

Local Youth Transformation Development Plan

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

Project Area 1	Culture Change
How to Sustain	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. 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. 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.
Review Theme(s)	• Systems leadership • Vision and Purpose • Neutral infrastructure • Youth Voice and Engagement • Workforce Development • VCSE Engagement

Baseline Measure: Current	No consistent understanding of the statutory youth duty (s507B) across Cabinet, SLT or partners Youth work is undervalued in strategic decision-making and early help planning Limited trust between the Council, providers, and town/parish councils Fragmented approaches to leadership, governance and accountability No shared tools or language for explaining the youth offer system-wide Culture of compliance and commissioning rather than collaboration and shared ownership	Baseline Measure: Target	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. 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. 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.
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Project Activity 1		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.				
Measure of Success		• Peer led LGA programme delivered in full • 100% of portfolio holders and SLT attend at least one session • Shared narrative document produced and adopted into SLT and cabinet planning templates • 80% of participants report increased confidence in leading youth system change (post session feedback)				
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
£8100 LGA/DCS 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	In Progress	Interim -Youth Service Manager handover to Project Lead	• Workshop records • Governance and system tools, evidence of youth duty explicitly used in governance structures, such as Children’s Ambitions Board • Youth Provider Charter – number of providers signed

	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					up, final agreed document • Narrative Evidence, quotes from SLT showing changed level of understanding
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	commitment to system-wide culture change.					
Project Activity 2	Rebuilding Trust and Clarifying Roles with Youth Providers 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. This activity will: - Create safe spaces for open dialogue about the legacy of past funding and system changes - Facilitate 3 reflective workshops across the county with VCSE providers, infrastructure organisations and commissioned services - Co-produce a Youth Provider Charter setting out shared values, roles and commitments for working in partnership with the local authority and each other - Clarify how providers will contribute to Local Youth Partnerships and governance structures - Lay the groundwork for a mixed economy of delivery and improved commissioning relationships					
Measure of Success	Reflective engagement sessions delivered across different parts of the county, with a diverse mix of VCSE youth providers participating 75% of participants report improved trust, clarity of roles, and confidence in future collaboration with the Council (captured via post-session feedback) A co-produced Youth Provider Charter is agreed and signed by at least 80% of funded youth organisations and infrastructure partners VCSE representatives are actively engaged in all six Local Youth Partnerships or governance forums by August 2026					

		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
Project Activity 3		Consultancy support from the Young People's Foundation to engage Town and Parish Councils and partners 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. This activity will: Engage local councils and delivery partners to explore their role in the new youth system Facilitate planning sessions and local diagnostics in all 6 pilot areas Help partners reflect on barriers, boundaries and the expectations of the statutory youth duty Produce practical guidance and tools for town and parish councils to clarify roles, funding contributions, and governance links Recommend future infrastructure design options that support collaboration and coherence (e.g. multi-agency forums, commissioning routes, local governance pathways) This consultancy will provide a neutral space for building alignment and trust and will help embed shared approaches that can be scaled countywide.				
Measure of Success		YPF (or equivalent) commissioned and engaged by March 2026 Planning and engagement sessions delivered in all 6 pilot areas by July 2026				

		At least 50 town/parish councils and 30 local partners directly engaged Toolkit or explainer produced for local councils on youth roles, contributions and expectations 70% of participating councils report improved understanding of their role in youth provision and greater clarity about collaboration				
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
Project Activity 4		System Tools and Templates 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.				
Measure of Success		Youth statutory duty explainer produced and circulated by April 2026 SLT and Cabinet templates updated to include youth-related prompts Induction packs and briefing slides created and used with at least 3 cohorts of new officers or Members Youth work referenced in at least 3 strategic plans or cross-system reports by August 2026				
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

Project Area 2	Youth Governance 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. 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. 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.
How to Sustain	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. 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. A permanent participation post will be built into future staffing structures to coordinate participation activity across the governance model. This will be supported by: - Youth-led meetings and forums embedded into the planning cycle - Use of youth charters, “You Said, We Did” dashboards, and formal feedback loops - Integration of youth reps into statutory boards and partnership forums

