



Empowering Youth Support Services for Positive Change
JAMESROSSHUNTERYOUTHSUPPORT.ORG

JAMES ROSS HUNTER YOUTH SUPPORT COMMUNITY INTEREST COMPANY

Established in 2014

James Ross Hunter Youth Support CIC
Catford
London
SE6 2ND

Tel: 02086983150

Email: jamesrosshunterfoundation@gmail.com

Board/Directors

Ryan Hunter- Director
Collet Hunter - Founder Director (Chairperson)
Barbara Robinson-Perry- Director (Company Secretary)
Savannah Britto - Community Liaising Officer/CHAIR
Nicolet Nygnue - Youth Alliance Director

Community Volunteers

Yvonne Jones - Educational Mental Health Officer
Leahanna Britton - Outreach
Heather- Outreach
Lovinia - Outreach
Keneisha - Outreach
Jennifer- Outreach

Three Year Business Plan 2023-2026

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYSCommunity>
FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM
<https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/1>



Collet Hunter

CEO

Collet Hunter was appointed Member of the SNB (Safer Neighbourhood Board) in South East, London. Duties include 'Monitoring and scrutinising the performance of Lewisham Police, which includes building public confidence, helping to establish local policing and crime priorities, provide a critical overview of local policing issues and give the public of Lewisham a greater voice with regards to policing, crime and community safety'. Her work in the community has paved the way for Wellbeing workshops deliveries in Schools along with Lewisham Council.

Collet also facilitates several wellbeing links including an online course to support others who are struggling with their mental wellbeing, and has recently completed, Level 2 Mental Health Awareness, Level 3 qualification in Counseling Skills and Studies. Whilst this does not make Collet a qualified counsellor, it does equip her with the relevant listening, questioning and empathic rapport building skills that she believes are important in coaching and mentoring others.

Collet's hobbies include cooking, dancing, occasional gardening, singing and going for long walks with her son. List of Collet's wellbeing trails are captured in the moments below, do visit and share.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/2>



Ryan Bowden-Brodie Hunter

Director

Ryan oversees the general portfolio of JRHY activities. He analyses, revisits ideas and revisits the foundation for new projects, synopsis and troubleshooting varied platforms of growth and sustainability. Graduate of Art with qualification in Media, Music and Production Ryan uses his skills to create and encourage the values associated with young people and brings to light on the route the organisation focus should maintain. Which is to maintain efforts and bring light to young people's needs and possibly expectations as it relates to communication of awareness, assessing and supporting their needs. Ryan also holds a Diploma in Travel & Tourism and is currently in between jobs, he loves to cook and create dishes for family members and friends, enjoy a good book, going for walks, creating and listening to music.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/3>



Nicolet Nguyen

Youth Liaising Officer

Nicolet is a versatile freelance filmmaker and photographer with a passion for telling powerful stories across genres, from live music sessions and cultural documentaries to youth-focused creative content.

She collaborates with charities and community groups to amplify underrepresented voices and inspire positive change. Her work includes projects with STEMunity UK, Sing A Book CIC, UNESCO ASPnet's 70th anniversary Arts and Culture Peace Initiative, and the Black British Classical Foundation.

Her work continues to celebrate creativity as a tool for change and continues to explore new ways of using visual media to spark dialogue, creativity, and positive change.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/4>



Savannah Britto

JRHYS Community

Co-ordinator/Trustee/CHAIR

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/5>



Ms Barbara Robinson-Perry
Director (Executive Secretary)

Barbara is a departmental volunteer leader in the Prison Ministry and constantly motivated to assist others to make informed decisions and choices to improve their lives. Barbara became a volunteer with James Ross Hunter Youth Support (JRHYs) in 2018, whilst running Parents Unite. The journey so far has been challenging, interesting and inspiring and most importantly the difference the projects have made in the lives of those we have come in contact with.

Barbara's dream is to see the project grow not only in the Lewisham area but across London and beyond. Barbara works with children, young people and families with varying needs and abilities and volunteered as youth leader within her local church. She worked with the Local Authority as a Social Worker in Children Social Care for over 20+ years. Coordinates and engages with new business and documentations of meetings and communications.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/6>



Yvonne Jones

Volunteer

Community Support Facilitator & Wellbeing Coordinator

A highly accomplished, respected professional, with a wealth of transferable skills honed during a progressive and accelerated career within Young People, Adult and Children Services within the Charity and Public Sector. A proven record of delivering impact through building strong, authentic relationships and a relentless emphasis on improving outcomes for young people and adults in the field of homelessness, mental health, and substance misuse.

Expertise includes providing personal counselling services; leading and supporting Specialist Workers in counselling and mediation; overseeing Residentials, Supported Lodgings, Safe Houses, Day Programmes and Prevention work in the community; and working in areas such as Criminal Justice, Mental Health, Drug Action Teams, and Local Authorities, supporting families, couples and children fleeing domestic violence.

A facilitator, integrator, and strategic leader with expertise of delivering pioneering solutions to Young People, Adults and Children services; diplomatically traversing

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/7>



partnerships with multiple senior stakeholders and sensitive political/cultural situations to develop innovative solutions for community-related challenges.



Shaun Sutar

Volunteer

Community Support

Shaun has been a Youth & Community Worker in the London Borough of Lewisham for over 30 years and has been volunteering with JRHYs for the past 10 years. Dad of two daughters.

Hobbies acting, playing table tennis and cooking. Full time youth worker with 'Youth First' Shaun also gives peer support to vulnerable young people.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/8>



Our commitment to diversity, equity and inclusion

Our commitment to equality, diversity and inclusion
Our commitment to being an antiracist organisation
Our commitment to the LGBTQ+community
Gender pay gap
The Halo Code
Living wage employer
Other work on protected groups

Following the murder of James Hunter, we join many organisations forcefully to look at committing to equity, diversity and inclusion.

