

YUAF YOUNG URBAN
ARTS FOUNDATION

2022-2024

BUSINESS PLAN

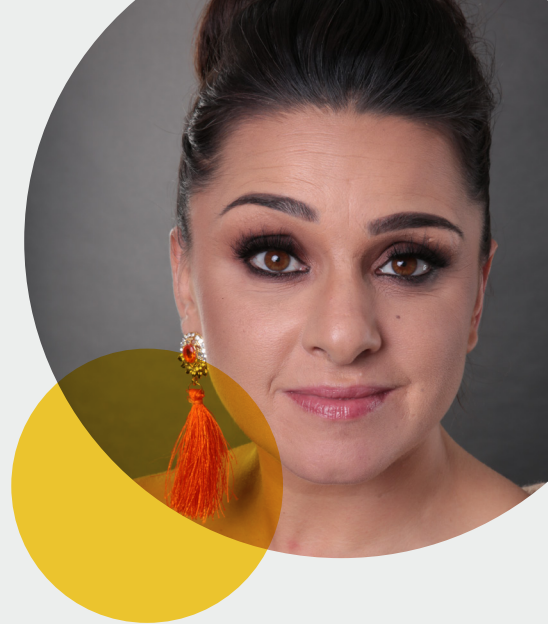


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INTRODUCTION

YUAF is the brainchild of Kerry O'Brien, BEM, also known in the music industry as multiple award-winning 'Lady MC'. Kerry grew up around violence, addiction and crime, which influenced her decisions in earlier years, almost leading her into incarceration. Fortunately, she also had musical talent from an early age which led her down a different path, enabling her self-expression to be seen, heard and supported through her music community. She says, "music, and the people in it, saved my life".



She conceptualised her passion for helping other young people from similar backgrounds in 2009, starting with simple music workshops (formerly known as the London Urban Arts Academy) in community centres and youth clubs. This was a time when youth services across the capital were being affected by serious and damaging funding cuts, reducing the number of youth facilities available to young people. The need and demand for the services Kerry provided grew and organically developed to reach more young people across London. Kerry was able to meet the demands by enlisting the help and support of her family, namely her mother, to ensure young people continued to receive services. In 2013, she acquired a single-decker bus, outfitted into a mobile music facility, to take directly to the streets where young people had nothing to do and were therefore at-risk of walking the same path that she did.

In 2016, mental health became a priority when Kerry experienced first hand the impact of suicide with the loss of her father. After establishing a positive reputation in the youth sector and overcoming numerous obstacles the charity rebranded as the Young Urban Arts Foundation (YUAF) with a new mission to address and aim to improve the wellbeing of young people through the arts. 2018 was a key turning point when both music industry professionals and companies started to notice the social need and the impact YUAF was making. The charity gained support from brands and became Charity of Choice to a number of major music industry institutions including the Aim Awards, PRS and Ninja Tune. Today, YUAF is recognised and supported by some of the UK's major and independent music companies and record labels including Sony Music UK, Universal Publishing, Ditto Management, Island Records, Google, YouTube Music, and Virgin Media.

Through the impactful work in communities, YUAF was awarded 'Community Project of the Year in 2019'. Kerry has also featured on ITV, Sky News and Channel 4 as the spearhead of the organisation working at a grassroots level and making a big impact.

We entered 2020 with excitement and pride following our 10-year anniversary and all that we achieved together. As the pandemic restrictions grew, we were challenged beyond measure but adapted extremely quickly and became closer as a team to achieve our outcomes. Our longer-term strategic objective to launch our online platform, 'Amplified', was fast-tracked as a result of the pandemic. Over the course of the year, YUAF launched 'Amplified: Thrive & Connect', delivering exciting online creative workshops. As a result, 2020 was a transformative year for both our young people and our charity.

We increased beneficiary engagement from 2019, despite the circumstances, and continued to work with young people virtually on a one-to-one basis through our after-care Pathways Service. We were also one of the only youth organisations working safely face-to-face throughout the summer, offering detached youth work sessions in parks and on our Outreach Media Bus.

We responded to the Black Lives Matter movement with support from Sony Music Entertainment and Doctored Sound. Together, we delivered face-to-face sessions teaching Black History Education and combining it with the arts, which is now a key part of our summer program.