	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.		
Review Theme(s)	- Youth Voice and Engagement - System Leadership - Partnership Working		
Baseline Measure: Current	There is currently no formal youth governance structure in place in Shropshire 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. No system exists to coordinate, support or sustain youth voice activity across localities or strategic governance Young people have limited visibility or influence over decisions that affect them at a local or county level	Baseline Measure: Target	A three-tier youth governance model is in place across Shropshire: Local Youth Partnerships with young reps Area Youth Assembly/Forum convened regularly A Strategic Youth Partnership embedded in county governance A permanent participation Worker coordinates participation activity across the system Youth representation is active within at least 3 cross-system decision-making forums (e.g. Corporate Parenting Board, SEND Partnership, Community Safety) A co-produced Youth Participation Charter and "You Said, We Did" framework are in active use across all pilot areas Hear by Right standards are used to assess and improve participation practice annually

		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: - Local Youth Partnerships (linked to locality working and youth provision) - Area Youth Assemblies (to elevate local priorities and feed into county-level discussions) - A countywide Strategic Youth Partnership (linked into decision-making at a system level) This activity will: - Develop terms of reference, principles and operating models for each level - Recruit and support youth representatives across the structure - Align forums to existing geographies and partnership arrangements (e.g. family/community hubs) - Provide space for young people to set priorities, challenge systems, and co-create solutions				
Measure of Success		Three-tier governance structure operational in all pilot areas by August 2026 - Terms of reference and membership structures agreed and published - At least 50 young people recruited and supported as representatives across all tiers - All governance forums meeting regularly, with evidence of agendas, decisions and youth-led priorities - Youth Governance model formally adopted and linked to wider system governance processes				
Funding Allocation		Timescale/Deadline		Progress	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date	Status		

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	• Establish area Youth Assembly • Young people formally embedded in governance meetings • Attendance Logs meeting minutes and feedback surveys from young people
£30,000						
Admin						
£5000		November 25	July 26			
Project Activity 2		Youth Democracy Worker and Participation Infrastructure				

		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. This activity will: • Create a dedicated role to lead on youth voice, accountability and representation across the governance model • Support the setup and operation of local and area-level forums • Deliver safeguarding, mentoring and representation training to young people involved • Provide toolkits, templates, and participation guidance to local areas and partner agencies • Act as a link between young people and decision-makers, ensuring consistent communication and support				
Measure of Success		Measure of Success: • Youth Democracy Worker/Participation worker recruited and in post by March 2026 • All local and area youth forums have a named link and support route via the Youth Democracy/Participation Worker • Training delivered to at least 50 youth representatives across the county • Participation toolkits produced and in active use across at least 6 localities • Feedback from youth reps and partners reflects improved confidence, consistency and quality of engagement				
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
Youth Democracy Worker Grade 11 £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	• Insight/Influencer groups formed in the key localities linked to the local youth partnerships. • Meeting schedules,

	oversight, partnership time from existing youth forums, and venue and resource provision by schools, local authorities, and VCSE partners. 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–					agendas, photos, and session notes and evaluations Youth led recommendations presented to Local youth partnerships.
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	£25,000 over the programme period.					
Project Activity 3	Participation Standards, Charter and Feedback Loops 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. This activity will: • Develop a co-produced Shropshire Youth Participation Charter with young people and partners • Introduce and trial 'You Said, We Did' frameworks across all youth forums and feedback points • Apply the Hear by Right framework to establish a baseline and improvement trajectory for participation practice • Create digital and accessible feedback dashboards for young people to track progress and outcomes • Provide training to staff and youth reps on how to embed accountability and transparency in governance					
Measure of Success	• Shropshire Youth Participation Charter co-produced and adopted by all pilot areas • 'You Said, We Did' tools in use across at least 6 youth forums by June 2026 • Hear by Right self-assessment completed in all pilot areas and priorities identified • Feedback dashboards live and regularly updated by August 2026 • Staff and youth reps report improved clarity and consistency around how feedback is acted upon					
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	• 15+ Youth reps trained in participation, safeguarding and local systems

	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					• Training programme materials and feedback • Attendance logs or certificates issued
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	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.					
Project Activity 4	Integration of Youth Voice in System Governance 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. This activity will: • Identify and prioritise 3–5 key governance forums for youth representation (e.g. Corporate Parenting Board, SEND Partnership, Community Safety, Youth Partnership...) • Develop clear role descriptions, induction materials and safeguarding protocols for youth reps • Establish co-opted youth members or observers with defined influence mechanisms • Support hosting organisations and staff to engage effectively with youth representatives • Monitor impact and feedback to ensure youth presence leads to meaningful influence					