We realised there was room for us to play our path to match our actions by creating visual awareness in communities particularly where stereotyping, discrimination, exclusion and violence towards vulnerable young people and families battle with identity . Delivering our projects to show that values are necessary for growth when it comes to being an anti-racist organisation.

January 2022 was the beginning of our external journey with CIVIC CONSULTING a non profit organisation to create our three year programme , the process has taken route and we are making some important changes within our organisation and areas of work. We are confident with baby steps we will be moulded in an organisation filled with additional enrichment that will continue to evolve throughout years to come, serving and supporting our community while we showcase heightened diversities in all aspects of individuals and young people we are preparing to serve.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/9>



James Ross Hunter Youth Support Community Interest Company Equality & Diversity Policy

Who we are In this Equality & Diversity Policy, “James Ross Hunter Youth Support Community Interest Company”, “JRHYs”, “we”, or “our” means

James Ross Hunter Youth Support (registered non-profit community organisation)

James Ross Hunter Youth Support Community Interest Company (company number 9113518 in England)

1.0 Introduction

1.1 The Equality Act 2010 came into force in October 2010, consolidating and extending previous anti-discrimination legislation into one overarching policy. The Act also contains a “public sector equality duty” consisting of a general equality duty and specific duties which are imposed by secondary legislation on public authorities. The new duties cover nine protected characteristics of:

- i. Age;
- ii. Disability;
- iii. Gender reassignment;

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/10>



- iv. Pregnancy and maternity;
- v. Race;
- vi. Religion and belief,
- vii. Sex (formerly referred to as gender) ;
- viii. Sexual orientation; and
- ix. Marriage and civil partnership

1.2 The Act requires that a disabled person's disability be considered. The term 'disability' covers many different physical, mental and emotional conditions.

Every disability has different adaptations and support requirements and these should be considered for example, when making reasonable adjustments in the workplace.

1.3 Within section 149 of the Equality Act 2010 you will find the Public Sector Equality Duty (PSED). This is the part of the Equality Act that places responsibility upon public sector organisations such as JRHYs to lead, influence and shape policy and services around the communities they serve.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/11>



1.4 Thus as a public company, James Ross Hunter Youth Support Community Interest Company is under legal obligations as a service provider to ensure that our services and practices are fair and inclusive. To this end, JRHYS is actively working to ensure everyone has the same opportunities by reducing inequalities in the area and improving life for all.

2.0 Policy Statement

2.1 James Ross Hunter Youth Support CIC is proud of its diverse community; it is what makes this community organisation a great place to work, and support..

2.2 This Policy seeks to promote and uphold the principles of equality, diversity, fairness and inclusion within our practices, service design and delivery, procurement and partnership working.

2.3 As a community company, we will not tolerate discrimination, harassment or victimisation and will strive to promote equality of opportunity, understanding and foster good relations within our organisation and our community.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/12>



2.4 The Equality Policy will also help guide and inform the design of some specific policies and strategies to ensure they meet the changing needs of our diverse community.

3.0 Scope and Purpose of the Policy

3.1 This policy sets out James Ross Hunter Youth Support commitment to valuing diversity and promoting equality of opportunity in all of its activities. It sets out how JRHYs will meet its legal responsibilities as defined within the Equality Act 2010 and Public Sector Equality Duty both as a public service provider.

3.2 As a public service provider we will integrate this document into our every activity. Thus, this policy is applicable to:

- i. All JRHYs volunteers including work experience, contract and interim employees;
- ii. All members (elected, past and prospective);
- iii. JRHYs partners such as third party service providers such any contractor (sole trader or a company) who has procured a contract from JRHYs should we wish to refer to our Equalities policy.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/13>



4.0 Statutory Requirements, Monitoring and Analysis

4.1 The Public Sector Equality Duty (PSED) The PSED is divided into two parts: the General Duty and the Specific Duties.

4.1 General Duties

4.1.1 The General Duty has three aims (also known as the three arms of the Duty). It requires public bodies, when exercising their functions, to have due regard to:

- i. Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- ii. Advance equality of opportunity between people who share a protected characteristic and people who do not share it by:
 - removing or minimising disadvantages suffered by people due to their protected characteristics;

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/14>



- meeting the needs of people with protected characteristics; and
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is low.

iii. Foster good relations between people who share a protected characteristic and people who do not share it by:

- tackling prejudice and promoting understanding between people with a protected characteristic and others.

4.1.2 What does due regard mean? James Ross Hunter Youth Support CIC Equality Policy 2018 This means consciously thinking about the three aims of the Duty as part of the process of decision making. This means that equality issues must be considered (proportionately) as part of the decisions officers and Members make to satisfy the duty.

Examples would be:

- how we act as an employer;
- how we develop, evaluate and review our policies;
- how we design, deliver and evaluate our services;

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/15>



➤ how we commission and procure from others.

4.2 Specific Duties

4.2.1 The Specific Duties support the General Duty by helping the Council comply with the general duty. We need to set equality objectives to show how we plan to progress our equality agenda, to do this we need good quality data to base them on.

4.2.2 To achieve this, we must:

i. Publish information to demonstrate our compliance with the general equality duty by 31 January each year.

The information we publish must include information relating to persons who share a relevant protected characteristic who are:

- employees, and;
- other persons affected by our policies and practices (such as service users, contractors, residents and visitors)

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/16>



ii. Prepare and publish one or more objectives we should achieve, to deliver the aims of the general duty.

iii. The objectives must be published at least every four years and this requirement commenced 6 April 2012.

Objectives must be specific and measurable.

