

PROJECT DELIVERY PLAN

Youth Aid Programme

Your Voice, Your Town - Acton Town Grant | April 2026 – September 2026

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|---------------------------|--|
| Grant Theme | Clean & Pleasant Streets |
| Programme Name | Youth Aid Programme |
| Target Group | Young people aged 18–24 ¹ |
| Programme Duration | 6 months Trial (April 2026 – September 2026) |
| Primary Venue | The Vale Playground and Community Centre |
| Lead Organisation | Acton Vale Residents Association |
| Programme Lead | Massera E Hassan |
| Date Prepared | April 2026 |
| Version | 1.7 |

1. Executive Summary

The Youth Aid Programme is a 6-month community initiative funded through the Your Voice Your Town – Acton Town Grant under the theme of Clean and Pleasant. Rather than targeting street-level anti-social behaviour² directly, this programme takes a root-cause approach - providing young people aged 18–24 with a safe, non-judgmental space to access a range of support resources including mental health and employment support. Addressing these root causes is, we believe, the most durable route to the cleaner, more pleasant streets the grant theme seeks to achieve.

Starting with weekly evening sessions at a local community centre, trained Youth Support Workers will build trust with participants over time, co-designing the most effective support pathways with them directly. The programme recognises that young people contributing to anti-social behaviour are often themselves experiencing significant difficulties - and that investing in their futures is the most sustainable route to cleaner, safer, more pleasant streets.

2. Programme Rationale

2.1 The Problem

Our working theory is that anti-social behaviour among young adults aged 18–24 is driven by a complex interplay of factors: unemployment, poor mental health, social isolation, and lack of purposeful activity. The resulting effects³ are already visible in our neighbourhood. This programme is built on the

¹ The programme is initially targeted at young people aged 18-24, where identified need is most acute. The age range may be reviewed and expanded up to 18-34 as the programme develops, subject to participant demand and funder agreement.

² Specific to this programme, the anti-social behaviours identified and being targeted are littering and loitering

³ Noise and litter complaints, and the gradual erosion of community cohesion

assumption that addressing underlying causes offers a more sustainable route, leading to clean and pleasant communities - and we intend to learn from the evidence we generate.

This theory is supported by research⁴. Studies of neighbourhoods across England and Wales have found that areas experiencing rapid residential change — like ours — see some of the most pronounced increases in anti-social behaviour, as the informal social ties that hold communities together come under strain. We believe early, trust-based intervention with young people is the most effective way to begin reversing that trend.

2.2 Our Approach

We will create a trusted, voluntary, community-based programme that:

- Offers a safe, welcoming space free from judgment
- Employs Youth Support Workers with lived experience or specialist expertise
- Provides access to mental health support and employment guidance
- Co-designs solutions alongside young people, not for them
- Connects participants to wider services and long-term opportunities
- Leverages existing research and experience in this space and builds proof of value of these kinds of activities.

3. Aims & Objectives

Programme Aim

To reduce anti-social behaviour among young people aged 18–24 by establishing trust through a community-based programme that seeks to understand their needs — making them feel a valued part of the community, increasing pride in their environment, and supporting them to find the motivation to achieve more.

Key Objectives

- Deliver weekly evening sessions at The Vale Community Centre throughout the programme
- Engage a minimum of 20 young people from across Acton of which at least 50% are from The Vale Estate throughout the length of the programme.
- Facilitate formal referrals to partner mental health services for at least 3–5 participants who indicate readiness
- Support 3-5 participants into employment, training, or education pathways
- Deliver 3 community-focused environmental activities across the programme — such as estate clean-up sessions, neighbourhood walkabouts, or local improvement projects — designed to build participants' sense of pride in and responsibility for their local area
- Achieve an 80% satisfaction rate among programme participants
- Identify and map litter hotspots across the programme area in collaboration with participants, and progress the installation of additional bins at key locations in partnership with Ealing Council, with ring-fenced grant funding allocated to cover associated costs⁵

⁴ [Braakmann \(2023\)](#), The British Journal of Criminology; [Davis, Roberts & Smith \(2025\)](#), Crest Advisory for the Independent Commission on Neighbourhoods

⁵ Grant funding has been ring-fenced to cover the costs of bin installation. Delivery will be progressed in active partnership with Ealing Council, with installation scheduled in accordance with the council's procurement and installation processes.

Expected Outcomes

- A visible reduction in litter
- A reduction in noise and litter complaints compared to the same period in the prior year
- Participants report feeling increased⁶ pride in and responsibility for their local area at programme close, measured via end-of-programme survey
- Improved sense of participant wellbeing and community cohesion

4. Delivery Model

4.1 Weekly Sessions

Evening sessions at the community centre will serve as the programme's anchor point. Sessions will be drop-in and voluntary, creating a low-barrier entry point. The atmosphere will be informal and welcoming - not clinical or institutional.

4.2 Referrals scheme via other partners

The programme will operate a two-way referral scheme, receiving referrals from partner organisations and referring participants into external services where appropriate. Referral partners will be identified and confirmed during Month 1 of the programme. Partners may include local mental health services, employment support organisations, training providers, and community groups working with the same demographic.