Measure of Success		- Youth representation embedded in at least 3 key governance forums by August 2026 - Role descriptions and induction materials created and in use across all placements - Youth reps supported by named adults within each forum - Feedback collected from youth reps and forum chairs to measure influence and experience - Documentation shows youth-led contributions to policy or commissioning decisions				
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
Costing Included in Project activity 1 of Youth Governance	No additional match funding in this area	October 2025	August 2026	<i>Not Started</i>	Youth Democracy Worker	- Toolkit and resources co-developed with young people - Templates for insights captures (monitoring form/young people feedback) - Downloads or implementation logs

Project Area 3	Partnership Development and Local Youth Partnerships – building system co-ordination and local leadership 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. 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.
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	Core components include: Clear LYP frameworks and expectations for partners • 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. • Distribution of seed funding for locally designed youth delivery • Creation of shared tools and Monitoring and Evaluation systems • Co-production of a countywide Youth Offer Plan by Sept 2026 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.
How to Sustain	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). 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. 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.
Review Theme(s)	• Partnership Working • Neighbourhood Geography • VCSE Engagement

	• System Leadership • Youth Voice and Engagement • Community Infrastructure • Local Youth Offer		
Baseline Measure: Current	• No formal Local Youth Partnership (LYP) structures are in place across Shropshire • Youth delivery is locally driven but fragmented, with varying levels of quality, access, and coordination • Town and Parish Councils commission youth work inconsistently, with little shared governance or system-level oversight • No shared tools, frameworks or data mechanisms exist to track need, provision or outcomes across areas • Engagement with VCSE and statutory partners is ad hoc in many communities, with limited join-up	Baseline Measure: Target	Target Baseline Measure (by August 2026): • At least 6 Local Youth Partnerships are operational and delivering place-based planning, delivery and governance • A Local Youth Partnership Foundation (LYPF) is in place and supporting coordination, tools and system learning • A Strategic Youth Partnership provides system-level oversight and connects LYPs into countywide strategy • Town and Parish Councils are actively leading or contributing to LYPs in at least 80% of areas • Youth panels are established in each LYP, with clear links to the strategic partnership and youth governance • A countywide Youth Offer Plan has been co-produced with young people and partners and is being used to guide investment and planning decisions

	No countywide youth offer plan exists to guide local planning and investment decisions					
Project Activity 1	Design and Pilot Local Youth Partnership Model					
	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. This activity will: - Co-design a standardised LYP framework (roles, responsibilities, delivery standards) - Identify and support 2–3 diverse localities to pilot the LYP model - Deliver community engagement sessions to shape local models - Monitor development through peer learning, local feedback and light-touch evaluation - Produce a refined model with learning embedded for wider rollout					
Measure of Success	2–3 LYP pilots operational by Spring 2026, each with local governance and youth representation in place - Co-designed LYP framework produced and adopted for use in other areas - Local partners report increased clarity, collaboration and shared purpose - Pilot evaluation findings and youth feedback collated to refine final model					
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	Co-produced Youth Provider Charter launched and signed by VCSE Partners

(£700 per day 6 days per month average 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					• Feedback survey or endorsement statements from at least 75% of local youth organisations • Carter and Values embedded in partnership MOU's LYP terms of reference • Feedback evidence improved confidence in transparency and fairness
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	allocations and average salary rates over the pilot period					
Project Activity 2	Establish the Local Youth Partnership Foundation (LYPF) 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. This activity will: • Establish hosting arrangements and governance for the LYPF • Develop shared tools, templates and training offers for use by local partnerships • Facilitate cross-area peer learning, problem solving and partnership development • Provide ongoing coordination and support to Town and Parish Councils and VCSE partners					
Measure of Success	• LYPF formally established with clear governance and host arrangements by May 2026 • Core offer of support tools and templates published and in use in all pilot areas • At least 3 cross-area peer learning sessions delivered with positive feedback from partners • Town and Parish Councils report increased clarity and confidence in local youth system roles					
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	• LYP's established in at least 3 areas • Meeting schedules and agencies demonstrate multi-agency membership

	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					including VCSE, schools, health and youth voice) • Partnership minutes and action logs aligned to youth need and delivery co-ordination
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	estimated match funding value of £15,000–£20,000 over the life of the project.					
Project Activity 3	Seed Fund for Local Youth Partnerships 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. This activity will: • Offer seed grants to each pilot LYP to fund co-produced local activity • Support LYPs to engage young people in shaping provision priorities • Test local commissioning, resourcing and partnership models • Capture and share learning to inform future investment and youth offer planning					
Measure of Success	• At least 3 LYPs receive and deploy seed funding by June 2026 • Each pilot area delivers youth-led activities shaped by local engagement • Reports submitted capturing learning, outcomes and partnership reflections • Local stakeholders report improved collaboration and responsiveness to need					
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
6 Seed funds (£25000 each) 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	• Youth Service directory of services updated with active