4.3 Monitoring and Analysis

4.3.1 JRHYs will undertake regular monitoring of its policies, procedures and services, proportionate to their relevance to the Duty and analyse them against the most up to date demographic, staff and service user data to ensure that they remain accessible, inclusive and effective. This will be reported in an 'action plan'.

4.3.1 We will collect and publish anonymous equality data on our staff and service users in accordance with statutory timescales.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/17>



4.3.2 All data will be collected, stored, analysed and published within the strict controls of the General Data Protection Act ("GENERAL DATA PROTECTION REGULATIONS") and the Data Protection Act 2018. Individuals' personal information will be processed lawfully within the data protection legislations, and where appropriate, their data will be pseudonymised or anonymised within JRHYs publications.

4.3.3 We will prepare and publish one or more objectives we should achieve, to deliver the aims of the general duty within statutory timescales.

Objectives will arise from:

- Service plans;
- Corporate projects (new and existing);
- Customer feedback;
- Results of public engagement;
- Central Government initiatives;
- Emerging best practice;

James Ross Hunter Youth Support Community Interest Company Policy 2018

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/18>



- Outcomes of equality/service user impact analysis; and
- Ongoing service activity

4.3.4 We will have due regard for the aims of the Public Sector Equality Duty in the decisions that we make proportionate to their relevance to arising Duty.

4.3.5 The action plan will be reported upon annually to enable Members and stakeholders to see how projects and actions are progressing. This approach will allow for greater Member and public scrutiny.

4.3.6 In order to implement this policy, where the need has been identified, we will undertake an 'equality Impact assessment' to establish whether any new process will have a positive or negative impact on people. The details of how we will carry out these assessments are attached at Appendix A as the 'Equality impact assessment toolkit'. And instances where we would require an equality impact assessment would be at the design and development stage of the following:

- New or existing strategy;

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/19>



- New or existing policy;
- New or existing service;
- New or existing project; or
- New or existing activity or decision.

5.0 Forms of Inequality Inequality can manifest in numerous ways. It can take the form of discrimination, harassment or victimisation.

5.1 Discrimination

5.1.1 JRHYs irrevocably disapproved the unlawful discrimination against or harassment of people including current and former employees, job applicants, clients, customers, suppliers and visitors. This applies in the workplace, outside the workplace (when dealing with customers, suppliers or other work-related contacts, and on trips or events including social events involving the community).

5.1.2 The following forms of discrimination are prohibited under this policy and are unlawful:

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/20>



- i. Direct discrimination: treating someone less favourably because of a Protected Characteristic. For example, rejecting a job applicant because of their religious views or because they might be gay.
- ii. Indirect discrimination: a provision, criterion or practice that applies to everyone but adversely affects people with a particular Protected Characteristic more than others, and is not justified. For example, requiring a job to be done full-time rather than part-time would adversely affect women because they generally have greater childcare commitments than men. Such a requirement would be discriminatory unless it can be justified.
- iii. Harassment: this includes sexual harassment and other unwanted conduct related to a Protected Characteristic, which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.
- iv. Victimisation: retaliation against someone who has complained or has supported someone else's complaint about discrimination or harassment.
- v. Disability discrimination: this includes direct and indirect discrimination, any unjustified less favourable treatment because of the effects of a disability, and failure to make reasonable adjustments to alleviate disadvantages caused by a disability.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/21>



James Ross Hunter Youth Support Equality Policy 2018 Page 4 of 10 5.1.3 Further information on the various forms of inequality can be found in the volunteer handbook:

6.0 Public Service Provision

6.1 As evidence of compliance with the Public Sector Equality Duty (PSED), the Council commits to the following:

- i. We will ensure equal access, fair treatment and appropriate provision to the whole community regardless of service users' protected characteristics as defined within the Equality Act 2010. This includes making reasonable adjustments for disabled people.
- ii. We will deliver services without discriminating against, stigmatising or patronising people. Every service user will be treated in a professional manner, with courtesy, respect, dignity and confidentiality.
- iii. We will promote equal access to services, including producing clear information about how to access our services. Where necessary we will offer information in various accessible formats.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/22>



iv. We will seek the views of our service users to inform the development of our policies, strategies and services to ensure we are continually improving.

v. We expect Members and officers to demonstrate due regard to the aims of the Public Sector Equality Duty in the decisions that they make, proportionate to their relevance to the Duty.

vi. We will regularly quality check our services and policy documents to ensure they are relevant, inclusive and accessible.

vii. We will provide clear information on how service users can comment upon or complain about the services they have received.

7.0 Partners and Third Party Service Providers

7.1 As an organisation we will always seek to promote equality throughout the district. And this responsibility extends to our partners and any third party service providers. To this end, we will ensure the following:

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/23>



i. We will work with our partners and other organisations on equality issues that affect the district and to encourage equality and diversity policies and plans similar to our own are adopted and implemented more widely.

ii. We will promote inclusion, fairness, equality and diversity within partnership working and our internal and external communications.

iii. We will seek to ensure that any partners or bodies providing services on our behalf provide those services in compliance with the Equality Act 2010 and Public Sector Equality Duty.

iv. We will encourage our partners and third party service providers to have policies and procedures in place to comply with the Equality Act 2010 and Public Sector Equality Duty on the services they provide on our behalf.

8.0 Commissioning and Procurement

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/24>



8.1 We will seek to ensure that our procurement activity promotes equality of opportunity for all.

James Ross Hunter Youth Support expects suppliers, contractors and those delivering services on behalf of the JRHYs to share these values.

8.2 Full details of equality arrangements and standards on our commissioning and procurement activities are within our Procurement Strategy. James Ross Hunter Youth Support Community Interest Company Equality Policy 2018 Page 5 of 10

9.0 Recruitment and Employment

9.1 JRHYs is an equal opportunities employer and is committed to the principles of equality of opportunity within its employment practices.