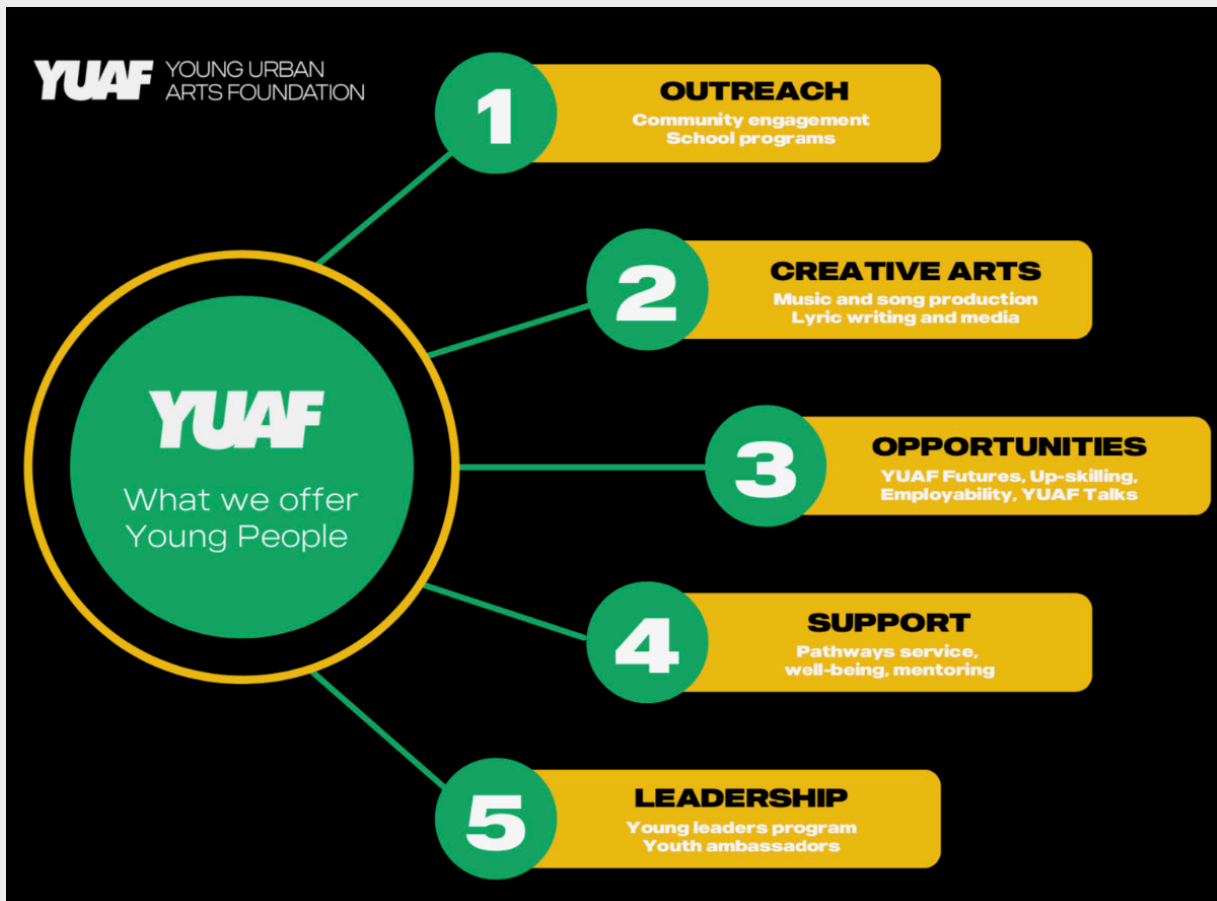
In 2021, we were awarded the London Youth Gold Accredited Quality Mark, a badge of excellence for youth organisations committed to continuous improvement through the involvement of young people in their organisational development and the Youth Music DJ Mag Awards for "Innovation & Excellence".

Over our 13 years, we have engaged with over 21,000 young people through bus outreach, in youth centres and schools, and online. This year we were successful in our fundraising efforts to purchase and convert a new double-decker bus to replace our original vehicle, which is ageing and has high maintenance costs. Marking an exciting moment for the charity, the new larger and modernised bus will grow our scope of reach, enabling us to engage with more young people and create more revenue streams to ensure the charity is sustainable for future years.



