

In 2025/26 We are looking to a diverse, needs led, person centred, LOCAL service that anticipates issues and offers early stage, ground level solutions through our range of services. Looking to build on an already successful programme and the high standards in practice, young people should do more than grow up in Woughton, they should **Strive and Thrive**. By investing in Woughtons' younger residents, offering increased opportunity for personal & professional development, we will raise aspiration, supporting young people's growth & transitions whilst ensuring their experience of living in Woughton is a positive one. As an established and proven quality youth service, it is not necessary to redesign or change every aspect of the service. Rather, we need to take what we have learnt, what works and build on it. We need to identify the gaps, the duplications, the unnecessary and fashion a service based on the needs, the successes, and the most effective use of our resources.

**Key Focus on:**

Early Intervention, Informal Education, Health & Wellbeing, Personal Development, Opportunity & Aspirations, Partnerships & Robust Referral Processes (in and out) with every aspect of service delivery having investment at its core.

**Early intervention** wherever possible rather than crisis management. Policy & procedure in place to enable clear strategies and pathways for managing crisis situations. However, wherever possible consistently adapting service delivery to meet the changing landscape for local young people, so our community meets the needs of all.

**Informal Education** maximising given opportunities of engagement, to introduce learning in the fields of Health & Wellbeing, Citizenship, Personal & Professional Development

**Health & Wellbeing** ensuring that every child or young person engaged, is treated holistically with services which meet their physical, social, mental and emotional needs.

**Personal & Professional Development** offering pathways, signposting, support and guidance to enable local young people to meet their potential.

**Engagement & Experience** meeting our young residents where they are, identifying areas of interest and tailoring the service delivery to meet those preferences in order to create further opportunities for engagement and positive experience of childhood/ adolescence/ young adulthood in Woughton.

**Opportunity & Aspirations** linking where young people are with where they want to be, through working in partnership with other organisations to offer opportunities to explore, experience, learn and gain recognition and reward. Consistently encouraging young people to strive, removing stereotypical barriers to opportunity and success.

**Partnerships & Robust Referral Processes** wherever possible partner with the experts in any specific field to ensure Woughton youth get the very best level of support available. Ensure that commissioners are able to access our areas of expertise for those who need it most.

The youth service also needs to develop into a provision which doesn't rely solely on internal budgeting. Rather that we streamline services across the parish to be effective whilst being financially efficient both in terms of resources and staffing and utilise partnership working to reducing costs generally. Furthermore, seeking grants and external funding streams to develop new service delivery options and offset costs for current ones. Income generation, whilst a consideration should not become the reliable source to fund our service plan, being that the environment is unstable and unpredictable. Also, that analysis often shows that the output of resources and staff out way the potential capital gain. The youth service was initially designed solely for the youth remit, being 13-19yr olds. Through development we now serve 8-25yr olds (sometimes younger) and find ourselves working within the realms of children and families. This is a natural progression and fit, although it stretches us. However, not unlike other areas of our service delivery, I see us working much more collaboratively with the community team in the future than we have in the past and together being a more multi-generational service.