9.2 All employees and applicants for employment will be treated fairly and not discriminated against based on any of the protected characteristics as defined within the Equality Act 2010 or any other reason which cannot be shown to be justified.

9.3 For recruitment: Vacancies should generally be advertised to a diverse section of the labour market. Advertisements should avoid stereotyping or using wording that may

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/25>



discourage particular groups from applying. We take steps to ensure that our vacancies are advertised to a diverse labour market and where relevant, to particular groups that have been identified as disadvantaged or underrepresented in our organisation.

9.3.1 Job applicants should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, applicants should not be asked whether they are pregnant or planning to have children.

9.3.2 Job applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with the approval of the Human Resources Department. For example:

- i. Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
- ii. Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
- iii. Positive action to recruit disabled persons.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/26>



iv. Equal opportunities monitoring (which will not form part of the selection or decision-making process).

v. Where necessary, job offers can be made conditional on a satisfactory medical check.

9.3.3 We are required by law to ensure that all employees are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the Human Resources Department or UK Visas and Immigration.

9.3.4 To ensure that this policy is operating effectively, and to identify groups that may be underrepresented or disadvantaged in our organisation, we monitor applicants' ethnic group, sex, disability, sexual orientation, religion and age as part of the recruitment procedure. Provision of this information is voluntary and it will not adversely affect an individual's chances of recruitment or any other decision related to their employment. The information is removed from applications before shortlisting, and kept in an anonymised format solely for the purposes stated in this policy. Analysing this data helps us take appropriate steps to avoid discrimination and improve equality and diversity.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/27>



9.4 For promotion and other selection exercises such as redundancy selection: This will be conducted on the basis of merit, against objective criteria that avoid discrimination. Shortlisting should be done by more than one person and with the involvement of the trustees Equality Policy 2018 Resources Department (EKHR), where possible. Our recruitment procedures should be reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities.

9.4.1 Training and development opportunities will be made available according to business requirements and will be allocated fairly to staff. We will ensure that development and learning opportunities are inclusive in their own right and reasonable adjustments will be made according to individual need. All promotion decisions will be made on the basis of merit. 9.4.2 Workforce composition and promotions will be regularly monitored to ensure equality of opportunity at all levels of the organisation. Where appropriate, steps will be taken to identify and remove unjustified barriers and to meet the special needs of disadvantaged or underrepresented groups.

9.4.3 Our conditions of service, benefits and facilities are reviewed regularly to ensure that they are available to all of you who should have access to them and that there are no unlawful obstacles to accessing them.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/28>



9.5 We will also ensure that disciplinary procedures and penalties are applied without discrimination, whether they result in disciplinary warnings, dismissal or other disciplinary action.

9.6 Disabilities: We will monitor the physical features of our premises to consider whether they might place anyone with a disability at a substantial disadvantage. Where necessary, we will take reasonable steps to improve access as much as possible.

9.7 Part-time and Fixed term Work: Part-time and fixed-term staff should be treated the same as comparable full-time or permanent staff and enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate), unless different treatment is justified.

10.0 Data Protection

10.1 JRHYs is under legal obligations to comply with the requirements of the General Data Protection Regulations (GDPR) and Data Protection Act 2018 when collecting, processing and storing individuals' personal information for any purpose.

10.2 Data protection legislations exist to protect individuals against the misuse of their personal data, and all records (manual or computerised). Thus, JRHYs will need to meet the requirements of the General Data Protection Regulations and Data Protection Act

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/29>



2018. If an individual can be traced to the monitoring figures, care must be taken to anonymise or at least pseudonymised the data.

10.3 For the purpose of equality monitoring, the JRHYSI processes various categories of personal information which can be classed as 'personal data' and 'special categories of data' in order to comply with its statutory obligations i.e. Equality Act 2010 and Public Sector Equality Act.

10.4 These include personal information relating to the protected characteristics under the Equality Act 2010 including religion, race, ethnic origin, politics, trade union membership, health, sex life or sexual orientation, genetics or biometrics where used for ID purposes. Notably sex, formerly known as gender, is not specifically listed under General Data Protection Regulation (GDPR) as a special category of data.

10.5 However, under 'Section 22 of the Gender recognition Act 2004', data relating to an individual's gender reassignment (which includes a change of gender status and name) is classed as 'sensitive information', and therefore attracts a higher degree of protection than usual, especially where a Gender Recognition Certificate is held.

This is designed to protect a persons' right to James Ross Hunter Youth Support Community interest Company Equality Policy 2018 Page 9 of 12 privacy and makes it a

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/30>



criminal offense to disclose information relating to a person's gender history where this information has been gained in an official capacity.

10.6 It is a General Data Protection Regulation (GDPR) requirement that data collected for equality and monitoring purposes cannot be used for any other purpose than what it was collected for. However, the requirements of the GDPR should not be a barrier to the collection of equality monitoring data, but will require sensitivity and clarity. Therefore, in order to comply with the GDPR, it is advised that monitoring forms contain the following:

- An explanation of why JRHYs is carrying out equality monitoring, i.e. what is its purpose, and how the information will be used;
- A statement that the information collected will be treated with the strictest confidence and access/use of it will be restricted to the purposes it was collected for;
- Who the information will be shared with;
- An indication of how long we are going to store the information for and how it will be held e.g. electronically.

10.7 Where an individual can be identified:

- A statement signed by the service user, customer, employee, etc., giving written consent to the collecting, storing, and use of the data collected

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/31>



10.8 When collecting information relating to equality, this data should be separated from any personal information immediately on receipt. It should be held separately, and in a way that would mean that it could not be attributed to any individuals. This should be clearly explained when the information is being asked for, either in writing or verbally. Where a service is required to keep equality related information with personal details, normal data protection obligations apply which can be found in the JRHYs's data protection policy and privacy notices.