ABOUT YUAF

Young Urban Art Foundation is known for delivering both empowering and creative outreach workshops in hard-to-reach areas where young people are at high-risk of child exploitation, being a victim of crime, or have limited access to opportunities. We work alongside our beneficiaries in the development of our programs to ensure a youth voice is maintained throughout the organisation. We provide young people with opportunities to gain further training or work experience, allowing them to build a long-term rapport and support system.



YUAF's programs are all designed around prevention and built to drive creativity. They include our multimedia bus workshops, which we take into communities, providing a safe and exciting space to inspire and build confidence.

Alongside developing creative skills our holistic approach helps young people take a lead in shaping their lives focused on strengthening mental well-being, developing confidence, building new skills, raising aspirations, increasing self-worth, and building resilience and positive relationships. Our comprehensive strategy follows three primary stages:

Outreach Media Bus

Through Creativity in Communities, our double-decker Outreach Media Bus converts into a multi-media studio, providing an exciting space that inspires young people to build their confidence, skills, healthy relationships, and communities while providing access to positive role models and expanding their aspirations.

Our team goes directly to where young people live, on estates, on the streets and in schools to start the journey to support their mental well-being needs. Supported by professional artists, many of whom have come from challenging backgrounds themselves, we help them make positive life choices by identifying their needs and matching them with opportunities within our network.

Pathways

YUAF Pathways focuses on empowering young people to take a lead on shaping their lives and become aware of opportunities that will further their personal development and improve their well-being. The programme tailors the specific needs of each young person to explore their challenges to help them into opportunities within YUAF's own projects as well as through external partners, which include companies in the creative industries and other organisations. YUAF Pathways will provide progression and exit routes for young people to explore education and training opportunities, creativity, and creative careers, as well as access to support for their physical and mental health.

YUAF Futures

Our mission has expanded into building opportunities to help young people further develop their skills and employment opportunities. YUAF Futures provides young people, aged 16 - 19, from communities challenged by inequality (Global Majority, LGBTQIA, disabled teenagers and those living in poverty) with opportunities to help them progress into desirable workplaces or gain a qualification, skill or training that leads to improved possibilities. We also want to build a support system and self-belief in the youth community to drive their aspirations while at the same time increase diversity and inclusion in workplaces.



VISION, MISSION AND VALUES

YUAF's Vision:

To create a world where every young person is seen, heard and celebrated.

Seen To be noticed and appreciated for who they are and the gifts they bring to the world.

Heard To be given an opportunity to express themselves, have a voice and share their unique talents.

Celebrated by providing a safe space to be acknowledged and recognized.

Mission:

Empowering young people by strengthening well-being and providing access to opportunities that celebrate creativity, culture, and belonging.

Values

Real

We listen to what you say and the way you say it: show up as you are.
We champion individuality.

Unity

We got you
We move as one, it's a family affair.

