

YHF Strategic Plan 2022-2025

Vision	Happier, healthier, safer children and young people with more opportunities to reach their full potential.
Mission	Better, sustainable, responsive not for profit sector in Harrow.
Values	Innovation Integrity Inclusion
Problem Profile	<p>Lack of support services and funding to the children and young people’s sector has significantly reduced the local offer over the past 15 years. This has created a wider gap in accessing support for those children and young people who are the most economically disadvantaged. Charities have experienced a significantly reduced flow of funding to frontline services, especially for small and medium sized, locally based organisations. This is having a negative impact on the stability, range and type of services on offer to our children and young people in Harrow.</p> <p>The local not-for-profit sector locally, who provide much needed services, continue to face many challenges, our wider membership has highlighted their need for help in the following key areas:</p> <p>ADVOCACY YHF need to raise the sector profile with Harrow Council, Funders, Education, NHS and the Business sector. Empower youth voice as a bedrock for setting cross sector strategies and priorities in Harrow.</p> <p>CAPACITY YHF need to provide a network of support and to increase capacity of an overstretched membership through workforce development and funding opportunities.</p> <p>PROFILE YHF need to support members to increase their network and outreach with children and young people, partners and funders.</p>
YHF role in addressing the problem profile	<p>YHF aims to address this by working together through YHF leadership, brokerage and partnership with strategic and corporate partners. The following key aims are designed to respond to and support our wider membership, of non-for-profit organisations delivering services to children and young people (0-25) and up to 30 with additional needs, in Harrow.</p>

YHF KEY Aims	<p style="text-align: center;">Unlocking Funding <i>Increasing members access to funding</i></p> <ul style="list-style-type: none"> • Diversifying Fundraising • Delivering Grant Giving • Funder Collaboration 	<p style="text-align: center;">Communications and Connections <i>Amplifying connections and the voice of young people</i></p> <ul style="list-style-type: none"> • Connecting Members and Partners • Empowering Youth Voice • Promote and increase access to local services 	<p style="text-align: center;">Support and Develop <i>Support our members with more funding, training and resources</i></p> <ul style="list-style-type: none"> • Member one to one engagement • Accessing specialist training • Increasing capacity
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Strategic Enablers	<p>Our people</p> <ol style="list-style-type: none"> 1. Proactively attract, support and develop staff team, Trustees and volunteers who are fit for purpose. 2. Maintain a positive culture everyone can thrive and communicate well. 3. Continue to be member centric in our approach. 4. Accountability to members, funders and partners. 5. Commitment to working with key stakeholders including the Council, CCG, Police, Education and Health. 	<p>Our Resources</p> <ol style="list-style-type: none"> 1. Effectively manage risk, cost and resources to deliver our aims. 2. Grow and diversify sources of income for YHF and our members. 3. Continue to demonstrate our impact and the impact of our members. 	<p>Our work environment</p> <ol style="list-style-type: none"> 1. Maintain a safe and healthy workplace. 2. Ensure our systems and procedures provide clear boundaries to protect staff, trustees and volunteers by being legally compliant and encouraging innovation. 3. Celebrate success and good news stories through a range of media to maintain and raise our profile.
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Area/AIMS	Key Performance Indicator	Target 2022/23	Target 2023/24	Target 2024/25
UNLOCKING FUNDING <i>Increasing members access to funding. Youth Voice involved in decision making</i>				
Outcome 1 Diversifying Fundraising Through our support members become more skilled and confident in securing funds independently.	<ul style="list-style-type: none"> Individual successful application members secure after our support (Salesforce) Partnership Funded program led by YHF (Salesforce) 	Aim: £450,000 Aim: 1	Aim: £450,000 Aim: 1	Aim: £450,000 Aim: 1
Outcome 2 Delivering Grant Giving Securing funds from a range of sources for members to access.	<ul style="list-style-type: none"> Amount of Funding given (Salesforce) Number of members accessing grants (Salesforce) 	Aim: £750,000 40	Aim: £750,000 40	Aim: £750,000 40
Outcome 3 Funder Collaboration To grow and strengthen relationships with funders and grant managers across London.	<ul style="list-style-type: none"> Number of funders YHF are working with to unlock funding (Salesforce) Number of new active funder collaborations (Salesforce) 	Aim: 5 Aim: 3	Aim: 5 Aim: 3	Aim: 5 Aim: 3
Outcome 4 YHF Core and Delivery	<ul style="list-style-type: none"> Funding raised to fund YHF core services and programs 	Aim: £0	Aim: £80,000	Aim: £145,000
Communications and Connections <i>Amplifying connections and the voice of young people. Youth Voice involved in programme design</i>				
Outcome 1 Connecting Members and Partners Creating opportunities to network and work together through introductions and events.	<ul style="list-style-type: none"> Number of members connecting with external partners or other Members(council, schools, other members etc. (Salesforce) 	Aim: 40	Aim: 45	Aim: 50
Outcome 2 Empowering Youth Voice	<ul style="list-style-type: none"> Need Analysis 	Aim: 0	Aim: 1	Aim: 0

