



'U-Choose' Holiday activity card for young people aged 11-16

Introduction:

The Project Initiation Document (PID) defines the direction and scope of the project. Its three primary purposes are:

- To ensure the project is built on a sound foundation before any significant commitments are made.
- To serve as a baseline for assessing progress, identifying issues, and evaluating the ongoing viability of the project.
- To provide a single, authoritative source of reference, enabling stakeholders to easily understand the project's purpose and management approach.

Project Definition

Background & Context

School holidays can present financial and logistical challenges for families. Working parents may struggle to take time off, and young people often lack access to structured activities. This can lead to increased screen time or unsupervised presence in public areas such as Andover Town Centre, contributing to social isolation or antisocial behaviour.

The **Holiday Activities and Food (HAF)** programme at Andover Leisure Centre has demonstrated strong engagement, particularly during Easter. However, HAF is limited to children from low-income families receiving free school meals. The **U-Choose** initiative seeks to expand access to holiday activities for all young people aged 11–16, regardless of financial background.

Project Objectives

- Provide inclusive and accessible holiday activities for young people in Andover.
- Reduce isolation and antisocial behaviour during school holidays.
- Support working families by offering structured, safe activities.
- Promote community engagement and positive peer interaction.

Desired Outcomes

- Increased participation in holiday activities across diverse demographics.
- Positive feedback from families and young people.
- Reduction in unsupervised youth presence in the town centre.
- Strengthened relationships between the Council, schools, and youth organisations.
- A scalable model for future holiday periods.

Project Scope

Inclusions:

- Pilot programme during Easter Holidays 2026.
- Distribution of U-Choose activity cards to young people.
- Collaboration with:
 - Andover Leisure Centre
 - Valley Leisure (Riverside Bowl)
 - Odeon Cinema (*pending agreement*)

Targeted Outreach to:

- Winton Community Academy
- John Hanson Community School
- Harroway School
- Smannell Field School



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- Koala Hub
- Breakout Youth

Exclusions:

- Activities outside the Easter holiday pilot period.
- Programmes requiring income-based eligibility (e.g., HAF).
- Transport provision to activity venues (unless separately funded).
- Food and beverage provision.

Constraints

- Budget limitations for subsidising activities.
- Availability and capacity of partner venues.
- Coordination with schools and referral organisations.
- Planning and execution timeframe ahead of Easter 2026.

Assumptions

- Schools and youth groups will assist with card distribution and promotion.
- Feedback mechanisms will be in place to evaluate success.
- Sufficient interest and uptake from young people and families.

Users & Beneficiaries

- **Primary Users:** Young people aged 11–16 in Andover.
- **Secondary Users:** Parents and guardians.
- **Beneficiaries:** Local community, schools, youth organisations, and participating venues.

Interested Parties & Interfaces

- **Andover Town Council:** Project sponsor and coordinator.
- **Local Secondary Schools:** Distribution and promotion.
- **Youth Organisations:** Referral and outreach.
- **Activity Providers:** Service delivery and feedback.
- **Families:** End users and feedback providers.
- **Councillors:** Oversight and decision-making for future rollouts.

Project Approach

Proposed Delivery Model

The U-Choose Holiday Activities Card initiative will be delivered through a school-facilitated distribution model, supported by Andover Town Council (ATC) and local activity providers. This approach ensures seamless integration with existing school operations and community infrastructure.

Delivery Method

- **Card Distribution**
 - Schools will manage card sales, collecting a £5 donation per pupil.
 - Each card will carry a unique reference code, tracked via a spreadsheet maintained by the school office.
- **Activity Access**
 - Participating venues (Andover Leisure Centre, Riverside Bowl, Odeon) will honour the cards during the Easter holiday period.
- **Feedback & Evaluation**
 - Schools will distribute post-programme surveys to students and families.



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- ATC will analyse feedback to assess effectiveness and inform future iterations.
- **Stakeholder Engagement**
 - ATC will liaise with school governors and leadership teams to secure buy-in.
 - The TVBC Youth Officer has offered support in facilitating these connections.
- **Marketing**
 - Awareness will be raised primarily through schools via posters, assemblies, and newsletters.
 - Social media will be used post-pilot to showcase outcomes and build momentum for future rollouts.

Operational Fit

This model leverages existing school infrastructure for administration and communication, minimising the need for external systems. It aligns with the operational capabilities of local venues and youth organisations, ensuring smooth and scalable delivery.

Venue Operations

Andover Leisure Centre – Check-In System

- Reception staff will use a spreadsheet (provided by Danny Churcher, Contracts Manager) to check in young people.
- Staff will record:
 - The unique reference number on each card.
 - The activity accessed.
- This system ensures:
 - Controlled usage (e.g., one swim per week per pupil).
 - Accurate budget tracking, with each activity deducting from the overall programme budget.

Riverside Bowl (Valley Leisure) – Pre-Booking System

- Due to high demand, activities must be pre-booked online.
- The card's unique reference code will act as a promotional code at checkout.
- Codes will include school identifiers:
 - WCA (Winton Community Academy)
 - JHA (John Hanson)
 - HWY (Harroway)
- Promo codes will zero out the cost and be limited to one or two uses.
- For group bookings:
 - The main booker presents their card at the venue.
 - Staff stamp the card and those of accompanying friends.
 - Credits are deducted from all cards involved.
 - Additional admin may be required unless Riverside Bowl identifies a streamlined alternative.