Creativity

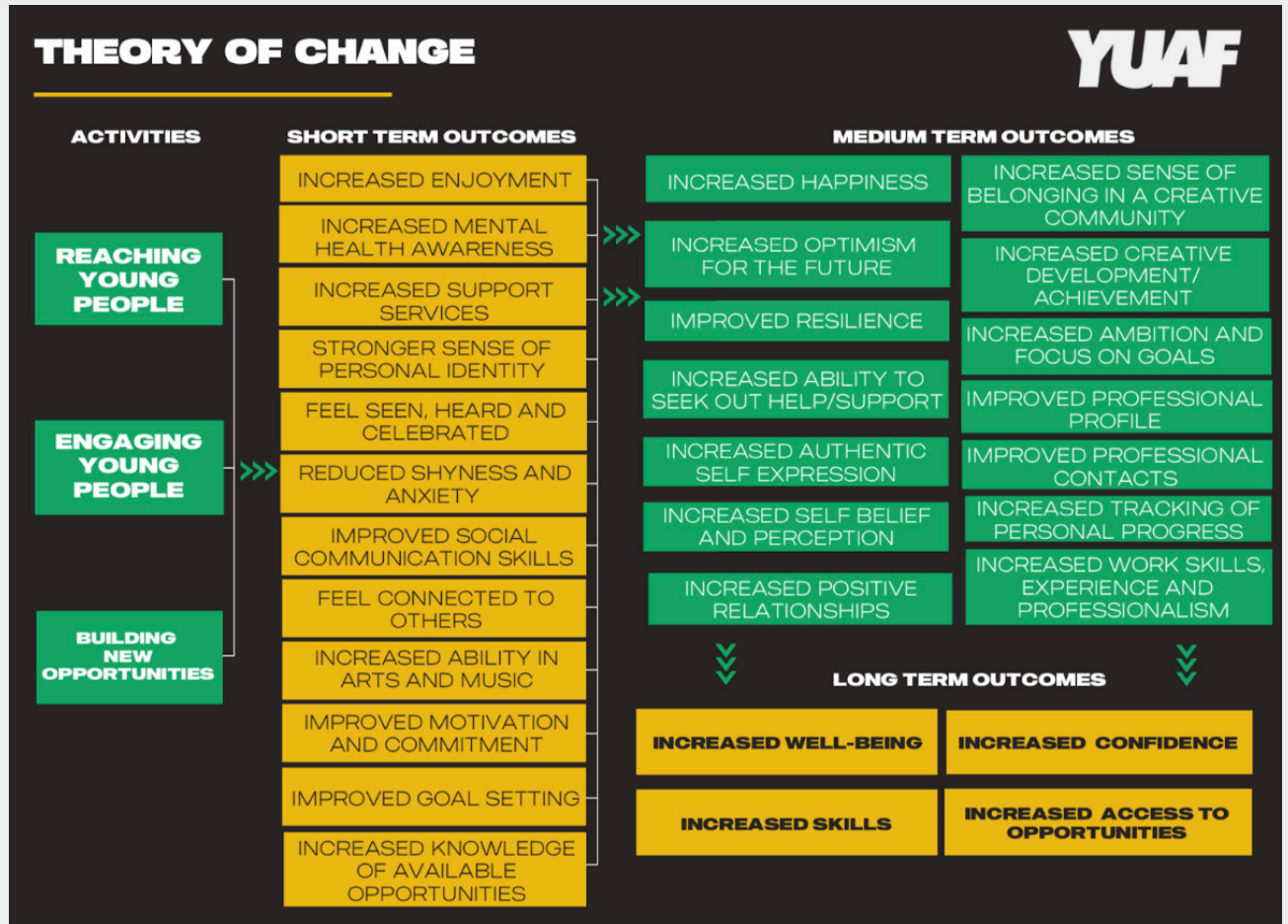
We take untapped potential and transform ideas into unlimited possibilities.
Let your mind be free.

Evolve

We adapt and change to meet the needs of a dynamic world.
The journey is never-ending.



THEORY OF CHANGE



ASSESSING HOW WE PREPARE FOR THE FUTURE

Our internal reviews showed a range of strengths, weaknesses, opportunities and threats for the charity. These were used as a foundation for planning how to use our strengths to build on opportunities and how to avoid threats by developing in areas of weakness. They are presented here and form the thinking behind our strategic objectives.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Winning funding for a new double decker bus (with all the potential it brings for income generation alongside program development). ● New revitalised board of trustees aligned with the vision and values of the charity ● The lived experience of the CEO and how this shapes our services and success ● Diverse team with lived experience/youth experience ● YUAF Futures and the brand partners this has attracted ● Being a learning organisation committed to its own development. 	<ul style="list-style-type: none"> ● Treasurer and finance lead operationally to support the management of finance ● HR expertise at board and operational level ● Room to improve risk management protocols ● Administration gap ● Issues with higher needs young people not completing forms - impact on monitoring ● Not enough exposure of YUAF's impact
Opportunities	Threats
<ul style="list-style-type: none"> ● Being a youth-led charity ● Developing YUAF youth ambassadors for the charity ● To shift most work back to face-to-face following the lock-downs Sourcing funding for Mental Health support ● Implementing an organisational restructure to develop a new senior management team. ● Commissioning from Housing Associations and Local Authorities ● Developing strategy for work with brand partners and sponsors ● Developing geographical networks to embed outreach work in deprived communities (rather than being reliant on over-stretched community partners ● Developing progression routes and follow on support for young people ● Measuring impact and sharing this via communications ● Helping partners to feel more a part of the impact (as this encourages further investment and support) ● Advocate for diversity in the sector ● Improve environmental responsibility ● Cross-cultural programs 	<ul style="list-style-type: none"> ● Fewer funders to apply to ● Limited core funding ● Competition from new organisations moving into the same field of work ● Competition for funding in all sectors (eg funders and sponsors/donors) ● Insufficient PR capacity ● Lack of commissioning from Local Authorities and Housing Associations (as pressure on funds, inflation continues) ● Increase in mental health needs and other complex needs amongst target users ● Technology is threat to users (in terms of on-line grooming etc) ● Securing funding to ensure the new bus is used as often as possible for community programs ● Community partners under pressure which can impact programs ● Being truly youth-led may present challenges in terms of governance and accountability