10.9 All personnel, members, and contractors should read and consider the JRHYs Privacy Notice on Equality Monitoring to further understand how we process individuals' personal information for equality monitoring. Additional information on how we use personal information or on how to exercise individuals' rights can be found in the JRHYs Data Protection Policy and JRHYs Privacy Notice.

10.10 It will be the policy of the JRHYs to add a privacy statement before any monitoring questions such as "completion of all monitoring data is necessary for JRHYs to perform a public task in the public interest; to comply with our legal obligations under the Equality Act 2010 and Public Section of Equality Duty 2011; and for reasons of substantial public interest (equality of opportunity or treatment)", with a link to JRHYs privacy notice on equality monitoring. See templates of equality monitoring questions at Appendix D.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/32>



11.0 Corporate Responsibility

11.1 The Corporate Management Team (CMT) has overall responsibility for the effective operation of this policy and for ensuring compliance with the Equality Act 2010 and Public Sector Equality Duty 2011. Day-to-day operational responsibility for this policy including regular review of this policy has been delegated to the Director of Corporate Governance.

11.2 All JRHYs Personnel and associated persons/organisations must set an appropriate standard of behaviour, lead by example and ensure they adhere to this policy and promote JRHYs's aims and objectives with regard to equal opportunities. Volunteers and trustees will be given appropriate training on JRHYs Equality Policy 2018 equal opportunities awareness and equal opportunities recruitment and selection best practice. The Directors have overall responsibility for equal opportunities training.

11.3 All reasonable steps will be taken to ensure the effective communication of this policy to all volunteers and personnel. If you are involved in management or recruitment, or if you have any questions about the content or application of this policy, you should contact the Director or Trustees to request training or further information.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/33>



11.4 Members and staff will be offered skills training to enable them to meet the requirements of this policy. We will ensure that training in this regard is accessible and reasonable adjustments are made according to individual need.

12.0 Conduct and breaches of this policy

12.1 Members, staff and any other applicable person as stated at 3.2 will conduct themselves in accordance with this policy. Each Member and employee has a responsibility to challenge and report inappropriate behaviour which may breach this policy. Detailed guidance on unlawful conduct under the Equality Act 2010 can be found in the Codes of Practice accompanying the Act.

12.2 Staff

12.2.1 It is a condition of employment that all employees adhere to this policy. Action under the JRHYs Disciplinary Policy and Gross Misconduct Policy may be taken against any employee who breaches this policy. Each employee has a responsibility to challenge and report inappropriate behaviour which may breach this policy.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/34>



12.2.2 If a member of staff feels they have been treated unfairly in employment and wishes to make a complaint, this should be brought under the terms of the Grievance Policy and Procedure.

12.2.3 We take a strict approach to breaches of this policy, which will be dealt with in accordance with our Disciplinary Policy. Serious cases of deliberate discrimination may amount to gross misconduct resulting in dismissal.

12.2.4 If you believe that you have suffered discrimination you can raise the matter through our Grievance Procedure or through our Dignity at Work Policy as appropriate. Complaints will be treated in confidence and investigated as appropriate.

12.2.5 There must be no victimisation or retaliation against staff who complain about discrimination. However, making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under our Disciplinary Policy.

12.3 Members

12.3.1 Action may be taken against an elected Member through the Members' Complaints Process if they do anything which causes the council to breach this policy.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/35>



Each Member has a responsibility to challenge and report inappropriate behaviour which may cause JRHYS to breach this policy.

12.3.2 The Member Lead for Equality and Inclusion will report to the Cabinet Member responsible for Equality and Inclusion. The Member Lead for Equality and Inclusion will undertake duties as determined by the Cabinet Member and will champion JRHYS equality and inclusion agenda.

12.4 Where not specifically stated in this document, any conduct which is prohibited by the Equality Act 2010 is regarded as a breach of this policy.

James Ross Hunter Youth Support Equality Policy 2018

13.0 This policy is affiliated to the following other policies and procedures:

- Equality Impact Assessment Toolkit and form;
- Dignity At Work (Anti-Harassment and Bullying) Policy;

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/36>



- Grievance Policy;
- Grievance Procedure for Staff;
- Disciplinary and Performance Policy;
- Code of Conduct Policy;
- Gross Misconduct and Summary Dismissal Policy;
- Some Other Substantial Reason for Termination Procedure;
- Flexible Working Arrangements Policy and Procedure;
- Maternity, Paternity, Adoption Leave Policy;

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/37>



- Parental Leave Policy;
- Shared Parental Leave Policy;
- Time Off for Dependants Policy;
- Absence Management Policy;
- Homeworking Policy;
- Career Break Policy;
- Data Protection policy;
- JRHYs Privacy Notice and some specific notices such as the Directors (Members) Notice; and

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/38>



- Subject access policy.

13.1 All the above documents are easily accessible to current personnel including interim staff, volunteers and staff that work off site. They are also available upon request to other applicable stakeholders.

14.0 Review

14.1 This Policy will be periodically reviewed or amended to ensure it aligns with any applicable change in legislation. James Ross Hunter Youth Support Community Interest Company Equality Policy 2018.

James Ross Hunter Youth Support Community Interest Group

Collet Hunter

A black and white image of a handwritten signature, likely belonging to Collet Hunter, on a white background.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/39>



Managing Director

Lewisham Community Profile Summary

- Lewisham has an estimated population of 300,600 in 2021
- About 30% of Lewisham's population is under 24 and 5% is over 65 years old (2021 Census) - national average for over 65 years old is 18.6%
- Lewisham is a London borough located south of the river. It is surrounded by the London borough of Greenwich to the east, the London borough of Southwark to the west and the London borough of Bromley to the south
- Barriers to housing and services and living environment are areas of deprivation of particular concern in Lewisham.