<p>Ensuring youth voice underpins and impacts our work by respectfully and actively including their views and ideas.</p>	<ul style="list-style-type: none"> • Change Champion led pieces of work. (Salesforce) 	<p>Aim: 4</p>	<p>Aim: 2</p>	<p>Aim: 0</p>
<p>Outcome 3 Promote and increase access to local services Develop our local footprint and increase user access to our member offers through our website.</p>	<ul style="list-style-type: none"> • Number of members on portal (Salesforce) • Number of programmes on portal (YHF Website) • Number of engagements with website (unique users) (YHF Website) • Number of referrals through project enquiries (Google) • Number of Members supported to use the Website 	<p>Aim: 100%</p>	<p>Aim: 100%</p>	<p>Aim: 100%</p>
		<p>Aim: 350</p>	<p>Aim: 400</p>	<p>Aim: 450</p>
		<p>Aim: 20,000</p>	<p>Aim: 25,000</p>	<p>Aim: 30,000</p>
		<p>Aim: 1200</p>	<p>Aim: 1600</p>	<p>Aim: 2000</p>
		<p>Aim: 40</p>	<p>Aim: 40</p>	<p>Aim: 40</p>
<p>Outcome 4 Increase the visibility, reach and work of YHF and our members.</p>	<ul style="list-style-type: none"> • Number of engagements with social media (Twitter, Facebook and Instagram) (Hootsuit) • Number of Members given a promotional post (Salesforce) 	<p>Aim: 2000</p> <p>Aim: 20</p>	<p>Aim: 2500</p> <p>Aim: 20</p>	<p>Aim:3000</p> <p>Aim: 20</p>
<p>Area/AIMS</p>	<p>Key Performance Indicator</p>	<p>Target 2022/23</p>	<p>Target 2023/24</p>	<p>Target 2024/25</p>
<p>SUPPORT AND DEVELOP <i>Support our members with more funding, training and resources.</i></p>	<ul style="list-style-type: none"> • Number of members YHF have formally met with 1:1. (Salesforce) 	<p>Aim: 45</p>	<p>Aim: 45</p>	<p>Aim: 45</p>
<p>Outcome 1 Member one to one engagement Ensuring we stay connected with members, maintaining both relationships and knowledge of their challenges and support needs.</p>				

<p>Outcome 2 Accessing specialist training Committing to support work force development in line with HAY Harrow and in response to need.</p>	<p>Target training around themes (Salesforce) Fundraising Training (Salesforce)</p>	<p>Aim: 45</p>	<p>Aim: 45</p>	<p>Aim: 45</p>
<p>Outcome 3 Increasing capacity Offer bespoke support through our partners to help members achieve more.</p>	<ul style="list-style-type: none"> • Accessing Venues (Salesforce) • Brokering relations (Salesforce) 	<p>Aim: 12</p>	<p>Aim: 12</p>	<p>Aim: 12</p>