**Areas of need for service delivery:**

Priority	Objective	How we support now	Conduit	Development
Neglect & Abuse	To stop all forms of abuse, including neglect and address the impact it has on children and young people	Youth service identifies issues through direct contact with child or young person, also when concerns are seen within the wider family- Refers as appropriate. Offers direct support to include practical and emotional support. Youth Service offers specialist training/ intervention to young people around domestic abuse	Every project/ intervention Safeguarding pathways Escape the Trap- Girls Free Up- boys Freedom- over 18s	More robust training for staff to identify need
Mental Health	To foster a culture of mental health awareness. Equipping and enabling every child/ young person to understand, maintain and improve their mental health and emotional wellbeing.	A core focus throughout the youth provision and beyond. Youth manager is Mental first Aid trained and child & adolescent counselling trained. Safeguarding is protocols equips officers to recognise early signs of abuse/ risky behaviours/ low self-esteem and warning signs for poor mental health. WCC has a Mental Health lead for officers to seek guidance from.	Every project/ intervention Targeted services Therapeutic services Safeguarding pathways Proven referral pathways	Counselling Play Therapy MH 1st Aid-Staff
SEND	To ensure young people with additional needs, be they learning or physical disabilities have an equal opportunity to experience, explore, develop, achieve, and enjoy to the same (adapted) levels as any non-impaired young person in Woughton.	Youth team are trained to make all sessions as inclusive as possible for all. To promote engagement, positive relationships, healthy role modelling in behaviour and social & emotional skills. Team are trained to evaluate if a young person, despite best efforts is unable to participate fully in the sessions and escalate to senior team through session evaluation, direct contact or referral to bespoke targeted projects. SEND sessions are a weekly part of the youth provision. The youth centre has been partially adapted to enable equality of access to all (ramps, sensory lighting, remodelled kitchen, ground level trampoline, low level gardening beds etc) and further adaptations are planned. Youth manager advises, supports & signposts parents seeking EHCPs, school liaison, managed moves etc	Every project/ intervention Targeted SEND weekly group Adapted equipment/ environment and knowledge and awareness of staff  Youth Manager	Increased knowledge and awareness training for staff  Improvements to no95 to improve accessibility and experience for those with additional needs
BAME	To identify young people from minority groups within the parish and meet their needs. Not to necessarily offer targeted or bespoke services, rather to ensure that all services are fully inclusive, culturally and ethnically sympathetic.	We pride ourselves on practicing our equal opportunities policy in practice across all of our services and interactions. We have a zero tolerance for any form of abuse or discrimination within the service: either by or towards staff and between service users. All services are fully inclusive and diversity is welcomed and celebrated. We have not felt the need to provide a specific project based on race or ethnicity as fear this would increase segregation.	Every project/ intervention Application of our equal opportunities policy by all officers and their practice  Diwali celebrations	Seek more opportunity to liaise with local cultural organisations

		We include the whole community in cultural celebrations eg: Diwali		
Upskilling	To use every opportunity to encourage and enable young people to increase their skillset. Providing opportunities, information and support in cultivating new interests and reaching goals. To create pathways of recognisable accreditation for young people	Food project, living independently, gardening club, sexual health support, young parents and play rangers all offer opportunities for skills development. Through the supportive staff in all projects, who positively challenge, encourage and signpost young people to gain new skills and develop personally and professionally. Every child/ young person is seen by staff optimistically, this attitude is shared directly and relational youth work reveals areas of aspiration for service users that the team can explore and signpost/ refer young people to access to further training, employment or areas of skill use.	Every project & intervention/ engagement  Specifically, the offer of new skills workshops/ experiences. Support in cultivating new interests and finding outlets for enthusiasm to bring about learning and lifelong change	Apprenticeship  Work experience  Volunteering  Accredited learning
Eat well/ Be active	To foster a culture of healthy eating and activity for children & young people across the parish. To ensure our young residents do not experience food poverty and live active lives to enable optimum health & wellbeing	Our services provide access to food and cooking skills to develop healthier attitudes and practices to encourage a lifelong impact. Our youth clubs offer a healthy snack (usually hot) all year round to prevent hunger in our service users. Working with the community team and the community fridge & café and foodbank, the team strive to ensure all children who usually receive FSM can access a meal through our services in school holidays. Food project and independent living provide opportunities to learn cooking, budgeting & healthy eating choices. The youth service offers physically active options across all youth club settings, providing staff support and quality equipment to enable a broad selection of sports & activities to be experienced.	Modelled behaviours of team about food and activity.  All projects and interventions but more so the food, sports based and play rangers projects	To be consistent in our 1 in 4 FSM holiday food programmes.
Promoting use of green spaces	To promote the use of outdoor green spaces across the parish by all ages, to promote not only a healthy lifestyle but an ethos of shared community, creating greater cohesion on our parish. Modelled by the young, through their peers to their parents and	Play Rangers promotes the use of our green spaces for play, sports and recreation. Encouraging children, young people and families to make positive use of their green spaces, to experience recreation, friendship and a sense of shared ownership of their communities.	Play Ranger sessions	Consistent Play Ranger service through March-October ideally.  Development of family picnic spaces