	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–					contributions from local providers • Attendance and engagement from a wider set of youth providers • Evidence of joined up pathways/signposting from LYP
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	£100,000, supporting the delivery and sustainability of youth-led activities within each locality.					
Project Activity 4	Co-produce a Countywide Youth Offer Plan 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. This activity will • Facilitate engagement workshops with young people and partners in all LYP pilot areas • Collate insights, priorities, and local delivery approaches • Draft a Shropshire Youth Offer Plan with clear commitments, outcomes and delivery structures • Share and adopt the plan through strategic forums and governance routes					
Measure of Success	• Engagement sessions delivered in each pilot area with young people and delivery partners • Youth Offer Plan drafted and endorsed by Strategic Youth Partnership and key governance boards • Plan includes clear commitments, system map and delivery framework • Youth and partners report confidence in the plan's clarity, relevance and ambition					
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
Admin & Overheads £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	• Clear support offer from a VCSE infrastructure support intermediary

	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					(Young People's Foundation) • Workshop sessions, learning exchanges between partners • Feedback demonstrates capacity confidence among delivery partners
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	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.					
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Project Area 4	Youth Infrastructure – 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. 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. 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.
How to Sustain	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. 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. 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. 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.
Review Theme(s)	• VCSE Engagement • System Leadership • Quality of Delivery

	• Workforce Planning • Partnership Working		
Baseline Measure: Current	• No independent youth infrastructure body exists in Shropshire • The existing support model is fragmented, with blurred lines between infrastructure support and direct delivery • VCSE groups lack consistent access to training, coordination and safeguarding support • There is no shared system for measuring quality, tracking youth provision, or capturing outcomes • Infrastructure support is inconsistently commissioned, with no long-term hosting or sustainability plan	Baseline Measure: Target	• The Local Youth Partnership Foundation (LYPF) is established as a neutral infrastructure body with independent governance • A core offer of tools, training and evaluation support is accessible to all Local Youth Partnerships and VCSE providers • Role clarity and boundaries between infrastructure and delivery are defined and agreed • A shared system for data, evaluation and quality improvement is operational • A sustainability and hosting options appraisal is completed, with commitments identified for post-pilot continuation
Project Activity 1	Establish the Local Youth Partnership Foundation (LYPF) 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.		

		This activity will: • Set up governance, hosting and staffing arrangements for the LYPF • Develop and launch its core offer: tools, training, evaluation, quality support • Co-design service standards and infrastructure priorities with partners • Facilitate onboarding for localities and providers to access support services • Promote the role and neutrality of the LYPF across the system				
Measure of Success		• LYPF launched and operating with clear governance and staffing by June 2026 • Tools and training offer published and accessed by at least 6 pilot localities • Service boundaries agreed and accepted across VCSE and statutory partners • Positive feedback from partners on neutrality, usefulness, and clarity of LYPF role				
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 £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	• Governance documents for the LYPF agreed and published • Tools and Service Offer • Service Standards endorsed by stakeholders • Pilot delivery records • Feedback summaries

	and Parish Council participation in co-design and governance activities, platform access, and youth voice infrastructure engagement. Estimated value: £30K					• Comms materials • Progress Report
Project Activity 2	Sustainability and Hosting Options Appraisal 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. This activity will: • Identify and consult with potential hosting bodies (e.g. strategic partners, VCSE infrastructure leads) • Explore governance models to maintain neutrality, independence and accountability • Model funding scenarios and resourcing options for post-pilot sustainability • Produce a clear, partner-owned options paper with recommendations • Secure an agreed pathway forward by August 2026					
Measure of Success	• Hosting options appraisal completed and reviewed by all strategic partners • Recommended model agreed and documented by July 2026 • Roles and risks clearly defined for future hosting and accountability • Plan includes proposed funding routes and mechanisms for 2026 onwards					

Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
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	• Written options appraisal report including hosting, governance and funding scenarios • Record of partner involvement (attendance, agenda, summaries) • Draft or signed MOU. • Final report submitted July 2026
Project Activity 3		Develop and Launch LYP Quality and Evaluation Toolkit 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. This activity will: • Co-produce toolkit content with youth providers, LYP leads and young people • Include tools (digital) for self-assessment, youth voice, safeguarding, and service standards • Pilot the toolkit in 2–3 areas and refine based on feedback • Provide training and support on how to use and embed the toolkit locally • Align toolkit with Hear by Right and NYA quality frameworks (practice standards and safeguarding)				
Measure of Success		Quality and evaluation toolkit co-designed and launched by June 2026 • Toolkit used in at least 3 pilot areas and integrated into local youth governance • Feedback from partners shows improved confidence in measuring quality and capturing outcomes 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 £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	• Finalised Toolkit document including self-assessment, youth voice, safeguarding and quality standard

	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.					• Digital version of toolkit created • Training session records • Evidence of pilot delivery • Toolkit referenced to the Youth Offer Plan • Partner Feedback
Project Area 5	Workforce Development and Contextual Safeguarding (harm outside of the home) 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. The programme focuses on: • Mapping the current workforce and identifying capability gaps					

	• Embedding contextual safeguarding practices across sectors • Coordinating a joint training offer through Shropshire's Joint Training and the emerging Workforce Academy • Supporting qualifications, apprenticeships and modular CPD routes • Creating consistent frameworks, job roles and supervision standards 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. 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.
How to Sustain	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. Key elements of sustainability include: • Integrating core safeguarding and youth work modules into the Joint Training Team (JTT) offer • Ongoing use of handbooks, reflective tools and CPD resources developed through the LYTF • Establishing youth-facing roles, capabilities and job profiles to support long-term recruitment and clarity • Co-producing a sustainable progression map with links to local training providers and NYA-recognised qualifications • Maintaining an access/bursary fund via partner contributions to ensure training remains accessible to the VCSE sector

	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.		
Review Theme(s)	• System Leadership • Safeguarding • Workforce Planning • VCSE Support • Equity and Quality		
Baseline Measure: Current	• No joined-up workforce development plan across youth-facing roles • Inconsistent access to safeguarding and youth work CPD across sectors • Limited progression routes (e.g. L2/L3 qualifications) in active use • Fragmented workforce intelligence (no shared map of roles or training needs) • VCSE and volunteer workforce face significant barriers to training access	Baseline Measure: Target	• Published workforce framework including core youth-facing capabilities and training expectations • At least 150 individuals trained across sectors in youth work and contextual safeguarding • 6 Local Youth Partnerships supported with workforce planning or training delivery • Access fund established and accessed by at least 10 VCSE organisations • Clear progression routes promoted with active enrolment in youth qualifications or modular CPD
Project Activity 1	Design and Deliver a Cross-System Youth Workforce Framework 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. This activity will:		

		• Map the current youth-facing workforce across VCSE, statutory and community sectors • Co-produce capability frameworks and role profiles for youth workers, volunteers and frontline practitioners • Align pathways with NYA standards and local qualifications (e.g. L2–L6) • Coordinate with Shropshire’s Workforce Academy and Joint Training Team to embed youth work modules • Develop a visual progression map and training directory				
Measure of Success		• Workforce capability framework published and endorsed by strategic partners • Progression map developed and in use across at least 6 pilot areas • Training directory live and promoted through LYPF and VCSE networks • Local providers and practitioners report improved clarity on roles, expectations and progression				
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
Access fund 12/13 £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	• Youth Work workforce framework created and adopted • Documented workforce mapping outputs • Progression map and training directory

	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.					• Training session delivered through workforce academy or joint training
Project Activity 2	Deliver Contextual Safeguarding and CPD Programme 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. This activity will: • Commission or co-design contextual safeguarding training modules aligned with youth work principles • Partner with Shropshire's JTT and external providers to deliver sessions accessible to VCSE, statutory and education sectors • Deliver at least 6 CPD sessions covering topics such as youth mental health, trauma-informed practice, and participation					

