place**

- *"I try to attract teen bowlers to our club as new generation is always needed. Cricket club ask for players I pass this around too. Not sure if there is a youth worker at WB school. Skate park has been mentioned but never put into practice to create."*
- *"We have consulted with young people with regard to outdoor recreation facilities and will try to involve them with our CLP refresh consultation."*
- *"The Parish Council provides grant funding for Youth Club projects and Village Hall infrastructure which supports the Youth Club."*
- *"STC tried a youth forum and youth council but there is little appetite at the moment. STC engage with schools and youth organisations in Council events and projects where possible."*
- *"Directly Fund the youth club and commission SYA to deliver it - they work with TNS Foundation in the main but also the Qube holiday activity. Fund Time to Talk Mental Health School - SYA. Contribute 3£ to holiday activities - TNS, Run a Youth Forum with support from SYA. Support Work Experience placements, Youth #partnership - Quarterly, provide facilities in the park. Have taken on the former youth centre in the Town Centre."*
- *"Leader at youth cafe, role involves, stories, games, craft, sports."*
- *"Members of Council are directly involved with the 'Crucial Crew' initiative. The Town Council stores equipment for it"*
- *"Occasionally, the Town council arranges many family events throughout the year however this can be more well received by younger families and there could be more done for the teenagers within the town from the council with support and ideas provided by Shropshire Council."*
- *"We regularly liaise with Gill at TNS FC Foundation and receive updates on the youth club. Councillors will attend youth club sessions to liaise directly with the young people of Whittington about their needs and requirements and how the parish council can better support them."*
- *"The Town Council paid for a Youth Consultation to be completed by TNS to see what the Youth of the town would like to be do. Ellesmere Vision Survey, Pump Track Consultation, Cremorne Gardens Play Area Consultation, Youth Survey, Regular updates on Youth needs from our local Youth Support Worker..."*
- *"The Town Council has a very good relationship with the local Shropshire Council youth workers. Consultation has taken place through the youth workers regarding the installation of a youth shelter and new light by the skatepark. When issues arise regarding low level ASB in the town by youngers we liaise with the youth workers. Town Council representatives also attend the Grove School Community Steering Group"*
- *"The Chairman and a dedicated Member meet infrequently with the Youth Leaders to give advice and help. The Council responds to any requests it receives."*
- *"Occasional offering of activities suitable for all ages at the village hall, e.g. art, yoga, live music/drama events."*
- *"Our Parish Council supports our Parish Youth Club by agreement with the activities that are brought to its attention and by occasional small grants. The youth club is run by 4 volunteers and has been in existence since 2011. The Parish Council supports and is responsible for both our sports and recreational spaces. Any activities are run by local teams and volunteers."*
- *"The Town Council run a dedicated team which has an annual programme. This programme is run to provide engagement, activities and support, advice and guidance where required. We have a Youth Council which meet regularly to discuss matters being considered by the Council to ensure that the Youth Voice is heard at the decision making level and obtain views*

as well as identify proposals directly from the Youth Council for any provision they require. The Youth Council is encouraged to be part of any consultation and engagement with our stakeholders and partners to ensure the youth voice is considered in the decision-making process.”

- “One of the PC members helps run the youth club.”
- “Condover Village Sports Ground currently host Youth football teams and as the home of Condover Cricket Club encourages youth cricket teams offering training opportunities.”
- “We have been to visit SYA in Wem Town to do a cheque presentation as we have given them a grant to buy sports equipment. Whilst there we spent the evening to hear some of their needs. We are attending the Scouts in November to help them experience Parliament Week in the Scouts’ guidance.”
- “The Pontesbury Youth Worker, funded by St George’s Church, reports to the Parish Council on a half yearly basis.”
- “I am a consultant youth worker. The parish council run a youth club and some of them volunteer at it.”