	neighbours across their communities			Forest School
Ecological considerations	To ensure the youth service works responsibly and ethically towards the environment in all its practices. To make the service ecologically sustainable and aware of the biodiverse milestones the wider council has committed to	By promoting healthy lifestyles, exercise and outdoor recreation the service promotes exploration and respect of the environment. Remodelling on No95 has to date included: Change of all lighting to energy efficient forms, restrictors on all taps, efficient use of heating system by utilising thermostatic regulation. A commitment to reducing plastics, Recycling and Composting waste and dedication to support and use of the community fridge wherever possible to support all aspects of food with the service	Though service delivery, modelled attitudes,  All capital improvements to be environmentally ethical and responsible.  Use of Community Fridge  Recycling & waste management	Increase staff understanding of environment  Forest School  Community Garden
Healthy Relationships	To end unhealthy relationships and promote a culture of healthy relationships across family, peers and intimacy.	The youth service models and encourages healthy relationships through respect and kindness to peers from an early age. Zero tolerance against any form of unsafe relationship. The youth workers each have practiced skills in being understanding, empathetic, calming and in offering training opportunities and signposting for healthy relationships in all forms. The youth service offers sexual health services through the C Card scheme (free condoms) Sexual health, sexually transmitted infection screening, referrals for LARC & emergency contraception LGBTQ+ projects, young parents and domestic abuse projects each have their place in promoting, modelling and teaching healthy relationships.	Every project & intervention. Through modelled behaviours and attitudes Through targeted projects specifically.	Wider training amongst the team for sexual health, conflict management and mentoring skills Improve measurable record keeping
Self-Esteem	To ensure the positive self-esteem for each of our young residents by demonstrating their value to our community through inclusion, investment and support.	Through healthy relationships work- see above. The provision of anti-bullying workshops for primary schools and ambassador training for senior school students. The youth service has a methodology of seeking out the individual's positive traits and skills, encouraging and building up their confidence. Calling them to be aspirational and supporting them in reaching their goals through consistent positive role modelling, engagement and mentoring.	Within each project and every intervention.	Counselling service  More regular anti-bullying support/ training for schools

				Mentor training for staff
Developing the Arts	To provide opportunities for young people to express themselves, learn new skills and enjoy positive shared experiences. Look to own/ run a performance space on parish for the development of a culture of arts throughout Woughton.	The youth service currently offers a music project and dance classes weekly. We also support delivery of the Arts Awards through hire of no95. We seek to take parish children to a Christmas panto annually for exposure to a theatre. Annually we host an Arts festival, with professional workshops and live performances.	Delivery of clubs & classes  Nothing Final festival  Support of the arts award	Develop a semi-independent performing arts school and bring all arts under its banner. Create a space or live performances.
Engagement & Experience	Through a committed, reliable and sustainable team. Invested in the area and the young people we serve. Offering quality, needs led, person centred youth work engagements/ interventions. Seeking to source and enable regular to extraordinary experiences to develop, stretch and delight individuals.	Our youth service prides itself on the effort and responsibility our officers place on actively engaging, supporting, including and providing positive experiences for every individual we serve.	Consistent commitment and passion to give out young people the very best we can offer till times.	Development of a sustainable staffing structure

**New initiatives/ Areas for development or change**

**Junior clubs- Play Rangers:** Bring all Junior clubs & Play Rangers under the same delivery umbrella: utilising the same team and creating the right project for the right environment. Reducing pressure on officers and as part of the development of a parish wide provision, rather than an estate by estate provision. Aim to have fewer staff which are employed for longer hours in the hope of creating more sustainable positions through the likelihood of greater personal value in those roles. eg: 2hr play ranger session + 2 hours youth session on same day (with a view to 2 posts each for 4 hours per day for 4 days per week) ran by same officers rather than small time slots by more staff.

**Forestry School-** is a completely new initiative, drawing on our strengths from aspects of Play Rangers, the gardening project and offering a clear link between our work and the environment team’s work. Looking at informal education around the local environment, foods, recycling, sustainability, energy efficiency, skill enhancement and recreation. Looking to partner with the Parks Trust to adopt a piece of land on Peartree Bridge as the external base giving (an otherwise difficult estate on parish- due to lack of facilities) a genuine investment of use, value and appreciation by the council and the wider community. The teaching space would work from the Community Garden learning space and practically work across the gardens at No95, WCC Community Garden, the estate community gardens across the parish and the woodland area on Peartree

NB: Predominantly move our Gardening project to the Community garden, using no95's smaller space for SEND and vulnerable young people's gardening space.

**Young carers-** Find a way to work in partnership with Young Carers MK to ensure Woughton young people who carry the burden or task of caring for another have regular access to respite, support and age appropriate recreation. The ideal is to offer a on parish initially monthly (view to move to minimum of fortnightly) session for Woughton young carers whereby the youth team provides a youth club session with the integrated referral system whereby our young carers have access to the specialist support offered by MK Young Carers and access to city wide initiatives for their peer group. Whilst local, consistent engagement will assist in reducing isolation, develop local peer support and will feed young carers into other WCC youth projects according to their wider needs, preferences and skill sets. The aim being to engage and develop more than the carer aspect of their being. Also linking carers family to the wellbeing team at WCC for a broader offer of support and potential solutions for the whole family. In basics terms we each do what we do best = young person and family benefits the most.