		Promote cross-sector learning through shared reflective tools and feedback				
Measure of Success		At least 6 multi-agency CPD sessions delivered by July 2026 - Minimum of 120 participants trained, including VCSE and frontline staff 85% of participants report improved knowledge and confidence - Training integrated into JTT and/or Workforce Academy plans				
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 £110,000 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	- Training attendance records showing at least 6 multi agency CPD sessions - Completed training resources and safeguarding modules aligned with youth work principles - Integration of training offer into Joint TRaining Team and Workforce Academy

	systems - Estimated 30K					• Reflective feedback and case examples illustrating cross sector collaboration
Project Activity 3	Support Local Youth Partnerships to Develop Workforce Plans 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. This activity will: • Provide LYPs with workforce planning templates, data tools and support • Facilitate workshops with local partners to assess strengths and development priorities • Encourage youth-led insight into the qualities and roles they value in adults supporting them • Align plans with the countywide workforce framework and training Offer					
Measure of Success	At least 4 LYPs supported to create and implement a local workforce plan by August 2026 • Plans reflect shared standards, safeguarding responsibilities and training needs • Youth involvement evidenced in defining values and priorities • Local partners report improved collaboration and clarity on workforce needs					
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	• Completed local

	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 • Workshop records • Youth Insights and contribution documents within each LYP Plan • LYP plans aligned with wider workforce framework and integrated into Youth Offer • Evaluation summary highlighting themes and shared priorities across across pilot areas.
Project Activity 4	Support Local Youth Partnerships to Develop Workforce Plans					

		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. This activity will: • Provide LYPs with workforce planning templates, data tools and support • Facilitate workshops with local partners to assess strengths and development priorities • Encourage youth-led insight into the qualities and roles they value in adults supporting them • Align plans with the countywide workforce framework and training directory				
Measure of Success		At least 4 LYPs supported to create and implement a local workforce plan by August 2026 • Plans reflect shared standards, safeguarding responsibilities and training needs • Youth involvement evidenced in defining values and priorities • Local partners report improved collaboration and clarity on workforce needs				
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>		• Local workforce plans submitted from at least 3 local youth partnerships • Completed planning template and tools showing training needs

	planning workshops, use of venues, and shared resources. The estimated total match funding value is approximately £12,000.					and and role clarity • Attendance logs and feedback from partners • Evidence of youth participation in plan design • Final plans aligned to countywide youth workforce framework and CPD Offer
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Project Area 6	Youth Work in Schools (YWIS) – Reimagining Youth Work in Schools and Communities 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. 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.
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	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). Locality Youth Workers integrate with wider provision and work closely with professionals such as: - School nurses - Social prescribers - Mental health practitioners - DSLs and pastoral leads - VCSE youth and wellbeing services 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.
How to Sustain	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. The following strategies will support long-term sustainability: • Alignment with safeguarding and PSHE/RSE priorities ensures the Youth Work in Schools model remains essential to education and wellbeing outcomes. • Joint planning with schools and MATs, co-producing delivery models and shared evaluation. • Clear role definition and impact tracking to evidence how the Youth Work in Schools model reduce exclusions, support mental health, and strengthen prevention. • Integrated partnerships with DSLs, pastoral staff, school nurses, mental health teams, and VCSE youth providers. • Use of youth insight data to demonstrate need, inform delivery, and strengthen voice into Local Youth Partnerships (LYPs).

	• Exploration of school-level or MAT co-investment following the pilot phase, supported by evaluation findings. 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		
Review Theme(s)	• Contextual Safeguarding • Workforce Planning • Prevention and Early Intervention • Youth Voice • Partnership Working • Neighbourhood Geography		
Baseline Measure: Current	• No coordinated model of school-based youth work or early help hubs in secondary settings • Youth work delivered inconsistently across education and early help systems • Young people often wait for formal referral routes to access support - Fragmented links between schools, VCSE youth provision, and targeted services • Youth voice mechanisms disconnected from early	Baseline Measure: Target	• At least 3 Youth Work in Schools partnerships operational in secondary schools, each led by a Locality Youth Worker • Groupwork and drop-in sessions delivered weekly in each pilot site • Local Insight Groups feeding into Local Youth Partnerships in all EH hub areas • Established collaboration with school-based and clinical partners (e.g. school nurses, mental health teams) • Model documented and evaluated for future scaling and co-investment opportunities

	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.					
Measure of Success	This activity will:					
	• Embed Locality Youth Workers into three pilot schools • Deliver mapped programmes aligned with PSHE, safeguarding and emotional wellbeing • Create Youth Insight Groups in each school to shape delivery and connect to Local Youth Partnerships • Facilitate access to wider youth provision and clinical support (school nurse, social prescriber, mental health teams) • Track engagement, feedback and outcomes for continuous learning and improvement					
	3 Youth Work in School partnerships established by Spring 2026					
	• At least 100 young people engaged across all pilot schools • Youth Insight Groups active in all three schools, with representation in LYPs • Weekly delivery of drop-ins and targeted groupwork sessions • Evaluation report completed to inform future rollout and sustainability					
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	• Youth Work in Schools model fully operational in at least 3 secondary schools