### **Attempts to engage or work planned**

- “We have had some contact with children of primary age via Longden school and are trying to engage with them on Local Nature Recovery Projects. The children have also designed road safety signs, but we don’t currently engage with secondary age/college students.”
- “In process of setting up a youth council.”
- “This is on the agenda for the council to develop and the introduction of a youth council is a first step towards improved engagement. It is an area of need and requires careful consideration to ensure there is an understanding of the whole community, as to the importance of engagement.”
- “Interested in good practice operating in other areas of youth provision in order to gauge/fulfil facilities for young people. Partnership i.e. with Worfield or other adjoining areas would be welcome.”
- “We recently consulted on the options for new play equipment at Housman Crescent and installed the most popular of the four choices.”
- “All residents are made aware of opportunities to be consulted, however, in common with many parishes, few do so, and the only potential for contact with young people is through incidence of anti-social behavior.”
- “A collaboration with Cross Houses Youth Club was explored, engagement with youth had limited success. The club folded due to lack of volunteers. It is easier to engage with primary level children as there is a school in the village and partnership working is well established.”
- “There is an agenda for the council to develop a youth council towards improving engagement. It is an area of need and requires careful consideration to ensure there is an understanding of the whole community, as to the importance of engagement.”
- “Our recent community consultation had a very poor level of response from this age group, so we haven’t been very successful at it. One of the Councillors elected in the recent elections has good ties to this age group and is reporting back anecdotally but we don’t do enough and don’t know how to do it. Young people have been identified as a strategic priority from the Council’s public consultation.”

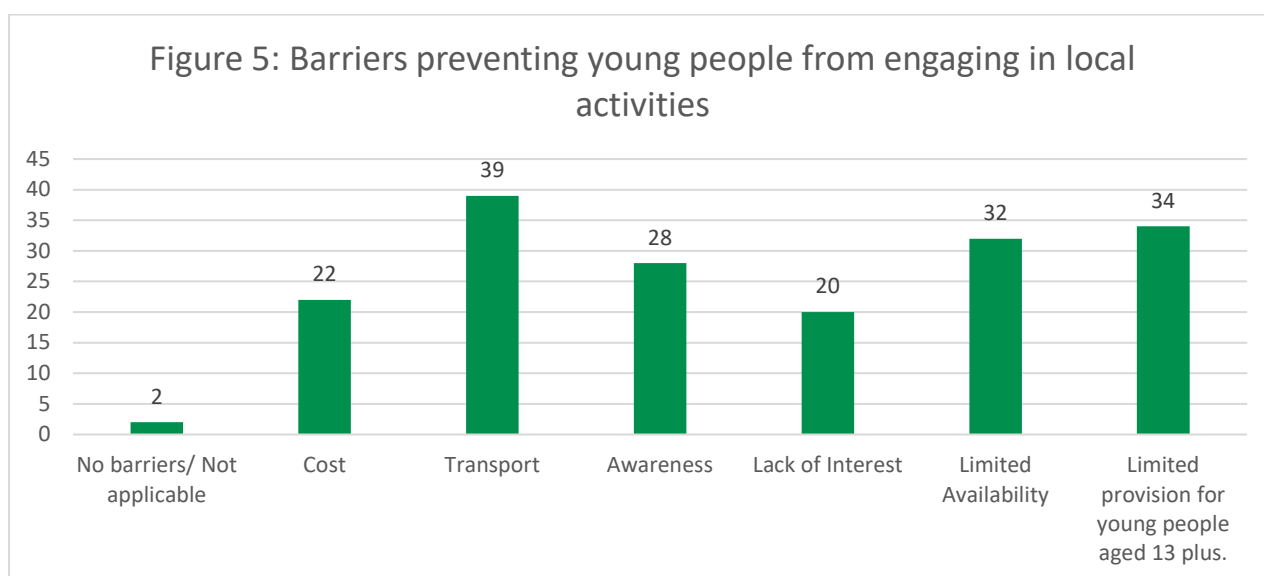
### **Not currently engaging**

- “We don’t have engagement.”
- “We tried to consult secondary school students about enhancements to local play areas but had almost no response.”
- “None known - to be improved.”
- “Unfortunately, our youth clubs have closed because of lack of volunteers, the need for youth workers and cost.”
- “We don’t specifically engage directly with young people. We don’t know who the youth workers are for our area.”



