

UP FOUNDATION  
**BUSINESS PLAN (2022-2027)**

'A WORK IN PROGRESS'

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## ORGANISATION AND CONTACT INFORMATION

Organisation: The Up Foundation

Organisation Type: Community Interest Company (CIC)

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Twitter: [@upfcic](https://twitter.com/upfcic)

Website: [www.up-foundation.co.uk](http://www.up-foundation.co.uk)

# INTRODUCTION

The UP Foundation is a Community Interest Company (CIC) established in 2015, its delivery footprint is the Central and surrounding local communities of Redditch and the connecting neighbourhoods of Batchley and Matchborough.

We provide positive activities for young people aged 13-21 years old, which help them to believe in themselves, learn new skills, move away from unhealthy and anti-social behaviours and progress in their lives. We offer guidance for our beneficiaries through mentoring programmes and one-to-one support, and we provide further opportunities for young people to learn and gain accreditations through relevant short courses.

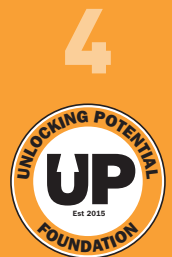
The Up Foundation operates from a range of local sites and venues through hire agreements, it has no permanent building base or facility. UP Foundation's committed and passionate team of part-time staff and volunteers have a strong connection with the Redditch community, having lived or worked in the area for many years, and we believe strongly in developing community cohesion by working in close partnership with other local organisations, community groups and young people themselves.

# CONTEXT & CURRENT ENVIRONMENT

This plan has been prepared in the long-drawn-out shadow of the COVID 19 pandemic. Despite the roll out of a vaccine, it remains unclear what the economic impact is and the longer-term impact on communities, young people and families.

COVID 19 has and will continue to radically alter the landscape in which sport, physical activity and youth services operate. There are two key aspects to this: firstly, the impact the virus has had on young people's mental health and wellbeing. The Prince's Trust has produced a report, "Young People in Lockdown", it states that 70% of 18-to-24-year olds are experiencing anxiety compared with 47% of the over 75's. 25% of young people feel "lockdown" has impacted on their future, with 69% feeling their life is on hold and research showing that NEETS (those Not in Education, Employment or Training) are 65% more likely to say they do not feel in control in comparison to their peers.

Secondly, we do not yet know the effect that COVID will have on the economy and its impact on public spending. The government has been praised for its support of the economy and jobs during the pandemic. However, this must be paid for, and we have yet to see how this will happen. PBBA and some of its programmes have relied on grants from the "usual" providers to support its delivery, however, as discussed above, it needs to ensure that its services align with the new commissioning and grant landscape and that it has a range of income streams, which ensures its sustainability is not just dependent on grant funding.



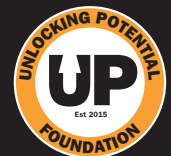
## VISION, MISSION, VALUES AND OBJECTIVES

Strategic and business planning helps to set priorities, allocate resources, identify staffing structures, including the skills and competencies required to deliver successful outcomes for young people and sustainability for the organisation. However, for this to be effective the Up Foundation has identified the need for an up-to-date Vision and Mission statements and a revised set of objectives, all of which are underpinned by a set of shared values.

The re-evaluation of Up Foundation Vision and Mission statement was a result of a programme of review and consultation, reflecting on where the organisation had come from, where it was now, particularly considering COVID, the environment and context in which we operate and where the organisation wants to be in the future.

The Up Foundation team have revised the original Vision and Mission statements, reflecting the organisations journey to date, and aligning it with its future direction, post COVID. The statement builds on the work the Up Foundation have undertaken over the last 24 months with target groups, local communities and key partner agencies that has confirmed that the approach taken by the team has led to positive engagement and outcomes with young people across the breadth of its programme and its outreach activities. The Up Foundation believes that involving its target groups and being respectful and relatable makes it successful and responsive and aids our understanding of the challenges faced by young people, families, schools, and communities. The opinions and lived experiences of our young people, as participants and volunteers, are essential to future proofing provision, predicting trends and planning for change.