History

- The borough was formed in 1965 as an amalgamation of the former area of the metropolitan borough of Lewisham and the metropolitan borough of Deptford. There were large areas of farmland until the London property boom in the 1930's during which they were all built over.

Now

Crime

- Lewisham is within the top 20 most 'dangerous' boroughs of London
- The crime in Lewisham is 12% higher than the national average, with the most common crime being violence and sexual offences. (Crime rate)
- London is the fifth area with the highest knife crime rates in the UK. (Knife crime in England and Wales: Statistics, House of Commons)
- Lewisham is the 17th London borough with the highest knife crime rate, with a knife crime rate of 126 per 100,000 head of population. (Knife crime in England and Wales: Statistics, House of Commons) - for more information pages 15 & 16 see:

<https://researchbriefings.files.parliament.uk/documents/SN04304/SN04304.pdf>

Deprivation

- Lewisham is ranked 51st most income deprived out of 317 local authorities (Southwark is 53rd and Lambeth is 19th)

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/40>



- About 50% of Lewisham's LSOAs fall within deciles two and three on the Index of Multiple Deprivation (Lewisham observatory)
- 32.5% of households in Lewisham are deprived in one dimension, 15.2% are deprived in two dimensions and 5% are deprived in three dimensions or more. (census 2021)

- About 40% of Lewisham's LSOAs are within the 10% most deprived in the UK regarding access to housing and services.
- Lewisham's homelessness rate is 24 per 1,000 inhabitants, which is much higher than the London average of 14.5 and more than double the national average of 11.3. (Lewisham observatory)

Health

- 18% of the population is disabled under the equality act: day-to-day activities limited a lot or a little
- 4.5% of the population are in bad health and 1.4% in very bad health (2021 Census)
- Life expectancy for males and females in Lewisham is reflective of the UK average.

Education

- 14.6% of Lewisham residents hold no qualifications. 30% hold level 1, 2 or 3 qualifications as their highest level of qualification (2021 Census)
- The proportion of 19 year olds without a level 2 or level 3 education in 2020/21 was 33.5% which is worse than the average London Borough. (Trust for London)

Employment

- 30% of Lewisham's population is economically inactive
- 9.6% of the population is in long term unemployment or have never worked
- 23.1% of the population works in lower managerial, administrative and professional occupations and 10.8% works in education, these are the two main areas of occupation (2021 Census)
- 20.7% of Lewisham residents were estimated to be earning below the living wage in 2021 (Trust for London)
- Around 37% of children live in poverty, which is higher than the England average of 29% (Trust for London)

Ethnicity

- 35.6% of Lewisham's population was born outside of the UK. 9% of the population are Asian or Asian British, 26.8% is Black, Black British, (Caribbean or African heritage), 51.5% is White British and 8.1% is from mixed/multiple ethnic groups (2021 Census)

Politics

- Lewisham's mayor is Brenda Dacres, representing the Labour Party.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/41>



- Lewisham is currently represented by Janet Daby MP, Vicky Foxcroft MP and Ellie Reeves MP, all members of the Labour Party.

Yearly Budget

Operational cost my budget

BUDGET	Year One	Year Two	Year Three	
Recruitment	1250			
Sessional Workers - Wellbeing, Education & Family Support	12,000	13,000	14,000	notes
1 x Part time JRH Youth Support CIC Operational Manager	28000	28840	29705	Uplift 3% in years 2 and 3
Employers pension contributions	707	738	772	
Employers NI	2,845	2,970	3,101	
Mobile phone @ £50 per month	600	600	600	
Travel expenses 100 miles per week x 1 @ .45 per mile	2,340	2,340	2,340	

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/42>



Contribution to JRH Youth Support CIC Finance & Admin - 10% of project budget	6,274	5,988	6,516	
Contribution to JRH Youth Support CIC office costs	9,000	9,000	9,000	Including insurance, printing and postage
Volunteer expenses	2,400	2,400	2,400	
Independent evaluation	3,600	0	3,250	
TOTAL	69,016	65,876	71,684	

Year One	69,016
Year Two	65,876
Year Three	71,684
Total	£206,576

Project title
Encouraging positive social values in youths and communities

Project nature
Joining visions and creating awareness to victims and violence trends and support mechanisms in place

CULTURAL VALUES	Revisiting a foundation of selfwork and embracing transformation of growth with the
-----------------	---

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/43>



	ongoing practice of resilience.
SUPPORT	Showcasing the a platform of worth and support mechanism that is in place
AWARENESS	Bring awareness to a foundation of self worth and values attested from culture
RECOVERY OF MORALS	Transformation from trauma to values
EDUCATION	On mindfulness practices, creating awareness about the environment where violence and wellbeing is concern
PROJECT ACTIVITIES	Wellbeing program delivery in the borough of Lewisham. Anti knifecrime poster launched. Theatre production 'SAFE' delivery is schools Monthly birthday club at the TNG Youth and Community Centre. 'Sock it For Visuality' wears mixed coloured socks, gloves and scarves promoting awareness in schools and the workplace. Travel and expenses cover for young people to travel to college/apprenticeship venues. Mentorship program online for victims. Online course delivery on 'Wellbeing'. Monthly 'Sip n Talk' sessions for parents and victim's. 'Daisy pln Boxes' creating and sharing voices and faces of victims to sensitise the public.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/44>



Successful grant applications

2026 Lewisham VRU Early Interventive Program £7800
2025 Youth First Legacy £5000
2025 NCIL Funding 2025 £10000
2023 National Lottery £10000
2022 NCIL Funding 2022 £10000

Mental Health and Wellbeing

This report is based on the feedback of 1,030 people, who completed the survey during June and July 2020.