- *"We would love to engage more, but we have nothing to offer them."*
- *"We would love to engage more but have nothing to offer young people."*
- *"We would love to start engaging with young people but probably need guidance of where to start."*
- *"We would love to start engaging with young people but probably need guidance of where to start considering our limited young population."*
- *"This survey has brought to the Parish Council that it needs to understand this area of provision more."*

Although the comments provide a helpful insight into the challenges of engagement, a question was included within the survey to better understand the barriers preventing young people from engaging in local activities. Figure 5 displays the results.



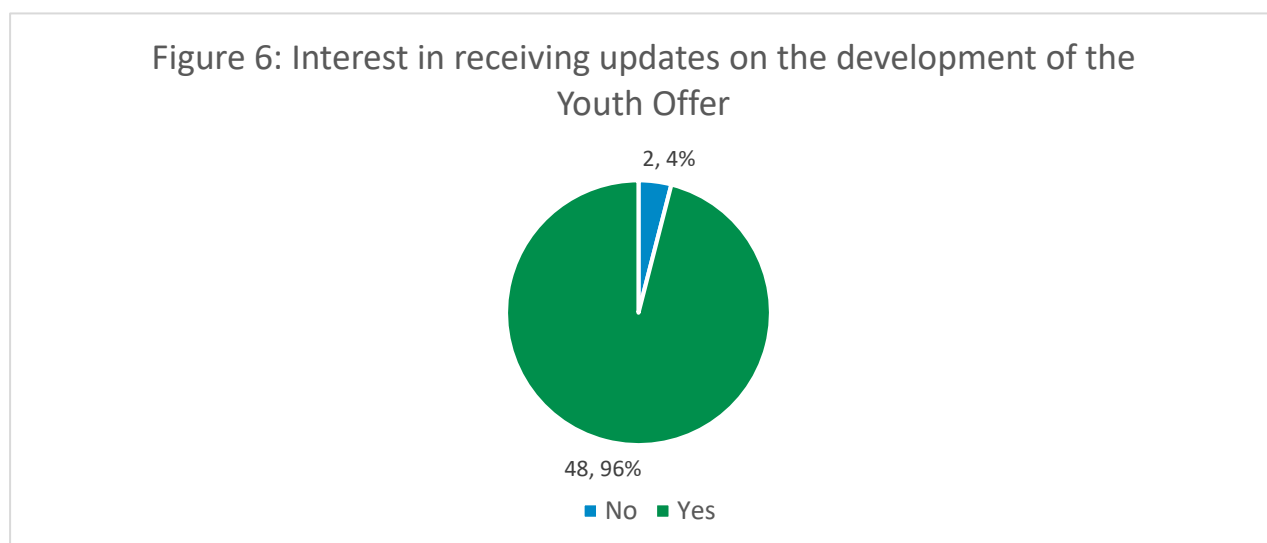
The main barriers reflect feedback earlier within the survey highlighting transport, limited provision for young people over the age of 13 and limited availability of activities as the main barriers. An 'other' option was included to offer the opportunity to highlight any barriers not listed. The main issues included:

- Too few young people within the area leading to mixed age groups.
- Lack of volunteers and resources, cost of provision.
- Lack of appropriate communication methods to reach young people.

The feedback obtained is really helpful and has established a better understanding of the challenges town and parish councils face when thinking about youth provision and engagement. The next section of the report turns to consider opportunities for the future and how some challenges could be overcome by working in partnership.

## 5 Community Profiling

Recognizing that partnership working is essential as work continues under the Local Youth Transformation Programme, the survey included a question which read 'Would your council be interested in contributing to or receiving regular updates on the development of the Youth Offer for Young People in Shropshire?' The response to the question demonstrates the interest town and parish councils have in meeting the needs of young people within their communities. 96% of those who responded to the question indicated that they would like to receive updates. The result is shown in Figure 6.