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# OUR VISION

To create better and safer spaces for all young people in Redditch, enabling them to fulfil and achieve their greatest potential.

# OUR VALUES

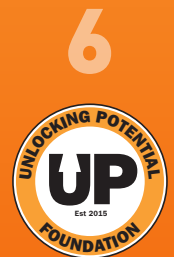
**Genuine Reliable Brave Honest Ambitious**

# OUR MISSION

To nurture and support young people, providing them with the tools to be the very best that they can be.

# OUR OBJECTIVES

- 1 The UP Foundation is a sustainable and trustworthy organisation through investment in its workforce and volunteers.
- 2 The Activity of the UP Foundation and interventions are effective, of high quality, meaningful and relate to young people's homes, schools, and communities.
- 3 Young people will be better equipped through their life journey by uUnlocking their potential.
- 4 Continue to understand and raise the issues that young people are facing to continually learn and adapt.



# UP FOUNDATION CURRENT PROJECTS AND PROGRAMMES

Project No:	Aims/Outcomes	Description
<b>Up Friday Football (Kickz Model)</b>	To bring the youth community of Redditch together and tackle anti-social behaviour through sport	Football session at Woodfield school, turn up and play session lead by UP Foundation
<b>Up Box Boxing/Autism</b>	To use the power of sport to improve young people's confidence. We worked with 20 young people with Autism over the space of 6 months and they all attended every session	To work with a group of Autistic young people in partnership with local organisation Your Ideas. Using an UP Foundation Mentor to run a boxing project over a 6 month period.
<b>121 mentoring (Norton College0</b>	Help to build confidence and challenge negative behaviours in young people	1-2-1 mentoring with young people aged 18 and under. The mentoring focuses on positively challenging the young person and encouraging them see their potential.
<b>Up Tournament (flagship event/ tournament)</b>	Bring communities together through football	A large football tournament run by UP Foundation, that invites people from all over the country.
<b>Cook Up</b>	Help to build confidence and challenge negative behaviours in young people	To provide a mentor to support some community projects run by "What's Your Point"
<b>Health Up (consultation)</b>	To produce a report on the mental health of young people in Redditch	A consultation with young people of Redditch to understand what activities and clubs they would engage with, to support their mental health and emotional wellbeing.
<b>IWILL</b>	To train up 15 volunteers to achieve a valuable qualification. We managed to get 24 young people a qualification.	To run courses for young people under the age of 25, in Safeguarding, First Aid and Multi Skills level 3.
<b>OUTREACH</b>	Meet and Interact on the streets with young people of Redditch in targeted areas.	Commissioned by the Borough Council Community Safety Team, to talk to young people in target areas of Redditch about how their experiences, how they feel and what activities and/or support they would like.
<b>Up Mondays</b>	To bring the community of Redditch together and tackle anti-social behaviour	Football session at Woodfield school, turn up and play session lead by UP Foundation

## We have identified five **Key Themes** which are essential to our success and that this Business Plan will help us to address:

### 1 **Financial stability** of the organisation over the forthcoming years.

The Up foundation has had some success in attracting short and mid-term funding.

However, the organisation needs to have a more structured approach to securing a range of income streams. To achieve this, we plan to:

- Use a planned bidding pipeline
- Establish a CSR 'priced' offer, so that organisations, companies, families and individuals are able purchase interventions such as mentoring
- Develop new partnerships across the area and capitalise on our Unique Selling Points in supporting young people's journeys, through individual development and wellbeing and unlocking their potential.

### 2 **Demand** for services will continue to increase as cuts to youth services and opportunities continue to impact negatively on anti-social behaviour crime and youth disengagement. Layered on top of this is the impact of COVID 19 and the resulting social and mental isolation experienced by young people, their families, and communities. This provides an opportunity for Up Foundation to further develop its wellbeing programme and to roll out additional initiatives that target vulnerable young people and other target groups that have a renewed desire to improve their health and well-being.