- The COVID-19 outbreak and lockdown has had a substantial emotional impact on residents, with people experiencing issues such as bereavement, financial worries, social isolation and anxiety. There are likely to be further emotional impacts from post-lockdown redundancies which may not have been apparent at the time of the survey
- There is a significant contrast in experiences, with some residents feeling more relaxed as the shock of the lockdown lessens, while for others their lives have completely changed
- Friends, family and neighbours have been the largest single form of support during the COVID-19 pandemic

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/45>



- Parents and carers are finding additional responsibilities such as home schooling to be difficult to balance with their work lives/other tasks

BAME Experiences

- Just under a quarter (24%) of respondents identified as Black, African, or Minority Ethnic or from a non-white background
- 35% of respondents considered themselves to be at high risk from the virus
- BAME respondents are less likely to have a stated mental health condition but are also less likely to be able to access support and resources for mental health needs.
- BAME respondents are more worried about their job or financial security because of the pandemic
- BAME respondents found it harder to find information and guidance in accessible formats. This finding primarily relates to residents' who do not speak English as their first language.

Schools in the area:

Our Lady and St Philip Neri RC Primary School

St Bartholomew's CE Primary School

St Michael's CE Primary School

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/46>



Sydenham Secondary School

Sydenham High School

<https://sydenhamsociety.com/about-us/>

We work closely with local groups including the Safer Neighbourhood Team (SNT), the Ward Panel, residents associations, Neighbourhood Watch groups and Voluntary Action Lewisham. We attend Sydenham Assembly and are represented on its coordinating committee.

https://www.google.com/search?q=sydenham+crime+rate&rlz=1C1CHBD_en-GBGB971GB971&oq=sydenham+crime&aqs=chrome..69j57j0i512l2j0i22i30l7.8774j0j4&sourceid=chrome&ie=UTF-8

Sydenham had a total of 1,224 crimes reported last year. Violence was the highest type of crime reported, with 413 offences recorded, and theft was the second highest with 368 offences.14 Feb 2019

<https://www.ukcrimestats.com/Neighbourhood/8302>

Population: 15,567

Policed by: Metropolitan Police Service

August 2021

Burglary 10

Violence 35

Robbery 3 +16 theft

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/47>



Public disorder 7

Antisocial behaviour 32

Category B -: The project will target young people and families who are struggling with safety and wellbeing issues in the community.

~handling emotions

~behavioural issues

~stress challenges

~anxiety awareness

Our mentorship program will aim to involve close monitoring and consistent feedback from individuals who participated. Engage with the local community on a social level with regular and consistent activities supporting them, highlighting their concerns, helping them to contribute in making their community safer, a happy place creating a forum/gateway to communicate concerns anonymously and effectively.

~ The project falls under Category B as the activities above will focus on the wellbeing of the residents creating a solid platform for them to maintain communication amidst a safe environment. The follower is based on the UK crime stats for August 2021
<https://www.ukcrimestats.com/Neighbourhood/8302>

~ Sydenham Population: 15,567 Policed by: Metropolitan Police Service

The following updated data 'August 2021'

Burglary 10

Violence 35

Robbery 3 +16 theft

Public disorder 7

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity>
FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/48>



Antisocial behaviour 32

https://www.google.com/search?q=sydenham+crime+rate&rlz=1C1CHBD_en-GBGB971GB971&oq=sydenham+crime&aqs=chrome.1.69i57j0i512i2j0i22i30i7.8774j0j4&sourceid=chrome&ie=UTF-8

JRHYS ongoing project have a significant impact on communities

~The project aims to make young people feel a sense of belonging and not feel threatened to go for walks in their communities.

~The project aim to target BAME groups including any young people who need support and mentorship on the path to high school or college

~Creates a platform where support systems remain in place even after a workshop's delivery is finished

~Feedback is consistent and is given after each workshop to ensure the project is tapping into the wellbeing of individuals.

~Communication is maintained after workshop delivery. progression, follow up.

~Maintain constant visual awareness in the community for example by sharing 'Daisy Pin' Badges engaging in conversation at home or in a safe environment.

~All residents can take part in our project.

~There is a noticeable lack of interest in getting individuals to be active and creating this platform, working together with a similar objective can inspire another.

~consequences of carry knives

~bring awareness to public safety

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/49>



~create, support a safety mechanism in place.

Individuals will have access to -

JRHYS ongoing community workshops and support at TNG Youth and Community Centre.

The aim is made sensitive and bring visualise awareness to community safety

~bring awareness to public safety

~create, support a safety mechanism in place.

Individuals will have access to -

JRHYS ongoing community workshops and support at TNG Youth and Community Centre.

-Workshop to get to know neighbours.

-Regular workshop and the use of project to empower individuals

-Create a platform where community engagement with the police neighbouring team relationship is restored if and where trust was lost.

-A platform of trust will be maintained throughout the project unless revelation of risk to self and others is shared.

Our actors are all young professionals and we will provide performances that will be facilitated by a theatre professional who is experienced in involving the audience in the issues the show raises, sensitively inviting them to participate, and working closely with schools to ensure the performance has helped those watching it to understand its message and learn from the experience.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/50>



According to ukcrimestats.com between Nov 2020 and April 2021 there were approximately 1690 violent offences committed in Lewisham borough, along with 50 weapons charges. The Ben Kinsella Trust records a 71% increase in knife crime since 2014.

The experience of live theatre, especially community theatre, has long been recognised as something that provides community cohesion and encourages audiences to bond over the issues presented. We believe this project has the potential to change minds, offer alternative life choices for the most vulnerable and transform the thinking of those participating. The 'forum theatre' process utilises innovative means to instil empathy and understanding in young people, and will deliver on its promise to transform young lives.