Survey respondents were asked about the support and resources that they would need in order to consider any enhancement of the youth offer within their parish or town. There were 46 comments with 64 different needs mentioned. The response has been summarized in Table 4 below. Example comments help to illustrate the responses received.

**Table 4 Resources needed by Town and Parish Councils**

| Theme                                                                | Count     | %           |
|----------------------------------------------------------------------|-----------|-------------|
| Unsure                                                               | 4         | 6           |
| Funding and grant support                                            | 8         | 13          |
| Specialist advice from Youth Workers                                 | 15        | 23          |
| Volunteers and youth workers for the area                            | 8         | 13          |
| Information about youth activities near by                           | 9         | 14          |
| Joint working, partnerships and collaboration with SC/other councils | 9         | 14          |
| Transport                                                            | 3         | 5           |
| Other comments                                                       | 8         | 13          |
| <b>Total</b>                                                         | <b>64</b> | <b>100%</b> |

### Example comments - Resources needed by Town and Parish Councils

- "More ideas on what to provide for young people and how to engage with them and understand what can be done to help young people in the area. Funding for trips and events as well as youth club type activities available."
- "Help to create or refresh a local Youth Strategy aligned with national guidance. Long-term



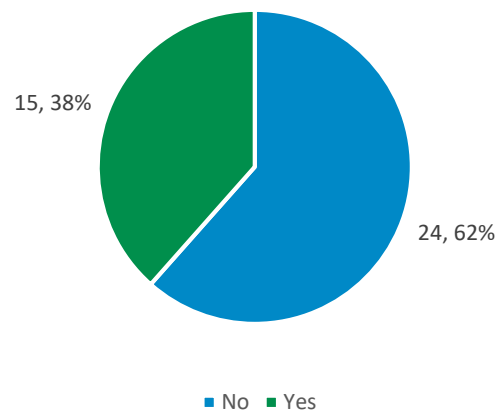
*investment for open-access and targeted youth work, not just project-based grants. Help designing commissioning frameworks that are youth-sector friendly. Support for voluntary youth groups to apply for funding and deliver commissioned services. Multi-Agency Support to build strong links across schools, social care, health, police, housing, and the voluntary sector. Joint protocols for supporting vulnerable or at-risk youth. Funding and Investment especially with the impending large development, young people are as much a part of the community as anyone else and their services are severely lacking especially for those aged 13 plus."*

- *"As mentioned, the Council has identified young people as a strategic priority but doesn't know where and how to start to make a difference. Guidance on how to engage with young people, develop activities and a project plan. A practical, hands on session(s) for officers and Councillors delivered by someone with experience that can give us tips on how to move forward. Not written guidance. Potentially working with other local town and parish councils to develop a youth worker role dedicated to this area."*
- *"The simple answer would be finance but that would not rectify the problem. I guess what is needed is a simple bus service from a collection of small villages to Shrewsbury one evening per week to allow young people to access the cinema, swimming baths and other activities and organisations."*
- *"A focal point with sufficient, competent staff and resources in Shropshire Council. Support for young people included in any Local Plan. Encouragement at a Parish level with a competent and funded member of staff to initiate and focus on activities and sports for young people."*
- *"Creation of a dedicated county wide youth forum including all the major youth providers and funding providers with dedicated support from NYA. To understand the training and funding opportunities to enhance our local offer and provide up to date information including new digital technology to meet the changes demands with communication with young people. Understanding the access to the Local Authority funding and national youth opportunities where local information and need can impact any changes and provision for young people."*
- *"The support of a qualified youth worker to assist with engagement and provision of a youth club"*
- *"We would happily help advertise any youth provision made available within our Parish, but I don't think there is a large enough youth population to sustain Parish Council efforts to provide a specific youth offer."*
- *"More information about what is available and where."*
- *"I guess an awareness of what is available in the wider locality as a start."*
- *"A contact book of people who can provide workshops at youth club would be useful e.g. street dance, theatre, nature sessions but also bullying, drugs etc."*
- *"Partnership or connection with councils who have 'Hub' type environments which are successful in engaging young people. Seeing things in action is always more powerful and helps with visualizing how things can be."*
- *"We would be keen to work with Shropshire Council to develop a youth hub in the town and to increase the level of support provided at the Zone Community Building which is in an area of deprivation."*