### 3 **A consistent and considered approach to the governance**, to include:

- Organisational and project management
- Marketing and communications
- Programme delivery

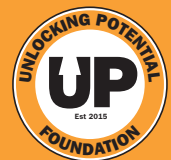
Up Foundation will do this by auditing its current governance and management practices and developing a range of a simple and consistently used processes, tools and documents.

This includes evaluation of the staffing structure to ensure that the appropriate skills and competencies are in place to enable The Up Foundation to be relevant, sustainable, and successful.

### 4 Use of **Information Technology (IT)** in supporting changes to working practices and developing services that are innovative, responsive and increases access to youth orientated listening and diversionary activity.

### 5 **Innovate and Reframe** to ensure that The Up Foundation and its respective programs can adapt and develop as society recovers and returns to play post Covid -19. This focus will ensure the organisation can build a lasting impact in schools and communities.

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## 5 SWOT ANALYSIS

Through a series of workshops and meetings, the Up Foundation has used the SWOT analysis method to focus on the strengths, weaknesses, opportunities, and threats that need to be considered when planning for the future. We plan to embed and take advantage of our track record of positive interventions and outcomes to date, focusing on the Unique Selling Points (USPs) of our approach to enhance the quality of our services and the reputation of the organisation. By identifying our weaknesses, we have highlighted issues needing action to mitigate potential negative impact on our growth and development. Our range of potential opportunities is encouraging and there are many reasons why the organisation is well placed and is likely to flourish. In recognising these, we have been able to identify themes and priorities that will position us effectively to respond to the changing demand and re-emerging market in the youth support sector. We have also been able to identify those things that are a risk to our growth and development. If we do not pay on-going attention to these factors, we will leave the organisation vulnerable. Identification these threats has helped us to begin to compile a Risk Register that will be a working tool for Up Foundation trustees and project managers.

Our detailed SWOT analysis matrix is shown on the following page:

## SWOT Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Staff experience, background, and strengths of staff</li> <li>• Flexibility and adaptability</li> <li>• Range of expertise</li> <li>• Identifying with young people - relatable</li> <li>• Partnership working</li> <li>• Diversity of young people reached</li> <li>• Accessibility to more potential funding streams</li> <li>• Business plan development</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking own Facility/Base</li> <li>• Promotion of what we do</li> <li>• Bid writing expertise</li> <li>• Transport limitations</li> <li>• Defining roles and responsibilities of staff</li> <li>• Using each staff member according to their strengths</li> <li>• Not having one full-time member of staff to support development</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Partnership working</li> <li>• Gap in the market for mentoring</li> <li>• Teacher training</li> <li>• Deliver on behalf of other people and agencies</li> <li>• Mentor programme</li> <li>• Youth partnership</li> <li>• Your Ideas local partner (autism etc.)</li> <li>• Full/Part-time staff – increase capacity and range of skills and experience</li> <li>• Commonwealth Games legacy – potential use of town centre facility</li> <li>• Investment</li> <li>• Bid writing expertise</li> <li>• Upskill young people we work with and have them possibly join staff / trustees</li> </ul>	<ul style="list-style-type: none"> <li>• Other groups competing for funding</li> <li>• Redditch Youth Partnership relationship and understanding</li> <li>• People leaving staff team</li> <li>• Not having a base for the organisation</li> <li>• Not impacting what we do</li> <li>• Lack of storage space</li> <li>• Not being able to afford the time for development without full-time members of staff</li> <li>• Consistency of income/funding</li> </ul>

## STRENGTHS

**These are the services, capabilities, and advantages Up Foundation has over other organisations some of whom are or could become competitors. These are mainly internal factors which are helpful to the business.**

### **S1 / UP Foundation is trusted, respected, and valued by young people and adults accessing its services.**

UP Foundation has undertaken a range of changes and transformations over the last few years. These changes have enabled them to develop a range of activity and programs for the benefit of its participants, effectiveness, and organisational impact. The results show that participants have accessed UP Foundation services.

