



Ambition Aspire Achieve



Our Strategy

April 2019 – March 2022

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1. About Ambition Aspire Achieve

Ambition Aspire Achieve (AAA) was founded as a registered charity in June 2016 by Kevin Jenkins OBE, who has over 40 years direct experience and knowledge of initiating, developing and managing high quality youth initiatives and innovative services in Newham. AAA was created with the purpose to provide new opportunities and sustainable positive outcomes for local children and young people, particularly those that are most in need.

Since inception, AAA has delivered a range of services based at Arc in the Park, an inclusive resource, delivery and neighbourhood play hub for children and young people living in North Canning Town including those with disabilities and/or emotional needs and/or life-threatening conditions. Building on the success of services delivered at Arc in the Park, AAA's second neighbourhood hub, Abbey Hub in Stratford was opened in the summer 2018.

We now deliver a range of projects and services, delivered from our hubs and in local communities across Newham. Our work particularly focuses on and supports children and young people most in need including those with disabilities or additional needs. Our current projects and activities include after school clubs, holiday play and youth activities, youth clubs, disability specific activities, detached youth projects, information advice and support for vulnerable young people, mentoring and personal development programmes, doorstep inclusive sports clubs and outward-bound activities and experiences.

To find out more visit: www.theaaazone.com



2. Our Vision

For all children and young people, regardless of background, ability or disability to reach their full potential, to build the esteem to have **Ambition**, the confidence to **Aspire** and the skills and self-belief to **Achieve**.

3. Our Mission

To provide children and young people in Newham and neighbouring areas with fully inclusive experiences and opportunities to flourish, with support to help them overcome any challenges they experience, leading to positive outcomes that make a difference and change their lives.

4. Our Aims

To work with children and young people who are disadvantaged and experiencing multiple problems and difficulties due to their personal and/or family situation

To enable and support each young person to recognise and understand their personal barriers to progression, helping them to overcome these barriers

To offer short, medium and long-term interventions and support, to enable each young person to achieve their full potential socially, personally and educationally

5. Our Approach

Providing Opportunity for All

We believe every child and young person has great potential and deserves every chance to succeed. Our programmes engage children and young people from all backgrounds, particularly those that are most vulnerable.

Working in Partnership

We believe in the power of working together to achieve the best possible success for children and young people. We work closely with businesses, schools, surrounding specialist services and other local charities to help us achieve our objectives.

Promoting Early Intervention

We believe in acting early to make the greatest difference. Our programmes and services start early, engaging and supporting children from the age of 5, helping to equip them with the confidence and belief to flourish in the longer term.

6. Context

Although still a relatively young and small grass roots charity, we have grown quickly, experiencing a high demand for our programmes and services over the past 3 years. We now engage and support over **750** local children and young people, working with a combination of agencies to receive referrals including schools, mental health services (CAMHs), Childrens Services, social services, health providers, disability specific groups and other support agencies.

Our first 3-year Strategy Plan is set at a key time as we seek to build on a growing reputation and the success over our first 3 years of operation, supporting and progressing increasing numbers of children and young people in Newham, particularly those most in need.

We have firm foundations in place, with a strong board of 12 trustees who bring a range of skills and expertise including education management, finance, marketing, business planning and strategy and Voluntary Sector leadership. The charity's first Chief Executive was recruited towards the end of 2018, joining a small team closely supported by AAA's Founder, including one full time Operations Manager, a Hub Manager, Youth Coordinator and a team of sessional workers.

Our strategy is also set against a backdrop of significant and ongoing change in the areas we operate. The London Borough of Newham has experienced and continues to experience unprecedented regeneration, with the changes offering exciting opportunities for local children, young people and their families both now and in the future, including access to widening employment. Set against this, regeneration of the area also creates challenge, such as spiralling housing costs and increasing poverty.

The need for the activities and services we deliver is high, particularly for those children and young people who are living on poverty on a daily basis. The London Borough of Newham still contains some of the most deprived areas in the country, where rates of poverty are particularly high, including surrounding areas where our hubs are based in North Canning Town and Stratford and New Town. The local population also includes some of the highest number of disabled young people in the UK, with services for this group severely lacking as a result of austerity and the wider public-sector funding cuts that have occurred over the past decade.