The next question asked more about partnership working. Some of the previous comments touched on local partnerships but more specifically all survey respondents were asked 'If your council funds or supports youth provision directly, do you work with any external partners to deliver this?' Figure 7 displays the response and the list below sets out the organisations referred to with the comments.

24 of the town and parish council respondents highlighted that they do not work with an external partner to deliver local youth provision whereas 15 town and parish councils responded that they do.

Figure 7: Whether external partners deliver youth provision in partnership with the town or parish council



### List of external partners

- SYA, Shropshire Youth Association
- The New Saints FC Foundation
- Embrace Sports workers
- Ellesmere Youth Project
- Our Space
- Qube
- South Shropshire Youth Forum (SSYF)
- 4 All Foundation
- Church led groups
- Scouts, Cubs, Brownies, Guides etc.
- Army Cadets
- Sports Clubs

Shropshire Youth Association (SYA) was the most mentioned provider of youth support (9 mentions) followed by The New Saints TC Foundation (4 mentions).

A follow up question was used to find out more about any other organisations, freelancers or voluntary groups, town and parish councils partner with. There were 17 comments and all are shown below.

### Comments – Other partner organisations delivering youth support locally

- *"We derive excellent support from the Shropshire Youth Association. They monitor the work and DBS checks of our youth club volunteers. They advise and support our activities in a variety of ways. Their work is invaluable."*
- *"SYA - they run Highley Reach."*
- *"Cavalier Centre need volunteers for all aspects of riding for the disabled. Cuan wildlife are always seeking fundraising/fundraisers. JL Edwards William Brookes trust award. Prince of Wales awards scheme."*
- *"The Cavalier Centre (Riding for the Disabled) was supported a charity. The Town Council has given grant money to Wenlock Warriors football club on a regular basis."*
- *"Wem Youth Club – grant funding, partnership working. Wem Scouts – grant funding, partnership working on events. Wem Brownies – grant funding."*

- *"We have 'community fund' money which any of the local groups can apply for a grant."*
- *"School, Playgroup."*
- *"Support for Primary School and Playgroup but no requirement identified for youth support."*
- *"Youth Work, Charity, Football Foundation, Community Arts Organisation."*
- *"Grant funded free child places for youth events / activities at LAR. Grant funding in support of Ludlow Football Club youth team - the Colts."*
- *"We have a close relationship with Crane Counselling."*
- *"Presently negotiating with football clubs that could use the playing field and open membership to local children."*
- *"Shropshire Council to deliver the HAF project within the parish area."*
- *"Bucknell memorial hall committee - run the venue that is used for weekly youth club."*
- *"Condover Parish Council does make grants available to all 4 Village Halls in the Parish. In addition, it also donates towards Sports Grounds in Dorrington and Condover."*
- *"North Salop Wheelers community bus to provide transport. WACA to provide skills and events including Climate Fresk. WEM Sen group we are working with to provide workshops with young people. We also work with Wem Town Hall on a number of youth orientated projects. We are organising a sensory walk for young people in partnership with Wem Town Hall, Wem P3, Wem Sen Group and WACA."*

The information provided helps to give an insight into the work underway within each community and formed the last main question within the survey. One additional question was included at the end to offer town and parish councils the opportunity to add any other comments and to highlight any issues of particular importance. There were 20 comments, and all are included below. Sub-headings have been used to split the comments into key themes.