**Performing Arts** – To source external funding to develop a performing arts 'school' whereby parish children and youth can access exploration of the arts and use the performing arts to express themselves, build confidence and self-esteem, cultivate friendships through shared goals and experiences. Develop a sense of achievement and new skills. A performing arts school offering access to the arts free at the point of contact for Woughton residents. Potentially as an income generator by involving non Woughton members. To include music projects and by bringing the dance under the same banner, reducing the long term cost on the services budget. Development of the arts in the parish can offer an intergenerational bond, a shared experience but ultimately brings a richness of life experience that the arts offer.

**Youth Worker Apprentice** – Ideally a young person who has grown up in Woughton, whom we can invest in and train to hone their youth work skills, support through their learning and equip them to develop in to a trusted position within the team, serving their community.

**Work Experience & accredited schemes (such as Princes Trust/ ASDAN/ Duke of Edingburgh)** -To explore options with MK College for work placements and work experience for our parish secondary school young people. To also look to be registered for accredited schemes which can enable young people to gain vocational qualifications through participation in our services and volunteering opportunities.

**Studio95 & Radio Station-** a fully functioning studio and performance space offering quality recording capabilities and a small live performance venue to develop local talent. Plus, the opportunity for residents' voice, living archives, development of local musicians. Working in partnership with Community team to create podcasts, broadcasts and open mic cafés for the radio station. External funding should be sought once space is developed, opportunities for hire will offer ongoing income to offset costs.

**Therapeutic Services-** Getting 2<sup>nd</sup> level ongoing intervention/ specialist support in place for our young residents (through referral) who are otherwise likely to remain in the system for a time period which increases their chances of being in crisis situations prior to receiving the support they need. Areas to explore and develop are Counselling, talking therapies and Play therapy for young children. A suggested model of a set number of sessions followed by appropriate signposted placements as necessary. Utilising own trained officers, but predominantly volunteer counsellors (in similar way to YIS but for Woughton youth only). CB Analysis suggests costs would be low and should be met by external funding streams but the potential benefit to individuals, families, educational settings and the wider community is huge. Furthermore, I am keen to explore Social prescribing options for ongoing, sustainable funding.

**Youth to Uganda (or similar)** – extraordinary opportunities that push the boundaries and result in concentrated levels of investment, experiences and therefore elevated levels of aspiration and achievement for local young people. Life changing moments! An externally funded longitudinal project consisting of upskilling & personal, social & emotional development which happens with a finite number of selected young people once every 3-5yrs.

**Staff structure**- Staff structure attached

Staffing structure to include the addition of a MKC funded member of staff, a Youth worker apprentice and work experience young people and volunteers

**Budget**

Current Staff £ 80,000 if fully staffed (according to SW budget, excluding replacing Nadine- not sure this is viable) I suspect staffing budget for Youth team needs to be more like £95K, However, do not see this as all necessarily coming from internal funding/ Precept.

Current service delivery £10,000 (£9,000 if we can pull dance within the income generated from No95 Arts Awards hire)

**Potential areas for income generation**

**Play Rangers** – potential to be a commissioned service, fully funded and profit making for other local parishes, Fun days, School Fetes locally.

**No95 hire**- On average £8,000 p/a \*running costs of NO95 are approximately £4,200. But this is still a significant enough income for very little cost to WCC and this revenue enable the upkeep of equipment across all music/ arts awards projects for WCC.

**Studio95 /Radio**- potential for hire of studio space for recording artists / Advertising on radio?

**No95 Gym**- hire by Bridge Academy/ Post 16 Centre, also low tariff use for local young people outside or organised youth project sessions

**Play Therapy**- 2022 onwards. Looking to offer Play therapy for Woughton children identified as those who could benefit by schools, family centres and GPs. Explore options for social prescribing funding to offer this service

**Counselling**- an externally funded counsellor who works solely on referrals for parish young people. Service can be free at the point of delivery to the client, However, there is potential to explore social prescribing income. If not to increase income, but to cover the costs of an otherwise unlikely service.