Upon completing the SWOT analysis, themes began to emerge from our comprehensive discussions, which largely fell within three strategic objectives.

STRATEGIC OBJECTIVES 2022-24

Sustainability

Having responded rapidly to the ever-changing pandemic environment, time for forward planning has been difficult for most in the sector. For us, we recognise that we have areas to strengthen internally around **financial and risk management**. These needs have arisen from rapid growth and a lack of capacity rather than a lack of awareness or understanding; therefore, we are confident we will rectify these issues swiftly to ensure we are making decisions from a place of clarity and based upon our strategic objectives.

We also recognise that key to our success and relevance is having a clear direction as a charity. This involves not just living our vision, values, setting strategic objectives, and ways of measuring our performance against these areas. It is also vital to have a governing board who are supported to carry out their duties of stewarding our dynamic and unique charity within an ever-changing environment. We will **invest in board members** and have greater clarity around responsibilities in the organisation and how we are all working together as a team to achieve our vision and goals.

Our work with **brand partners** has been highly successful, we will review, refine and develop our model so it can be replicated and used to engage new partners.

Drawing on our value of creativity, we know it's important to keep finding ways to **diversify income** in our current climate. To do this, we have plans for maximising the new bus in multiple ways. For corporate partners, when not in use for youth outreach programs, we will provide corporate team building and creative leadership programs based on past successful delivery models. This will simultaneously **provide a voice for young people** beyond our charity into the marketing and advertising sectors.

SUSTAINABILITY				
Objective	Description	Lead	2024 target	Key Actions for Achievement
Risk management	Continue to reduce operational risks and improve efficiency	Board SMT	Maintained and updated risk management policies.	Identify Board Member to be responsible for risk management Review risk policy Risk Training
Board and governance development	Diversifying unrestricted income	CEO Board	Ongoing skills audit and recruitment induction of board members to address gaps and embed commitment to charity Decision making matrix for organisation to delineate responsibilities Core work to embed values of organisation and embed culture in line with these Business plan with annual budget, targets for board to measure performance	Recruit and induct new trustees. Create systems and processes for board to access information Develop decision making-matrix Develop and embed/refresh organisational values Trustee engagement plan Start recruitment process 2 - 3 young trustees Create a succession plan
Diversifying unrestricted income	Explore options and develop plans for unrestricted income.	SMT	Generate 250,000 in unrestricted income Develop 3 new income generation streams	Develop a brand partner strategy Identify YUAF's programs for licensing Develop corporate programmes for team and skills building Secure annual corporate partnerships Secure brand partnerships for programme support

SMT = Senior Management Team

The Journey

Since 2019, we have developed new online services to keep young people engaged and active during the lockdown periods with both their peers, and through progression and creative opportunities.

Responding to the pandemic crisis by moving most services online created a rate of expansion we were not expecting. In the last three years, we have worked with hundreds of young people through our online and in-person outreach, empowerment and pathways aftercare programs.

Outreach

2,184

Empowerment

941

Pathways

548

We have now clearly reviewed the work we do and will refine our delivery models across the board.

In the early part of 2022, we secured funding for a brand-new double decker bus which will be road-ready by the end of summer. We want to ensure that the services offered are available 5 days a week across London and we know the bus is one of the biggest pulls of our services.

We will continue to **strengthen the processes in place** which demonstrate the journey of a young person, whether they meet us on an estate, online, or via a referral and progress into further opportunities (e.g. into a work placement or onto our Young Future Leaders steering group). We know from consistent feedback from ex-users that YUAF has had a significant impact on their lives. We want to enhance our follow-up processes by investing more resources in capturing evidence of our impact. We also want to **retain ex-users as Ambassadors** for the charity and Future Leaders.