Operational Benefits

- Enables real-time tracking of usage and budget.
- Prevents overuse of cards.
- Supports venue capacity planning.
- Provides data for evaluation and future planning.
- Utilises existing school systems for payments and communication.
- Aligns with venue and youth organisation capabilities.
- Scalable and adaptable for future holiday periods.

Challenges & Mitigation

- **School Buy-In**
 - May be initially challenging; ATC will engage persistently with governors and leadership teams.
- **Administrative Load**
 - Schools will manage card tracking and payments; ATC will provide clear guidance and tools (e.g., spreadsheet templates).



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- **Limited Marketing Scope**

- The pilot will focus on direct school engagement rather than broader public campaigns to maintain control and focus.

Evaluation & Post-Programme Review

Following the Easter 2026 pilot, ATC officers will conduct a comprehensive evaluation involving all key stakeholders:

Venue Feedback

- Direct engagement with staff at Andover Leisure Centre, Riverside Bowl, and Odeon to gather insights on:
 - Card usage patterns
 - Operational challenges
 - Young people's behaviour and engagement

School Feedback

- Schools will provide:
 - Total number of cards sold
 - Number of cards funded via Pupil Premium
 - Age group breakdown of card uptake
 - Observations on student interest and engagement

Parent/Guardian Feedback

- A survey will assess:
 - Programme impact on their child
 - Ease of access and usefulness of the card
 - Suggestions for improvement
- A sample of parents will be contacted by phone for more detailed feedback.

Purpose of Evaluation

- To determine whether the programme met its objectives
- To identify areas for improvement
- To assess feasibility for future holiday periods
- To provide evidence for Councillors to support continued funding and development

Business Case

The U-Choose Holiday Activities Card is being proposed in response to the rising cost of living, which continues to outpace income growth for many families in Andover. As a result, access to leisure activities—particularly those in safe, structured environments—is increasingly out of reach for many young people. It also gives young people purpose and direction during holiday periods, which should help with Anti-Social behaviour.

Programme Benefits

- **Affordable Access:** Provides one free activity per week during school holidays.
- **Safe & Social Spaces:** Offers young people a secure environment to engage with peers.
- **Family Support:** Helps relieve financial pressure on parents and caregivers.
- **Community Impact:** Acts as a proactive measure to reduce antisocial behaviour in Andover Town Centre by offering meaningful alternatives.

By partnering with trusted local venues, the programme promotes both family wellbeing and community safety.

Risk Assessment

Financial Risk: Low

- No upfront payments required from ATC to venues.



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- Venues will invoice ATC only after activities are delivered.
- A fixed budget will be allocated per venue, with real-time monitoring of usage.
- Card distribution will be managed within budget constraints to prevent overspending.

Operational Risk: Low to Moderate

- Card printing costs are minimal (approx. £40 via Vistaprint).
- School engagement may require ongoing support and coordination, with assistance from stakeholders such as the TVBC Youth Officer.
- Venue administration processes may vary:
 - Andover Leisure Centre has an established spreadsheet system.
 - Riverside Bowl may need to refine its group booking process.

Mitigation Measures

- Unique reference codes will be used to track card usage and prevent overuse.
- Spreadsheet systems at schools and venues will monitor activity and budget.
- Card distribution will be limited to maintain control over uptake and expenditure.
- ATC officers will closely monitor the pilot week to respond promptly to any operational issues.

Project Management Structure

- **Andover Town Council (ATC):**
Project sponsor and overall coordinator, responsible for programme oversight, budgeting, and evaluation.
- **Local Secondary Schools:**
Responsible for card distribution, payment collection, and promotional activities within the school community.
- **Youth Organisations:**
Support outreach and referrals, particularly for vulnerable or hard-to-reach young people.
- **Activity Providers (e.g., Andover Leisure Centre, Riverside Bowl, Odeon):**
Deliver activities, manage bookings/check-ins, and provide operational feedback.
- **Families:**
End users of the programme; provide feedback to inform future improvements.
- **Town Councillors:**
Provide oversight, review evaluation outcomes, and make decisions regarding future funding and expansion.

Project Plan

Objective:

To support families and young people by enabling access to safe, healthy, and engaging activities during school holidays. The scheme aims to:

- Encourage physical activity in secure, local venues
- Reduce social isolation among young people
- Support local leisure businesses



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Delivery Method:

The scheme will provide either fully or partially subsidised access to activities at participating local leisure venues. Young people will receive a physical card pre-loaded with credit, uniquely assigned via a reference number, which they can use to access activities.

Proposed Delivery Period:

The pilot scheme is proposed to run during the Easter holidays in 2026, from 30th March to 10th April 2026.

School Engagement:

Support from local schools is essential to the success of the scheme. Schools will assist in identifying eligible participants and distributing the cards, as well as supporting communication with families.

Resources Required:

- **Officer time** to coordinate the project
- **Lead contacts** at each venue to train staff on administering the scheme
- **Monitoring** by officers and venue leads throughout the activity period
- **Evaluation** involving officers, venue leads, and schools after the scheme concludes

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