Our commitment to supporting, progressing and improving the life chances of all children and young people in Newham and surrounding areas, particularly those who are most disadvantaged, is as important as ever. This document sets out our strategy for realising this ambition over the next 3 years.

7. Our Work – Strategic Aims and Priorities

Our work with children and young people now includes a range of interventions, support and activity, delivered from our neighbourhood play hubs in Newham, the **Terence Brown Arc in the Park** in Canning Town and the **Glyn Hopkin Abbey Hub** in Stratford. Via our outreach work, we engage the wider community across Newham and neighbouring areas.

Starting early, we currently work with children as young as 5 years old, right up to 19 as young people transition into early adulthood. Reflecting our approach that every child and young person deserves the best chance in life, our work now reaches large numbers of disadvantaged children and young people, the majority of whom have complex needs, including young people with a disability, additional needs or a life-limiting condition, young people experiencing mental health problems, those Not in Education, Employment or Training (NEET), young people affected by poverty, living in challenging circumstances or involved in anti-social and/or offending behaviour.

Delivering a range of projects, interventions and activities based out of our neighbourhood play hubs and working with a growing number of referral agencies our work aims to achieve a number of positive outcomes for the children and young people we are supporting. Looking ahead and building on the success of the past 3 years, we have identified four key areas of work, to further focus our offer and grow our impact, making an even greater difference for children and young people growing up in Newham and neighbouring areas:

- A. **New Beginnings** – Targeted Youthwork and Progression Support
- B. **No Mountain Too High** – Specialist Support for SEND Young People
- C. **Growing Together** – Open Access and Play
- D. **Reaching Out** – Outreach and Crime Prevention Work

Given the clear need for our work, the case to grow is strong. To meet this need we have identified three ambitious aims to be delivered over the next 3 years:

1. To engage and support over **3,000** children and young people
2. To ensure our work reaches the vulnerable who need our support, with a minimum of **50%** of our referrals identified with additional needs, including young people with complex needs
3. To reach into new areas in Newham and neighbouring areas (e.g. Barking and Dagenham, Waltham Forest) where gaps in service are identified and our provision is most needed

A. New Beginnings

Opening doors and expanding horizons, helping young people to grow in confidence, overcome challenges, to reach their full potential and achieve positive progression.

Activity Includes:

Working in small groups, delivering targeted youth-work and progression support, our programmes include mentoring and personal development, outward-bound activities, confidence building activities, Duke of Edinburgh awards scheme, youth clubs, school transition and employability programmes, supporting young people into apprenticeships, employment or further training.

3 Year Goals	Outcome Indicators and Targets
<p>Grow our centre-based youth clubs, to provide places of safety and belonging for young people (aged 10 to 14), where they can build their confidence and wellbeing and learn new skills.</p> <p>Develop and deliver practical support and interventions for vulnerable 14 to 19 year' olds, preventing them disengaging from education and/or becoming NEET, aiding their positive transition into employment, education or training.</p> <p>Widen the resources and activities we have available for young people attending our youth programmes, including sports, drama, music, outward bound activities, trips and experiences.</p> <p>Develop and build existing and new partnerships with schools, specialist agencies and organisations across Newham and neighbouring areas, to complement our work in this area.</p> <p>Secure new funding to deliver transition programmes, supporting younger people with at significant junctures (e.g. primary school to secondary school transition).</p> <p>Broker volunteering and employment opportunities for young people (aged 14 to 19) including volunteer and paid sessional work opportunities supporting wider AAA work and in partnership with employer partners.</p>	<p>Minimum 80% young people supported reporting improved confidence and resilience</p> <p>Minimum 80% young people supported demonstrating improved well-being and mental health</p> <p>Minimum 70% of young people (aged 14-19) supported achieving positive progression (e.g. employment, education, further learning, training or support)</p> <p>Minimum 80% of young people supported (aged 8 to 19) benefiting from new life-changing experiences and learning new skills</p> <p>Minimum 30% young people supported (aged 14-19) completing volunteering or work experience opportunities</p>

B. No Mountain Too High

Providing young people with disabilities and additional needs with new experiences and opportunities, helping them to overcome challenge and build their independence.