Inbound referrals – organisations wishing to refer young people into the programme will be asked to contact the Programme Lead in the first instance. A brief conversation will be held to ensure the referral is appropriate and that the young person has been made aware of and is willing to attend. No formal assessment or documentation will be required from the referring organisation on arrival – the programme's drop-in, trust-first approach applies equally to referred participants as to self-referrals. Workers will be made aware in advance when a referred participant is expected, to ensure a warm and informed welcome.

Outbound referrals – where a participant indicates readiness to access external support, the relevant Youth Support Worker will initiate contact with the appropriate partner organisation on the participant's behalf. Workers will follow the receiving organisation's referral requirements, which will be agreed and documented with each partner during Month 1. Referrals will only be made with the participant's knowledge and consent; workers will follow up to confirm the referral has been received and acted upon and participants will be encouraged to continue attending sessions to ensure ongoing support.

A simple referral log will be maintained by the Programme Lead to track both inbound and outbound referrals, supporting evaluation and funder reporting.

4.3 Kick-off event

The programme is only funded for 6 months, therefore weekly sessions will begin before the 'official' kick-off event to improve chances of success, since meeting the objectives of the programme will be partly dependant on establishing trust with the target group as early possible and building momentum on those early relationships through word-of-mouth.

⁶ A specific improvement target will be established following initial participant interviews and baseline surveys conducted at programme outset, ensuring the measure reflects the starting point of the cohort actually engaged.

The kick-off event will then supplement early efforts by engaging those harder to reach individuals amongst this group with a commitment-free, one-off event. The secondary purpose of the event is to cement the perception that the community centre is a safe and welcoming space for this group.

The event will be held in person at The Vale Community Centre and/or playground in Month 2, promoted through local networks, community referrers, and word-of-mouth from early session attendees. It will be designed as an informal, low-pressure occasion with a target attendance of at least 7 young people alongside the programme team and grant funders.

4.4 Relationship First

Youth Support Workers will prioritise relationship-building before offering any formal support however will be encouraged to ask participants to provide some basic information the first time they attend a session, to confirm that the participant is indeed part of the target group (age and residence) and establish early on whether they have any needs that can be met by the programme. The youth support workers will also be encouraged to inform young people that support is available, but the priority is to establish open dialogue. Trust is the currency of this programme.

4.5 Support Pathways

Once engaged, participants may be supported through:

- In-programme mental health conversations and signposting
- Formal referrals to partner mental health & wellbeing services
- One-to-one employment coaching and CV support
- Group workshops on employability, life skills, and wellbeing
- Connections to training providers, apprenticeships, and local employers
- Business mentoring and/or self-employment workshops

However, the aim is to co-design tailored support pathways with participants rather than offering out of the box solutions without understanding why they have not already been accessed.

5. Milestones & Delivery Timeline

The table below outlines planned milestones across six phases of delivery.

| Phase | Activity | Timeline | Lead | Status |
|---------------|--|-------------|---|-------------|
| 1 – Discovery | Stakeholder mapping and draft programme plan distributed | Month 1 | Programme Manager | Complete |
| 1 – Discovery | Programme plan finalised & published | Month 1 | Programme Manager | Complete |
| 1 – Discovery | Identify litter hotspots & coordinate with Ealing Council on bin installations | Month 1 | Programme Manager, Operations Lead & Supports | In Progress |
| 1 – Discovery | Recruit & onboard 2 Youth Support workers | Month 1-2 | Operations Lead | In Progress |
| 1 – Discovery | Identify & contact referral partners | Month 1 - 2 | Programme Manager, Operations Lead & Supports | In Progress |
| 1 – Discovery | Secure & prepare community centre | Month 1 | Programme Manager / Operations support | Complete |

Commented [me1]: Check with Mary if TV and PS installed?

Can we also get a coffee station / snacks etc

Commented [me1R2]: What other equipment might we need to deliver sessions -e.g. community pride / anti-littering etc

| | | | | |
|----------------------|---|-----------------|---------------------------------------|-------------|
| 1 – Discovery | First evening session opens & baselining surveys conducted | Month 2 | Youth Support Workers | Planned |
| 2 – Launch | Launch event | Month 3 | Operations Lead | Planned |
| 2 – Launch | Referral pathways established | Month 2-3 | Programme Manager & Operations Lead | Planned |
| 2 – Launch | Baseline survey results and updated programme outcomes updated. | Month 4 | Programme Manager | Planned |
| 2 – Launch | Employment support onboarded | Month 3-4 | Employment Officer | Planned |
| 3 – Delivery Phase 1 | Weekly sessions running consistently | Month 3 onwards | Youth Support Workers | In Progress |
| 3 – Delivery Phase 1 | 1:1 mental health support package begins ⁷ | Month 3 onwards | Mental Health Lead | Planned |
| 4 – Review | Mid-point review, interim report & participant feedback survey ⁸ | Month 4 | Programme Manager | Planned |
| 4 – Review | Programme delivery and targets adapted as necessary – updated plan drafted and distributed amongst stakeholders | Month 4 | Programme Manager & Operations Lead | Planned |
| 4 – Review | Any updates to delivery plan finalised and implemented. | Month 4 | Programme Manager | Planned |
| 5 – Delivery Phase 2 | Employment workshops & job matching sessions | Month 4 - 6 | Employment Officer | Planned |
| 5 – Delivery Phase 2 | End of Programme (as funded by YVYT) Event | Month 6 | Operations Lead and Programme Manager | Planned |
| 6 – Close | Final evaluation, financial reconciliation & impact report | Month 6 | Programme Manager | Planned |