Throughout 2022-24, we will **strategically target specific areas/boroughs** to strengthen our networks. In doing this, we will both enhance the progression and support of our users and create new opportunities for funding and collaborative projects.

Our targeted work will respond to the pressure we are seeing among community partners, who were once gatekeepers to referral services, but are now lacking capacity to work with us in the ways they used to. By identifying network hubs in North, East, South and West London, we will ensure we have local services and contacts at our fingertips for all of their needs (eg housing, benefits, work, creative). Many of our users are attracted to our bright, shiny bus and therefore, don't always engage in other local services so we will **work together in partnership** to encourage more young people to engage in other local services.

We are facing a **mental health crisis** that has been increasing year-on-year, which we are now seeing the brutal impact of among young people we engage with, specifically, post-pandemic. We already provide a high-level of care, and aim to continue **increasing our resources** specifically for one-to-one mentoring. This will be carried out through our internal Mind Over Matter and Pathways programs which improve young people's access to further support, in addition to providing information to referral agencies and partnerships.

To bolster this objective, we will **invest in the training** and awareness of all our staff, and continue to **develop strategic partnerships with mental health charities** to improve our delivery and practice.

With the majority of our users being from Global Majorities (Black and Ethnic groups), we want to support the learning of their heritage and the history of the **music** most are interested in. To broaden young people's perspectives and provide further inspiration and education, we will partner with international organisations to **create cross-cultural programs** that expand horizons and deepen their understanding of black music and its origins.

THE JOURNEY				
Objective	Description	Lead	2024 target	Key Actions for Achievement
Bus and outreach program	Improve current services across the organisation to support the delivery of programs	YEM	<p>Develop plan to have bus out 5 days a week year round delivering services with adequate resources to deliver efficiently</p> <p>Launch training program for young people to move into facilitation roles</p> <p>Develop facilitators via training and support (eg impact measurement)</p> <p>Develop case for support for Program Mgr to manage all outreach including evaluation, logistics, managing facilitators (under YEM)</p>	<p>Secure new bus for programs through fundraising and fit out</p> <p>Develop management plan for bus (eg risk assessments, route management)</p> <p>Develop training plan for young people to become facilitators</p> <p>Create program for the additional non-music production bus space</p> <p>Develop a school-based program to incorporate an empowerment program on the bus</p>
Well-being needs of users	Support growing needs of users in this area and provide better measurement of YUAF's impact	YEM	<p>Establish a partnership list for high-risk referrals</p> <p>Launch school/community program to provide well-being support</p> <p>Produce report tracking well-being impact results</p>	<p>Identify strategic partnerships with Mental Health agencies and not-for-profits</p> <p>Design program to fill necessary gaps in providing well-being support</p> <p>Identify and resource staff training in well-being management</p>
Measuring long-term impact	Develop long-term impact tools and resources to measure YUAF's programs	YEM	<p>Enable impact programmes to support and provide progression to all young people (including YFL)</p>	<p>Annually sample 10% young people to track their progress beyond the programs</p> <p>Develop impact framework for measuring long-term impact</p>
High need locations	Identify and secure a network of community and school partners to work alongside in delivering outreach and referrals	YEM	<p>Develop community partnerships in high need locations where services can be delivered (with and without the bus)</p>	<p>Identify and secure a minimum of 2 community partners in Tower Hamlets, Hackney, Waltham Forest and Newham</p> <p>Deliver centre and/or bus programs in Tower Hamlets, Hackney and Waltham Forest</p> <p>Create partnership agreements to be used for each project</p> <p>Begin relationship building in Barking & Dagenham and Redbridge</p>
Cross cultural programs	New opportunity to deliver deeper impact to beneficiaries via expanding user horizons and knowledge.	SMT	<p>Explore and develop plans to scope the potential for partnerships and support of such programs, alongside investment from YFL</p>	<p>Develop pilot plan/project</p> <p>Explore partnership with brands to resource a Year 3 pilot online.</p>

YEM = Youth Engagement Manager

SMT = Senior Management Team

Celebrating Impact

We proudly **celebrate young** people in our workshops, via one-to-one sessions, through public facing events, and across our social media platforms. We recognise that we can build on this by strengthening our communications through the stories we tell and better **measuring and demonstrating our impact**. We will continue to celebrate the work of our board, staff and volunteers by building on our existing infrastructure to support and develop them. We want everyone to feel proud and be able to share in the success of the charity. This will be underpinned by a strong communications plan, long term impact measurement, and HR systems. We know that while we consider ourselves youth-led when it comes to the delivery of programmes, which are all shaped/chosen by young people themselves, we can do more to develop the charity to be **truly youth-led at a strategic level**. To accomplish this, we will continue to resource our Young Future Leaders programme, our Youth Ambassador Programme and ultimately, appoint 2-3 young people as trustees.