Activity Includes:

Programmes include specialist youth and after-school clubs, life-skills and education projects, holiday clubs providing respite breaks for parents, trips/days out and inclusive sports, music and arts projects for young people with disabilities and additional needs.

3 Year Goals	Outcome Indicators and Targets
<p>Source new funding to extend and grow our specialist youth clubs and after-school clubs for young people (aged 8 to 16) with Special Educational Needs or Disabilities.</p> <p>Establish term-time educational and life-skills programmes for young people (aged 8 to 16) with Special Educational Needs or Disabilities at both our neighbourhood play hubs.</p> <p>Grow our life-skills programmes with young people (aged 16 to 25) with Special Educational Needs or Disabilities accessing additional funding (e.g. personal budgets) to support this work.</p> <p>Develop and deliver our offer of short breaks provision during holiday periods for growing numbers of children and young people with Special Educational Needs or Disabilities requiring one to one support, securing longer-term funding with Local Authorities to support this work.</p> <p>Widen the activities and facilities we have available on offer for young people with Special Educational Needs or Disabilities attending our programmes, including sports, drama, music, outward bound activities, trips and experiences.</p> <p>Develop and build existing and new partnerships with schools, specialist agencies and organisations across Newham and neighbouring areas, to complement our work in this area.</p>	<p>Minimum 80% young people SEND supported reporting improved confidence and resilience.</p> <p>Minimum 80% young people SEND supported demonstrating improved well-being and mental health.</p> <p>Minimum 70% of young people SEND (aged 14-25) supported achieving positive progression (e.g. employment, education, further learning, training or support).</p> <p>Minimum 80% SEND young people demonstrating improved confidence and resilience.</p> <p>Minimum 80% of young people SEND supported (aged 8 to 25) benefiting from new experiences, learning new skills.</p>

C. Growing Together

Providing places of safety and belonging for all children, young people and the wider community to come together and learn through adventure play and life changing experiences.

Activity Includes:

Family days, community events, adventure play, team games and drop-in sports projects for children and young people of all ages. Children and young people also come together through our weekly open access schemes at the Terence Brown Arc in the Park and Glyn Hopkin Abbey Hub and benefit from regular trips and days out, particularly during school holiday periods.

3 Year Goals	Outcome Indicators and Targets
<p>Deliver regular (minimum monthly) family days at the Terence Brown Arc in the Park and Glyn Hopkin Abbey Hub throughout the, engaging and involving growing numbers of children, young people and their families.</p> <p>Increase the numbers (year on year) of young people attending and benefiting from open access sessions delivered throughout the year at the Terence Brown Arc in the Park and Glyn Hopkin Abbey Hub.</p> <p>Develop facilities and resources at both neighbourhood play hubs, further improving facilities and resources available for local children and young people attending open access sessions.</p> <p>Pilot new play projects across Newham, increasing the number of children and young people engaged and benefiting from play activity across the borough.</p> <p>Source funding for and deliver a widening programme of trips, experiences and “Big Days Out” for local children, young people and their families.</p> <p>Grow and develop new and existing projects supporting the families of children and young people attending AAA projects and activities.</p>	<p>90% of young people engaged demonstrating improved engagement, enjoyment and participation in play activities.</p> <p>25% of young people engaged via open access play projects referred to other AAA projects and activities for ongoing support.</p> <p>Minimum 200 children, young people and their families benefiting from trips and experiences (e.g. Big Days Out) per year.</p>

D. Reaching Out

Working in the heart of local communities, supporting young people away from gangs, crime and anti-social behaviour, helping them to make positive choices

Activity Includes:

Regular engagement with children and young people across Newham via detached outreach work, street-work, crime-reduction programmes and in school workshops raising awareness of youth violence prevention, street and online safety