£500 Daily consultancy support Marches Academy Trust Total £27,000 Facilitation and resource overall (£1000 per month) Total £10,000 Admin £550	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	Oct 25	July 26			• Regular delivery of structured group work, drop in's and 121 support recorded through timetables and session logs • Youth insight groups established and contributing to design and delivery of programme
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	estimated total value of these in-kind contributions is approximately £40,000–£50,000.					
Project Activity 2	Develop “Youth Work in Schools (YWIS)” Delivery Framework and Shared Practice Model 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. This activity will: • Produce a mapped delivery offer aligned to PSHE, safeguarding and early help objectives • Define roles and boundaries for Locality Youth Workers, including links with school and external staff • Create shared templates, planning tools and supervision models for youth workers • Develop youth-led feedback and insight tools to be used across all YWIS sites. • Support future scaling by producing a model that can be shared with schools, MATs and funders					
Measure of Success	• Framework published and used in all pilot hubs by June 2026 • Youth and practitioner feedback embedded into tool development • At least 6 delivery tools or templates created (e.g. session plans, outcome tracking, feedback forms) • Model presented to at least 3 MATs or system leadership groups for review					
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	• YWIS framework document published and

						shared across pilot schools • Creation of delivery templates tools • Feedback and reflections from Youth Workers • Presentation of final model to the MAT and/or Headteachers brief
Project Activity 3	Training and Support for Hub Youth Workers and School Staff 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. This activity will: • Deliver contextual safeguarding and trauma-informed practice training to youth workers and key school staff • Provide reflective supervision and peer support sessions for Locality Youth Workers • Develop onboarding and induction materials for new YWIS roles and partner staff • Facilitate joint workshops for youth workers, school leads and VCSE partners to build shared approaches • Capture learning to inform future workforce and YWIS development.					
Measure of Success	At least 3 training sessions delivered to YWIS teams and school staff					

		• 100% of Locality Youth Workers receiving monthly supervision during the pilot • Induction materials produced and shared with partners • Participant feedback shows improved confidence and understanding of their roles in the Youth Work in Schools (YWIS) model				
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	• Calendar and attendance records • Supervision logs confirming monthly reflective supervision • Feedback and young people evaluation forms showing increased understanding and confidence of youth work in schools • Summary learning reports outlining key outcomes, challenges and recommendations for scaling
Project Activity 4		Youth-Led Evaluation and Future Planning				

		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. This activity will: • Establish a youth-led evaluation team to co-design feedback tools and review impact • Facilitate evaluation sessions and focus groups with young people in each pilot Youth Work in Schools partnership. • Analyse outcomes including engagement levels, feedback, and partnership working • Produce a youth-friendly impact report and policy summary for system leaders and funders • Develop a high-level rollout proposal and co-investment case for schools and MATs				
Measure of Success		Youth-led evaluation report produced by August 2026 • Evidence of positive change in engagement, confidence, and referral reduction • Report presented to strategic groups and shared with at least 3 MATs • Expansion proposal developed with partner input and supported by youth insight				
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	• Youth led evaluation report • Focus groups and evaluation session logs with attendance and thematic summaries • Impact summary highlighting trends in engagement,

						confidence and referral reduction • Presentation materials to MAT's • Draft rollout to other locality areas • Final evaluation
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Project Area 7	Programme Coordination and Project Management This workstream will ensure the Local Youth Transformation Fund (LYTF) programme is effectively coordinated, strategically aligned, and consistently delivered across all workstreams. 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. Key roles and functions include: • Programme planning, delivery tracking and risk management • Coordination across all 7 workstreams • Commissioning and grant oversight • Monitoring, evaluation and learning (MEL) coordination • Youth voice and co-production planning • Internal reporting to senior leaders and elected members • Ensuring alignment with Family Hubs, Early Help and wider transformation agendas
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	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.		
How to Sustain	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. Key strategies include: - Aligning programme reporting and learning cycles with internal performance and transformation boards - Embedding coordination and MEL roles into business-as-usual infrastructure functions (e.g. within the LYPF or Family Hub leads) - Sharing and institutionalising project tools such as delivery trackers, feedback templates and planning frameworks - Continuing strategic leadership engagement through quarterly LYP oversight meetings - Leveraging learning from this model to shape future commissioning and partnership delivery approaches 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.		
Review Theme(s)	- System Leadership - Partnership Working - Monitoring, Evaluation and Learning (MEL) - Youth Voice - Project Management and Delivery		
Baseline Measure: Current	Current Baseline (2025): No dedicated programme team in place to coordinate LYTF delivery across workstreams	Baseline Measure: Target	Dedicated project management team operational with clear roles and responsibilities