## **Other comments**

### **Good practice and current support**

- *"I believe Alveley is a great place for youths and offers lots of activities."*
- *"Shrewsbury Town Council have a newly agreed and published Youth Strategy, which can be located on our website. The Town Council is always looking to improve and expand the youth offer within its parish area and welcome any discussing relating to national funding opportunities to achieve this. Especially for those who are not heard and are isolated in both rural and hard to reach areas."*
- *"In my view, at the moment the Parish Council doesn't have the ability to actively support Youth Work, but it does use its limited funding to support organisations that do. The lack of transport does restrict opportunities for many young (and older) people in the Parish."*
- *"St George's Church Pontesbury has taken the lead on youth provision in the village, and partners with other churches and Shrewsbury Youth for Christ to do this."*

### **Requests for support**

- *"It would be good to know what could be provided and promoted."*
- *"Whilst I am aware that Shropshire Council is financially struggling it always appear that the children / young adults in rural areas don't have the same access to town groups and there's less on offer unless volunteers run it. It would be good to have an actual road bus visit now and again to share the experiences around."*
- *"Would welcome input from other successful running organisations in order to make informed decision regarding improvement tin youth provisions in Claverley."*
- *"We are a small parish, with not many people under 18 which makes it difficult to cater for their different interests - partnering with other local councils with larger budgets and demographics could widen the opportunities for our young people."*
- *"Longden PC is developing a neighbourhood plan and has so far failed to actively engage with young people about it. This is largely due to having no effective way to contact young*

*people except through the schools or household survey. We would appreciate some support in this area."*

#### **Access and transport**

- *"The current offer is very limited, but as previously stated we live a short distance from activities that young people could access."*
- *"We rely upon young people travelling to events in local market towns. This relies on their parents transporting them. Primary children engage in extra-curricular activities at Corvedale Primary school."*

#### **Developing a youth offer**

- *"Youth in Much Wenlock has never been a priority in my life here, maybe now is the time. Hold a meeting with them and ask them what they want."*
- *"Whilst the resources required / available have not been assessed, the town council would like to consider how it engages directly with young people, and in the future, explore avenues that might lead to the facilitation of a youth council – possibility run by an organisation other than the town council. The Town Council is also considering how its use of social media could be enhanced to better engage with a younger audience."*
- *"We would like to deliver support to young people."*
- *"We simply need to focus on young people, their health and wellbeing as well as their out of school activities. They need to know that are valued members of all our communities and can add value by supporting local needs and fellow residents. They need to be included in government and their agenda seen as a vital part of our future."*
- *"Sadly, over the years the youth offer and support in all towns has been reduced due to budgetary cuts. The town council stepped in to fund the youth clubs, which were previously provided by Shropshire Council, as we did not want to see what little service there was completely disappear. Young people face so many more challenges they need to be able to access local support services. To emphasise the need, the youth services SYA provide, funded by the Town Council, are fully generally fully subscribed. Support provision for young carers should be improved; a facility where they can meet and get help and advice."*
- *"1/ Working partnerships with existing spaces such as the Village Hall would be welcomed, but this relies on volunteers. 2/ Volunteering is an issue - this might be due to safeguarding concerns, other commitments including work, or general apathy! 3/ The Parish Council might be willing to consider assistance in funding hall hire or transport to other regular venues."*

#### **Other needs and comments**

- *"There are 2000 houses proposed for the parish of Tasley currently the youth provision is limited to non-existent. We owe it to our young people to ensure they are also embedded in the community and all opportunities to provide adequate youth provisions across all areas are explored to remove the socio-economic divide and provide equal opportunities for all."*
- *"GAPs/Issues - there is clearly under investment in terms of services and infrastructure (including sports and play and there is obvious lack of free/safe spaces for teenagers. Growing numbers of SEND young people and home educated young people and young people at risk of exclusion, limited safe spaces and facilities; potential gap partnerships with schools, voluntary groups, home education/SEND and Health."*
- *"The toddlers group only meet on a Tuesday in work hours, so little is provided for working mums when not on maternity leave. Teenagers struggle with things to do in Wenlock, having more things to do can help teenagers stay on the right path in life and encourage more teenagers to improve the decisions they make."*

The comments emphasize some of the challenges faced in delivering a youth offer, they also highlight a willingness among many to work together to explore opportunities to fund youth provision or find other ways of engaging young people. The last section of the report summarises the findings and highlights next steps.