3 Year Goals	Outcome Indicators and Targets
<p>Grow and develop the work of our detached outreach team, reaching increasing numbers of vulnerable young people in Newham and neighbouring areas, reducing their risk of gang involvement or becoming involved in offending behaviour.</p> <p>Consolidate and build partnerships with primary and secondary schools in Newham and deliver a growing number of in-school workshops across the borough, to raise awareness of key issues (e.g. street safety, online safety).</p> <p>Deepen relationships with existing and new partners, including specialist agencies and organisations, to complement our work within local communities engaging young people who are most in need.</p> <p>Open up new opportunities for vulnerable young people engaged via our detached outreach work, enabling them to participate in positive activities across Newham and neighbouring areas.</p>	<p>Reducing involvement in offending behaviour for 50% of young people engaged and supported.</p> <p>150 young people engaged referred onto further projects and/or support (including in-house AAA projects).</p> <p>20 partnerships with primary and secondary schools developed per year, to deliver awareness raising workshops and on-going support programmes for vulnerable young people.</p>

8. Core Principles, Aims and Priorities

Building on our early success and looking to the future, we have agreed the following core principles which will underpin our work moving forward:

- To prioritise face to face delivery, putting the development, welfare and progression of young people at the heart of everything we do
- To grow our focus on the most disadvantaged, at risk and vulnerable
- To be innovative in everything we do and pilot new ways of working
- To remain focused on Newham and neighbouring areas, where the need for our work is greatest
- To remain, small, flexible and responsive
- To minimise operational overheads and maximise resources available for our work with children, young people and their families
- To involve young people and the wider community in the planning, running and developing our work
- To drive forward quality, closely monitoring and evaluating our work at all times to inform practices
- To demonstrate strong impact and positive outcomes to key stakeholders
- To recruit, support and develop a talented staff team and strong base of volunteers who understand the needs of local children, young people and their families

With our core principles in mind, we have set a number of aims and priorities to develop our operational and financial capabilities in order to be a stronger organisation, to better meet the needs of the children and young people we are supporting and ultimately meet our strategic aims. To achieve this, we will ensure we are:

- **Stable and Sustainable** – by providing effective financial management, diversifying income streams and implementing effective systems
- **Innovative and Effective** – by maintaining a strong profile, attracting and retaining a skilled workforce and delivering effective programmes that are effectively measured by the difference we make
- **Robust and Responsive** – by implementing robust policies and practices and providing a safe and effective work environment for staff and service users

Stable and Sustainable

Providing effective financial management and controls in accordance with statutory requirements

Deliverable	Responsible	Timeframe
Introduce a new management accounts system enabling closer analysis of budgets	Chief Executive	March 2020
Implement a new financial procedures manual and review all policies and procedures relating to finance, implementing any recommendations	Chief Executive,	March 2020
Diversify income streams and maintain adequate free reserves		
Maintain a minimum of 3 months running costs in free reserves in the short term, moving towards the target of 6 months running costs after 3 years	Chief Executive	3 months – ongoing 6 months – March 2022
Set and implement a new ambitious fundraising strategy to grow and diversify funding for existing work, including targeting trusts and foundations, corporate partnerships, statutory and semi-statutory sources and regular fundraising events	Chief Executive Founder	March 2020 – reviewed annually
Secure a minimum of £50k per year in core funding, to ensure leadership roles are fully funded and sustainable	Chief Executive, Founder	Ongoing – annual
Explore and develop new and existing projects to grow independent income (e.g. charity shop, Community Xmas Trees)	Chief Executive Founder	Ongoing
Implement effective and efficient systems		
Review current IT systems, install a new company server and implement any resulting recommendations	Chief Executive	Jan 2020
Create new monitoring database, to record project data and improve impact monitoring and reporting	Chief Executive	March 2020