The following targets and actions have been developed by identifying areas of activity that need to be addressed, and then assessing potential actions against their ability to generate high or low impact outcomes for the charity. This enabled us to decide which endeavours had mid-high impact and were worth pursuing when the level of resources required (high-low) were also taken into consideration. Those shortlisted were all deemed to be either worth planning, delivering and evaluating within the next three years, or cycling through some of these stages.



CELEBRATING IMPACT				
Objective	Description	Lead	2024 target	Key Actions for Achievement
Expanding youth voice in leadership	Develop models for youth voice being at the forefront of YUAF	SMT	<p>Youth-led steering board in place to manage and shape youth leadership across charity (18 per year) feeding directly the charity.</p> <p>Develop Ambassador Program for previous users of YUAF to support planning and delivery</p> <p>Develop pathways for young people into employment and volunteering within YUAF to help lead future services.</p> <p>2-3 young people on the Board of Trustees</p>	<p>Deliver two Youth Leadership Programs (YLP).</p> <p>Produce and deliver contracts to Youth Ambassadors (YA's) outlining duties and responsibilities.</p> <p>Produce schedule of engagement for Youth Ambassadors.</p> <p>Begin process of recruiting 2 young people from YLP to be part of the Board of Trustees</p> <p>Work with young people to develop 'Youth-led' strategy</p> <p>Develop decision making responsibilities (eg development of programs, review of learning)</p>
Evaluation needs and impact	Refine and update outcomes and data collection methods to accurately measure impact in real-time for range of audiences	SMT	Recognised as a pioneering youth organisation in the sector for best practice	<p>Review current processes and develop evaluation framework across all services</p> <p>Update theory of change</p> <p>Pilot communications plan by sharing evaluation methods and outcomes with other youth organisations in the youth sector</p>
Communications	Strategy required around communications to include how to maximise sharing impact data with key audiences (identified funders, brands, young people and trustees).	MPM	Secure £50k worth of PR value	<p>Develop communications plan including PR and content curation across LinkedIn & Instagram</p> <p>Create a strategic PR Plan based on 2023 business plan onwards</p>

SMT = Senior Management Team

MPM = Marketing & Partnerships Manager



DEVELOPING THE PLAN

The process of the business plan was facilitated with not-for-profit consultants Ascend, in response to the pandemic crisis and its impact on young people. Young Urban Arts Foundation's (YUAF) activities and capacity creatively support young people to be seen, heard and celebrated.

The plan sets out a clear path for the charity after a period of incredible growth and change, with the aim of ensuring that young people's needs continue to be at the heart of YUAF's programs and are central to the way the charity governs itself into the future.

This plan is the culmination of nine months of internal reviews, planning, and discussions within the charity, including current and ex-board members, stakeholders and partners, and most-importantly the young people YUAF serves. This included:

- A Comprehensive Transformation Review including surveys, structured interviews and focus groups with all board members, staff and a review of key evaluations with users.
- A capacity audit of key staff roles aiding a restructure of the organisation, developing a new Senior Management Team (SMT), and a review of how all youth services are delivered.
- Two staff and board workshops to refresh the organisation's vision and values.
- Workshops with young people to review/approve these visions and values.
- A SWOT Analysis including 7 stakeholders (via survey) and a focus group with the SMT.
- The SWOT survey formed the basis for two SMT strategic planning workshops to develop key objectives and targets.
- An organisation away day (including SMT and new board members) to approve the strategic objectives and targets.
- Multiple planning meetings to develop the targets and resources for the plan.

The process successfully brought the team together under a clear and shared vision for the future with measurable targets and objectives that will gauge the charity's performance against these goals. It also provided excellent opportunities for team building and invited vital conversations about how a charity can both measure success and create a culture that upholds its values.