### **S2 / UP Foundation**

The organisation has attracted competent and committed paid staff, sessional workers, and volunteers. The UP-Foundation Team has a wealth of experience across this niche and specialist area of youth provision. Staff and volunteers working for the UP Foundation have a proactive attitude, relate, and respect their target audiences inclusive of young people and adults. The ability to relate and seek understanding is a powerful tool, it helps young people and vulnerable audiences feel understood, supports them to make sense of their emotional experiences.

### **S3 / The UP-Foundation model of engagement**

The UP Foundation combines both universal and targeted programs and both develop the sport of football and use the sport for the development to achieve social outcomes. The Up foundation gives young people and adults the opportunity to engage and mix with people from a wide variety of backgrounds, promoting broad based personal development and social opportunities to enjoy the sport of football for enrichment. Additionally, it plans to develop a range of delivery programs, promoting well-being, independence; and positive self-esteem.

### **S4 / Strategic Partnerships and Stakeholder Engagement**

Since its inception UP Foundation has continued to grow its footprint and reputation and has several establishing and developing local partnerships; this includes. The UP Foundation has the chance to develop relationships, play an influential role in the development of the activity, but also continuing to delivery social programs services, including diversionary activity.

## WEAKNESSES

**What could place other organisations or our competitors at an advantage. These are mainly internal factors which if not addressed could harm the business.**

### **W1 / Lack of Facility**

There is a real need for the organisation to provide a safe and neutral location for the benefit of young people. Whilst there is concern on the further viability of a venue, the organisation feels it is critical

### **W2 / Finance and Funding Strategy**

There is a reliance on short to mid-term funding, although this has recently been successful. There is a lack of a systematic business approach to income generation with dependency on grant funding rather than a range of complimentary income streams.

### **W3 / Engagement Vs Management**

The very nature of the work undertaken by the UP foundation means that a "hands on" highly responsive service is delivered to young people and although this is a clear strength, it could become a weakness if it is not supported by consistent Stewardship, project administration, customer engagement, and evaluation. Furthermore, funders will want re-assurances and evidence that "on the ground" activity reflects the outcomes they are funding / buying. It is also noted the need to define roles and responsibilities of staff is needed

### **W4 / Absence of a Marketing Strategy**

The organisation needs to have a simple yet effective Marketing Strategy which supports changes in services but builds on developing the brand awareness and talking to new audiences who are critical to the future sustainability of the organisation. If energy and effort are concentrated on raising the awareness of delivery, where and how Up Foundation is impacting at a strategic level, this can positively influence the youth/adult engagement across the area and taking advantages of its wider connections and opportunities.

## OPPORTUNITIES

**What moves / activities could Foundation undertake, in the future, to enhance its position giving AN advantage over our possible competitors. These are mainly external factors.**

### **01 / Generate Unrestricted Income Streams**

Up Foundation needs to be able to take advantage of unrestricted grants. Having a consistent approach to evaluation and impact it can demonstrate to funders and commissioners' services which are tangible, clear and provide benefit for both citizens and communities. There is also an opportunity to develop a specific CSR offer to large, medium, and small businesses, allowing interventions to be costed and available for purchase. This should generate an unrestricted income stream.

### **02 / Increase in demand Up Foundation services**

A possible recession, coupled with radical changes to working practices and the labour market, could see a large rise in unemployment, further exacerbated by cuts to welfare benefits and social provision in the previous decade. There is strong evidence that this will impact on young adults, struggling to re-enter the labour market, and teenagers and young children who have missed out on vital schooling. Although this has the potential to be catastrophic, Up Foundation can provide a routeway to employment, through its established volunteering pathways and its diversionary activity.

### **03 / Implementation of a Wellbeing and Personal Develop program for Adults and Young People**

There is a genuine opportunity to launch a lifestyle program promoting healthy living, healthy eating and ensuring individuals can reach their personal goals.