## 6 Summary and Conclusion

In August 2025, Shropshire Council was selected as one of 12 pilot Local Youth Transformation areas to receive national support and investment aimed at rebuilding youth services. This initiative, funded by the Department for Culture, Media and Sport (DCMS) and delivered by the National Youth Agency (NYA) in partnership with UK Youth, Regional Youth Work Units (RYWUs), Young People Foundation Trusts, and StreetGames, aims to develop a high-quality, needs-led youth offer and re-establish strong local leadership in youth services.

To support this work, Shropshire Council's Youth Support Service conducted an engagement project in the summer of 2025, recognising the important role of town and parish councils within the local youth offer. The Youth Offer includes a range of activities, services, support, and safe spaces available to young people in the community, such as youth clubs, sports and leisure activities, wellbeing and mental health support, mentoring, volunteering opportunities, and involvement in local decision-making.

A questionnaire was used to gather feedback from town and parish councils on the needs of young people (aged 11-19), the current level of youth provision, and how each council supports or links into wider community profiling and youth development efforts at a local or council level. The survey, which ran from 16th June to 18th August 2025, received 67 responses from 50 different town and parish council areas. The responses provided a good spread of engagement across Shropshire Council's area and beyond, with a mix of town and also very rural parish council feedback.

The engagement project highlighted several key findings:

**Youth Needs:** The top three priorities for young people within communities were identified as a lack of transport, places to meet/facilities, and things to do/organised groups. Other commonly mentioned priorities included mental health and wellbeing, access to opportunities (skills, jobs, further education), and the importance of feeling listened to and engaged. The survey revealed that very few respondents believe the current provision for young people is adequate. Many highlighted the challenges of rural isolation, lack of transport options, and underfunded local youth clubs and safe spaces.

**Current Offer and Engagement:** 70% of survey respondents were aware of youth provision within their local area and 30% were not. Those with knowledge were able to describe a range of local activities and some of the challenges where this activity is not considered adequate to meet needs. 19 of the survey respondents highlighted that their town or parish council provides funding for youth provision (15 town or parish councils, 10 of which are the larger town councils). Most areas feel there are local venues available (including village halls) that would be suitable for youth activities, the challenge appears to finding the resources, youth workers and volunteers to assist with delivery. Engagement with young people or youth workers tends to be greater within larger town councils (with a few exceptions including good practice within smaller parishes). Top barriers to greater engagement with young people include transport, limited availability of activities, limited provision for those aged 13+ and too few young people in some rural communities.

**Community Profiling:** There is a strong interest in partnership working and receiving regular updates on the development of the Youth Offer for young people in Shropshire.

96% of survey respondents welcomed the opportunity to receive information in future. Town and parish councils expressed a need for specialist advice from youth workers, funding and grant support, volunteers, and information about youth activities nearby. 15 town and parish councils already work with other organisations to deliver youth support with key partners including SYA and The New Saints FC Foundation. Other town and parish councils explained that they work in partnership with a range of other organisations working to deliver support in their local areas. The comments suggest some areas would like to explore opportunities to do more and feel that if greater support and access to resources was available, it may be possible to work together to explore how the youth offer could be extended.

While there are significant challenges in delivering a comprehensive youth offer, there is also a willingness among town and parish councils to work together to explore opportunities for funding and enhancing youth provision. The learning from the engagement project will be combined with other information and ongoing partnership working to develop a Youth Transformation Plan for Shropshire and benefit from being part of the national Local Youth Transformation Programme (LYTP).

Many thanks are extended to all those who took the time to participate within the research, to add comments and provide a comprehensive insight into the activities and issues present within local areas. Although not everything has been included within this summary report, the detail provided will provide a helpful resource to aid plan development and decision making.

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