	• Fragmented ownership of transformation and youth delivery projects • Limited internal capacity for MEL, reporting and co-production • No unified programme tracker or project monitoring tools • Stakeholder communication and reporting occurs in isolated workstreams, not strategically aligned		• Central delivery tracker and reporting tools used across all workstreams • Quarterly reporting and strategic engagement with NYA, DCMS and internal leadership • MEL framework in place and being used to shape programme delivery and learning • System-wide communication and engagement plan aligned with programme outcomes and governance structures
Project Activity 1	Establish and Operate Programme Management Team 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 & evaluation (MEL) support. This activity will: • Develop programme governance structures, roles and reporting timelines • Deliver cross-workstream coordination and delivery tracking • Facilitate programme-level engagement with NYA, DCMS and internal leadership • Lead on MEL coordination and use of learning to adapt delivery • Support cross-cutting youth voice and co-production across all workstreams • Maintain delivery documentation, trackers and financial oversight tools		

Measure of Success		• Programme team in place and operational by September/October 2025 • Central delivery tracker and governance calendar embedded • Monthly internal updates and quarterly strategic reports produced • MEL data and insight actively shaping delivery • Stakeholders report improved visibility, alignment and clarity				
Funding Allocation		Timescale/Deadline		Progress Status	Lead	Evidence of Completion
LYT Funding	Match Funding	Start Date	Finish Date			
Project Manager FT £59,777.96 Workstream Lead FT Grade 12 £53,482 Monitoring Evaluation & Learning Lead FT Grade 12 £53,482 Admin for Programme management £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	• Post recruited and operational by October 2025 • Programme governance structure and delivery tracker fully implemented across all workstreams • Quarterly reports • Feedback from internal leads • Programme closure report and sustainability planning

	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.					
Project Activity 2	Develop Programme-Wide Monitoring, Evaluation and Learning (MEL) Framework					

		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. This activity will: • Co-produce a MEL framework aligned with DCMS and NYA reporting requirements • Create shared tools for data collection, case studies and reflective learning • Coordinate quarterly learning reviews and partner feedback sessions • Produce mid-year and final reports showcasing progress, impact and system learning • Ensure youth voice and qualitative insight are central to evaluation				
Measure of Success		Monitoring, Evaluation and Learning Framework framework co-produced and launched All 7 workstreams reporting against shared indicators by Q2 2026 Two learning reports produced and shared with strategic partners Evaluation insight used to shape delivery and future investment decisions				
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	• MEL Framework completed working alongside RSM • Two evaluation reports completed and shared with strategic partners

	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.					• All workstreams reporting consistently • Qualitative insights from young people embedded in reporting • Partner feedback shows MEL outputs are supported by decision making and continuous improvements
Project Activity 3	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: - Create branded materials, templates and updates to support consistent programme visibility - Develop a stakeholder map and plan for engagement across schools, VCSE, town/parish councils and elected members - Publish quarterly programme updates, case studies and learning spotlights - Support youth-friendly communications via digital tools and participation channels - Align messaging with wider Early Help and Family Hub transformation priorities					
Measure of Success	• Stakeholder engagement plan developed and implemented by May 2026 • Quarterly communications shared with at least 100 recipients or networks • Youth and partner feedback shows increased awareness and involvement • Programme learning and outcomes visible in internal and external channels					
Funding Allocation		Timescale/Deadline		Progress Status	Lead	

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	- Stakeholder engagement plans co-produced and adopted across partner organisations - Quarterly programme updates and case studies published via internal and public facing channels - Partner and youth feedback analysed and captured to evidence improved awareness, alignment and engagement - Final Comms Review highlights

	updates. Additional value will be contributed through shared use of meeting space, design input, and digital tools provided by partner organisations.					strengthened visibility through programme, supporting sustainability and replication
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I declare that I have the authority to represent *[insert name of organisation]* to agree this plan.

Signature	
Name	
Role	
Date	

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.