### **04 / Stakeholder Partnership and Engagement**

The work it currently delivers provides a foundation for future engagement, collaboration, and growth. The organisation will need to ensure that it has the correct strategic and operational structures in place to support a proactive approach to working with stakeholders and developing partnerships among the community and education

## THREATS

**These are mainly external activities / events that could impact on Up Foundation and place it at a competitive and organisational disadvantage.**

### **T1 / Less Resources and Greater Competition for funding.**

There will be greater competition for funding from Charitable Trusts and Commissioners, as income from statutory organisations decreases. Furthermore, funders and commissioners are looking for organisations to develop more innovative ways to deliver, bringing efficiency savings to the table and utilising other revenue streams. Funders want to see greater added value and "a bigger bang for their buck!", not necessarily more of the same thing.

### **T2 / Austerity, COVID 19 and BREXIT**

The General Election in December 2019 produced a Government which said it was committed to investing in public services and ending austerity. However, recent events around the arrival of the COVID 19 virus means that normal economic activity has been "suspended"; the commitment of the Government to support individuals, businesses and the NHS will place immense pressure on the public debt, which will have to be paid for. If a deep recession follows, after a return to "normal" activity, contracts from the public sector could be cut further, grant funding placed under greater pressure, and businesses and individuals withdrawing from corporate and personal support.

### **T3 / Demand for the service and client expectations increase without matching resources.**

As citizens become accustomed to personalised branded experiences, which have an emotional connection and a clear customer proposition, they may also expect more from the charity sector, commissioned to deliver services on its behalf. Demand for this service could outstrip supply as young people's mental health and wellbeing continues to worsen because of the social and economic impact of COVID 19.

### **T4 / Change to commissioning landscape.**

In the light of COVID 19, organisations commissioning delivery on behalf of government may look to procure more cost-efficient services, contracting with less providers and more regional cross boundary delivery, reducing overheads, and offering greater savings. There is a danger that smaller organisations lose out as larger consortia offer a range of complimentary services with a lower unit cost.

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# ORGANISATIONAL STRUCTURE/BOARD STRUCTURE

The board consists of 4 directors which includes the role of chairman, company secretary and Welfare officer. The organisation has continued to enjoy a period of positive delivery and currently has a team of 3 part time, several sessional staff, and volunteers. In addition to this whilst the organisation continues to build its own capacity and capability it retains the services of specialists in fundraising, finance to support its ongoing management and development.

**DIRECTORS**

Chairman  
Company Secretary  
Welfare Officer  
Education and Inclusion specialist



**FINANCE ASSOCIATE**

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**FUNDRAISING ASSOCIATE**

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**SAFEGUARDING WELFARE ASSOCIATE**

<p><b>TRUSTEES SKILLSET</b></p> <ul style="list-style-type: none"> <li>• Deep understanding of young people Community Engagement and Development</li> <li>• Understanding of community and education systems</li> <li>• Understanding safeguarding, governance and compliance</li> <li>• Project and program management</li> </ul>	<p><b>AREAS OF DEVELOPMENT:</b></p> <ul style="list-style-type: none"> <li>• Fundraising and Business planning</li> <li>• Strategy and Governance</li> <li>• Facility/Capital development</li> </ul>
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# RISK REGISTER

Risk	Effect / Impact (H/M/L)	Probability (H/M/L)	Actions in place	Actions needed	Lead person
Loss of Funding	H	H	Identify a bidding pipeline and funding plan, secure additional support	Develop a funding strategy	LF
Venue/base	H	M	Secure further support to identify a base in Redditch as its crucial to move forward with our overall objective.	keep exploring options around the need for a venue, this is with key partners and other services.	DT
Loss of staff	H	M	Continually looking for quality staff	Search for more staff that fit in with the UP-Foundation ethos/ way and induct	ALL
Not being valued	H	H	Continually working to raise our profile.	Need more videos and interviews to show impact. More data showing impact.	MR
RBC competing with what we do	M	M	Try to work together better Improve communication and working relationships	Identify key allies. Work to promote the work that we are doing and show that we are the best at what we do.	LF
Policies and practices not up to date	H	L	Review / update polices annually and sending staff on basic training like safeguarding	Need to invest more in staff time to do training.	MW
A major incident at a session	H	L	We have the right processes in place with well trained, DBS checked staff	Continual attention to safety and improvement of awareness and practice	ALL
COVID/ Pandemic	M	L	We have procedures in place to adapt to the situation	Recognise and adapt to changes in young people's needs and/or styles of contact and delivery needed post-covid	ALL
Rising Costs	M	L	We have good relationships with the schools and they value what we do	Keep the relationships going and continue to evidence positive outcomes that can be shared with potential new partners/funders	All