6. Roles & Responsibilities

The programme will be led by a dedicated Programme Manager, supported by:

- 2 x Youth Support Workers – core delivery, relationship-building, 1:1 support
- 1 x Employment Officer (0.5 FTE) – employability workshops and job-matching
- 1 x Mental Health Lead (sessional) – clinical oversight and complex referrals
- Operations Lead (voluntary) – partner liaison
- 2x Operations Support (voluntary)- venue and logistics management

The Programme Manager and Operations Lead work in tandem, with day-to-day decisions made collaboratively and the Operations Lead taking the lead on operational matters where appropriate. Youth Support Workers, the Employment Officer, and Mental Health Lead report to the Programme Manager, who retains overall accountability for programme delivery, grant compliance, and funder reporting. The team operates on a responsive, as-needed basis during business hours, with communication structured around programme needs rather than fixed meeting schedules.

⁷ Will be made available, but delivery depends on participant readiness.

⁸ Timing of participant feedback survey is dependent on participant uptake in months 1 and 2, as a minimum of 2 months of session attendance is required for feedback survey to be conducted.

7. Risk Register

| Risk | Likelihood | Impact | Mitigation |
|--|------------|--------|---|
| Low engagement from young people in early sessions | Medium | High | Trusted community referrers; non-judgmental, voluntary attendance; peer-led outreach; possible additional funding applications to extend life of programme. |
| Young people attend once and don't return | High | High | Correct level and approach to engagement crucial in first session and project team continually review to ensure learning from successful cases is repeated. |
| Difficulty retaining Youth Support Workers | Low | High | Supervision support, clear role boundaries |
| Limited access to computers / digital tech impacts participant confidence in programme | Low | Medium | Charitable donations and other funding to ensure participant access to necessary equipment. |
| Mental health partner capacity constraints | Medium | High | Multiple referral partners; in-house triage support |
| Under-spend or spend delays | Medium | Medium | Monthly budget reviews; flexible budget reallocation plan |
| Council timeline delays on bin installations | Medium | Low | Ring-fenced grant funding ensures costs are committed and ready to deploy. Active liaison with Ealing Council will begin in Month 1 to initiate the process as early as possible. The programme's objective is framed around progressing installation rather than guaranteeing completion within the 6-month window, reflecting the council-dependent nature of the timeline. |

8. Evaluation & Impact Measurement

8.1 Key Metrics

- Number of young people engaged (sessions attended, unique participants)
- Number of mental health referrals or support packages initiated
- Number progressing into employment, education, or training
- Participant wellbeing, satisfaction and community pride scores (before/after self-assessment)
- Qualitative case studies and participant testimony
- Volume of litter and noise complaints
- Weekly observational assessment of litter levels and loitering behaviour in the programme area conducted from first week of sessions to programme end.
- Resident satisfaction scores

8.2 Reporting

A baseline survey will be conducted with participants attending their first session and volunteers (recruited via EHCVS) will also survey residents early on in programme life. The data collected from

baseline surveys will be fundamental to enable reporting by comparison to baseline. An interim report will be published on the Your Voice Your Town website at Month 3, with a full impact evaluation and final report at programme close (Month 6).

9. Budget Summary

The programme budget is aligned to the grant award - £9,300 - and covers personnel, participant activities, and bin installations. The Vale Community Centre is currently secured free of charge, should venue costs arise, budget will be reallocated accordingly. A detailed budget breakdown is available on request. A monthly budget review will be conducted to ensure spend is on track and to identify any required reallocation.

10. Communication & Stakeholder Engagement

A dedicated communications plan will run alongside programme delivery primarily via the grant website, including:

- Programme plan and launch announcement posts on the grant website
- Stakeholder briefing packs distributed
- Monthly progress and budget updates
- Key partners and programme delivery team published on grant website
- Public-facing programme summary published on the grant website
- End-of-programme impact report shared with all stakeholders and the public

In addition to grant website communications, residents of The Vale Estate will be kept informed throughout the programme via a dedicated communications thread including noticeboard updates, leaflet drops, and Acton Vale Residents Association's own channels. The format and frequency of resident communications will be determined by the nature of the information being shared. Keeping residents informed and engaged is considered an integral part of the programme's approach to building community cohesion.

Wider stakeholder outreach, onboarding and continued communications will be managed directly and distributed via preferred modes of contact as disclosed.