Innovative and Effective		
Maintaining a strong public profile that best represents and champions our work		
Deliverable	Responsible	Timeframe
Create a marketing strategy (reviewed annually) to raise our profile and generate new opportunities	Chief Executive, trustees (marketing)	Dec 2019 – reviewed annually
Produce an annual review, highlighting successes, case studies etc. to promote our work	Chief Executive, trustees (marketing)	April 2020 – annually thereafter
Develop our website and grow the reach of our social media	Chief Executive, trustees (marketing)	Jan 2020
Regularly produce new media and material to promote our work (e.g. photos, videos, flyers, case studies)	Chief Executive, trustees (marketing)	Ongoing
Build and maintain a presence on key local and regional forums and networks	Chief Executive Operations Manager Youth Coordinator	Ongoing
Attracting and retaining a skilled, flexible and diverse workforce		
Continue to improve our recruitment processes and explore values-based recruitment methods	Chief Executive, Operations Manager	March 2020
Strengthen staff team to support planned growth, Increasing full time staff vs sessional staff	Chief Executive	March 2021
Annually review salary scales (including benchmarking), refine Job Descriptions and improve performance management	Chief Executive, trustees	Annual - ongoing
Retain and develop staff through providing high quality training and development opportunities	Chief Executive, Operations Manager	Annual - ongoing
Delivering well managed and effective programmes, that make the best possible difference to service-users		
Review quality assurance processes	Chief Executive, Operations Manager	Jan 2020 – reviewed annually
Establish a common evaluation framework, improve impact measurement	Chief Executive, Operations Manager, Youth Coordinator	Jan 2020 - ongoing
Ensure evaluation plans are in place for all projects and activities, that are regularly monitored	Chief Executive, Operations Manager, Youth Coordinator	Jan 2020 - ongoing
Strengthen forums and groups to inform our work (e.g. friends' groups, young persons' forum)	Chief Executive Operations Manager Hub Manager	March 2020 - ongoing

Robust and Responsive		
Ensuring the best practice in relation to child protection, safeguarding and health and safety informs everything we do		
Deliverable	Responsible	Timeframe
Ensure all staff are trained in Safeguarding and Child Protection, achieving at least Level 1, with Designated Safeguarding Leads achieving at least L3	Chief Executive, Designated Safeguarding Leads	Ongoing
Undertaking annual internal safeguarding audits, including reviewing and updating our safeguarding and child protection policies and procedures	Chief Executive, Designated Safeguarding Leads	October 2019 – annually thereafter
Providing a safe and encouraging work environment, where staff are motivated and provide the best possible service and development is a priority		
Analyse staff training needs on an annual basis, referring to staff appraisals and training plans, investing in training courses on identified need	Chief Executive, Operations Manager	Ongoing
Regularly review premises and facilities needs, to ensure staff have the best possible tools and resources available to work effectively and children and young people gain the best possible benefit from our work	Chief Executive Founder Operations Manager Centre Manager (Abbey Hub)	Ongoing
Implementing robust policies and practise that underpins all activity		
Review and refresh all organisational policies on an annual basis, creating new documents where necessary to fully comply with current legislation and the requirements imposed by statutory agencies and funders	Chief Executive	October 2020 – annually thereafter
Achieve organisational accreditation standards including London Youth Bronze Award and NCVO Trusted Charity	Chief Executive, trustees (marketing)	March 2020

9. Proposed Targets

	2018/2019	2019/2020	2020/2021	2021/2022
Income	£500k	£600k	£750k	£1m
Unrestricted Contingency – Reserves	2% of turnover	3% of turnover	4% of turnover	5% of turnover
% Spent on Overheads	14%	13%	12%	10%
Young People – Reach	750	800	1,000	1,200
Young People – Disadvantaged	40%	45%	50%	55%
Young People – Successful Outcomes	75%	80%	85%	85%

Financial Goals

- Achieve an overall operational surplus, year on year for the next 3 years
- Build and diversify income streams, including self-generated income and income received from trusts, foundations and grants
- Maintain as a minimum three months operating costs in free reserves in the short-term, building towards the longer-term target of six months by 2022

Monitoring Our Progress

Activity	Frequency	Informed By	By Whom
Monitoring performance and progress	Quarterly	Performance against key outcome indicators Progress made on key priorities (Development Plan)	Board of Trustees, Chief Executive
Financial Assessment	Quarterly	Performance against agreed budget targets Review and reforecasting of 3-year budget figures	Board of Trustees, Chief Executive
Review and Refresh of the Strategy Plan	Annual	Strategy planning sessions/trustee away days	Board of Trustees, Chief Executive



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Ambition Aspire Achieve Registered Charity Number **1167816**