# DETAILED ACTION PLANS

Below are a set of strategically related actions and activities, derived from the SWOT and informed by the current position of the Up foundation. These strategic overarching actions ensures that the vision, mission, values, and objectives of Up Foundation are sustainable in the long term. From this flows the Operational Plan which will outline the activities that staff members need to undertake in the immediate to mid-term future, it should form the basis of the workplan for members of the Up Team.

Objective	Action	Activity	Outcomes	Updates	Leads
<b>Obj 1</b>	Promote Up Foundation ensuring that its vision and values are prominent on all publicity, media channels. Ensure consistency in internal and external communications.	Promote Up Foundation ensuring that its vision and values are prominent on all publicity, media channels. Ensure consistency in internal and external communications.	Stakeholders, partners, communities, and commissioners respect Up Foundation and associate it with quality and innovation regarding youth sport/enrichment for development services intervention services and youth diversionary activities.	<b>Qu1-2</b>	<b>Foundation Management</b>
<b>Obj 1</b>	Turnover of staff and volunteers remains low and engagement young people high. Embed new ways of working providing a range of options for staff and volunteers supporting and advising partners and customers.	Consult staff and volunteers around smarter and more effective ways of working. Invest in professional and personal development of paid staff, sessional workers and refresh recruitment, training, and retention policy for volunteers	The Up Foundation continues to attract high quality staff workers, and volunteers. High levels of retention results in longer term sustainability and beneficiaries receive high quality interventions and support.	<b>Ongoing</b>	<b>Foundation Management</b>
<b>Obj 2</b>	To further develop and embed the Up Foundation model of engagement through universal and targeted programs ensuring they are needs led and draw from an evidence base and offered as model of best practice when engaging with partners	Bring the Up Foundation engagement model "to life" ensure all staff, workers and volunteers understand it and use it.	The Up Foundation stands apart from competitors and maintains its unique position considering possible rivals. The Up Foundation has a reputation for providing cost effective interventions, providing added value, and supporting disengaged young people and families	<b>Ongoing</b>	<b>Foundation Management</b>

## DETAILED ACTION PLANS CONT...

Objective	Action	Activity	Outcomes	Updates	Leads
<b>Obj 2</b>	The Up foundation are in a positive position to start to explore and identify future facility options/venues which will support the expansion and grow of the organisational footprint	Scope a facility brief that clearly list the essentials and desirables to help explore the market and secure new space	The UP Foundation secures a new facility	<b>Ongoing</b>	<b>Foundation Management</b>
<b>Obj 1</b>	Develop an income generation delivery plan specifically which increases income levels by 20-40%	<p>Systematic approach to income generation, which identifies funding linking to mission, vision, and values of organisation.</p> <p>The Up Foundation develops a fee and charges model based on using value chains</p> <p>Undertake a review of delivery to ascertain sustainability in relation to costs and activity and understanding unit costs of interventions</p> <p>This approach is considered and systematic. The Up Foundation communication</p>	The Up Foundation is a sustainable organisation, with a range of income streams. Stability ensures commissioners and funders trust and invest in the organisation.	<b>Ongoing</b>	<b>Foundation Management</b>
<b>Obj 1</b>	Ensure that the Partnership, Engagement and Communication Plan engages with commissioners and funders.	This approach is considered and systematic. The Up Foundation communication plan should include regular flow of information to key commissioners, funders, and stakeholders, outlining evidence of impact, case studies and achievements.	The UP Foundation continues to produce clear and credible outcomes for citizens and communities, It is the organisation of choice for commissioners and funders.	<b>Ongoing</b>	<b>Foundation Management</b>



# PARTNERSHIPS, STAKEHOLDERS AND COMMUNICATION

- The Up Foundation needs to consider identifying what it wants to achieve from engaging with stakeholders and developing wider partnerships. How do these activities complement The Up Foundation mission, vision and aims and fit into the wider agenda and its business planning cycle? Importantly, which organisations will be able to support The Up Foundation achieve its outcomes.
- A considered and consistent approach to partnerships, engagement and communication will support the development and sustainability of the UP foundation, improve its footprint across Redditch and increase its opportunities to deliver its model with a range of complimentary partners.
- The should map out stakeholders and partners and agree their level of importance and influence in relation to the direction of the project. Far too often projects spend time with people and organisations that do not necessarily bring “added value”, as we come out of the COVID pandemic The Up foundation should consider where valuable time and resources are spent. A good starting point is to identify and map stakeholders on a Stakeholder Matrix Grid.

- It is possible to map out four groups of stakeholders and these can be identified as:

Low interest, low influence – those we need to keep informed.

High interest, low influence – those we need to involve and consult with.

Low interest, high influence – powerful stakeholders we need to engage with.

High interest, high influence – partners we need to collaborate with and have as part of our supply chain.

When we have considered which stakeholders to engage with and partnerships to develop, we can then identify how we communicate, through which channels and what messages need to be sent, as described below.

## STAKEHOLDERS

WHO DO WE WANT TO ENGAGE WITH?

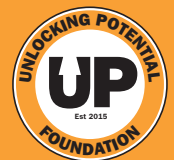
## CHANNELS

HOW DO WE COMMUNICATE WITH EACH STAKEHOLDER?  
AT WHAT LEVEL DO WE INFORM OUR STAKEHOLDERS?

## MESSAGES

WHAT DO WE WANT STAKEHOLDERS TO KNOW AND UNDERSTAND?

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#### Keep Satisfied (Inform and Consult)

- Community Safety Partnership
- Young Solutions
- Your ideas
- Redditch Sports Dev team
- Trinity/Woodfield
- RYCE
- Redditch Youth Partnership
- Redditch United
- ARCH
- What's Your Point

#### Work Together (Inform +Consult and Collaborate)

- Community Safety Partnership
- Young Solutions
- Your ideas
- Redditch Sports Dev team
- Trinity High School
- Woodfields
- RICE
- Redditch Youth Partnership
- Worcestershire community Trust
- P&E sports
- Worcestershire

#### Minimum Effort (Inform)

- Schools network
- School Games organisers network
- Arts council
- Redditch Basketball club
- Redditch Rugby club
- Redditch Hockey club
- Body shot boxing
- Arrowvale Youth centre

#### Show Consideration (Inform + Consult)

- Schools network
- School Games organisers network
- Arts council
- Youth Justice board
- Police
- Youth offending team
- Local Organisations
- Redditch Borough
- Old Needle works

# CONCLUSION — A WORK IN PROGRESS

The process of shaping this new Business Plan for the Up Foundation has been invaluable in focussing the trustees and volunteers on the work that needs to be done to sustain and grow our organisation and ensure its fit for the future and meets the ongoing needs of young people.

As with all small voluntary organisations, our personnel are all part-time or voluntary workers and they fit their commitment to the Up Foundation around demanding day-jobs and other responsibilities. This can sometimes be frustrating, as their time is predominantly taken up with the direct delivery of the activities and support for young people, leaving little for focussed work on the core needs of the organisation. This can lead to a “limping along” situation with on-going pressures of funding and partnership development always being there but with very limited time available or allocated resource to address them. This Business Plan is a response to that and will be a live, dynamic working document that we will use to keep us focussed on what needs to be done and how the roles and responsibilities will be shared according to the range of skills, experience, and strengths of our committed and enthusiastic team.

This is, and will continue to be work in progress, particularly regarding the Income Pipeline planning and completion of the detailed action plans for each of our identified priority areas.

The Up Foundation is excited by the clarity of direction that this Business Plan provides us with and as a team we are excited to play our part in implementing it for a bright future for our organisation and the young people and communities that we serve.

Trustees of The Up Foundation  
April 2022

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