The project is designed to help young people understand the choices they will face as they grow older, encouraging them to engage with difficult issues through professionally staged drama and interactive elements which will enable them to make reasoned choices in a safe environment. The project is aimed at young people aged 10-11, as we believe this is the optimum age group to target on such an important issue. Performances will be facilitated by a theatre professional who is experienced in involving the audience in the issues the show raises, sensitively inviting them to participate, and working closely with the school to ensure the performance has helped those watching it to understand its message and learn from the experience. We believe this project has the potential to change minds, offer alternative life choices for the most vulnerable and transform the thinking of those participating.

Young people today face many pressures and challenges, not least during the Covid pandemic. This project aims to reach those young people whose life chances are still full of potential, before they have passed through adolescence and encountered the peer pressure of gang culture and other anti-social activities. With its positive message for 'change from within' and encouraging participants to 'make the right decision' in a safely orchestrated theatrical setting,

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/51>



we believe this project has the potential to change lives and engender positive attitudes and rejection of the 'easy path' to crime.

This project will have an impact on young people who watch and participate in the shows. We believe they will share their learning with others, and parents will appreciate that their children have vicariously experienced the inherent dangers of drifting into crime and anti-social behaviour.

Our organisation is keen to develop its outreach programme, and this project will enable us to reach a new audience, as a means of changing minds and affecting life decisions. Establishing new, close relationships with schools. We currently do wellbeing workshops in schools along with the 'Violence Reduction Unit' from Lewisham council and Youth Engagement Police offices from Lewisham police station.

The project will also re-engage the two young writers who first participated in the project in 2019, we hope to expand our programme working with schools, and providing strong role models for young people who may wish to enter the profession.

References

Please provide details of two references whom we can contact to support your application. (Max 1250 characters)

Shalena Haughton-Peters, Youth First (Director of Operations)

Email Shalena.Haughton-Peters@youthfirst.org.uk

Phone Tel: 0208 314 7625

Mob: 07957 - 198 - 303

Youth First

website: www.lewisham.gov.uk/youngpeople

twitter: YouthFirstLDN

Facebook LewishamYP

Instagram: Youthfirstldn

Shalena has expressed interest in the SAFE project touring at least 5 of her centres across Lewisham borough in Autumn term 2021 and said of the project:

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/52>



“The SAFE production was a fantastic production of current issues. I myself studied drama and the production was fantastic. The use of forum theatre was a great way to allow youth and parent engagement. The production was a powerful and moving piece of work and I would recommend any youth provision and school encourage their members to attend a production”

Laura Luckhurst, Community Development Officer
Cultural and Community Development Service
London Borough of Lewisham
020 8314 3830
Mob: 07392 860155
Email laura.luckhurst@lewisham.gov.uk

Laura was the presiding council officer when we were successfully awarded a grant from London Borough of Lewisham when the SAFE project was first initiated in 2019. She attended the free performance at TNG Youth Centre in May 2019 and wrote a very positive report about the project in response

James Ross Hunter Youth Support CIC
% TNG Youth and Community Centre
111 Wells Park Road
Sydenham

James Ross Hunter Youth Support CIC's Product

Mentorship programs (all ages)
Online wellbeing workshops
Online wellbeing course
Daisy Pin brooches for visual awareness
Postcards (copyrights)
'Safe' Theatre Production (copyrights)
Book 'Five Years Later' (copyrights)
Book 'Wellbeing' activity workbook (copyrights)

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity>
FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/53>



Mix n Match day 'visual awareness platform'.
Community monthly birthday club
Anti-knife crime Annual Poster competition

Marketing Plan

James Ross Hunter Youth Support CIC's Target Market

Families and vulnerable young people impact through violence and victims of knifecrime.

Established Customers

Workshop deliveries through ongoing sessions pre booked.

Pricing

Pricing for workshop deliveries are funded and are per sessions, fees are paid to consultants and profession deliveries when required and necessary.

Advertising Strategy

Instagram and varied social media platforms are utilised as most times opportunities present themselves and as such the impact makes a difference in connecting and sharing with organisation with similar values. Making use of the local community advertising platform when the opportunities arise.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/54>



Competitor Analysis

James Ross Hunter Youth Support CIC's Pricing Strategy
Other local groups

Operations

Daily Operations

Contacts are made and responses sent via emails etc, calls are followed through continuously to ensure queries are being met verbally and via website pages that have links for questions attached. All social media platforms are visited, posts are updated, created and shared vigorously to maintain a visual platform with followers associated.

Operational Facilities

We have a workers handbook which is given to all volunteers, training and support is continuous. We meet once per month in a group setting to engage with each other and promote sessions which integrate with our wellbeing.

Staffing

We currently work on a voluntary basis, staffing is up and can be consistent yet no guarantee at any one time. At the moment we have a team that remains truly committed, there are 20 signed up to our group. 12 actively present to date.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/55>



Suppliers

Our Daisy Pin brooches etc used for visual awareness are pre ordered online and our books from our local printery. These are all done on a need to have basis.

Pricing for worksop deliveries varied and are mostly funded and is price per session, fees are paid to consultants who offer their services if so required and appropriate.

Business Plan - James Ross Hunter Youth Support CIC

The Company

Business Sector

James Ross Hunter Youth Support CIC currently operates in the art, entertainment, and recreation sector.

Company History

A platform creating wellbeing workshops and visual awareness in communities to public safety and victims awareness and support victims of youth violence.

Company Goals and Objectives

To encourage positive social values in youths and communities and upheld the values of consistency in wellbeing practices and awareness of victims' plights in relation to violence encountered.

Company Ownership Structure

James Ross Hunter Youth Support CIC is a Community Interest Company

Company Management Structure

Four Executive Directors

Three Project Officers

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/56>



Organisation Timeline

12 Years

Company Assets

Accounts receivable
Inventory
Copyrights
Equipment

James Ross Hunter Youth Support CIC

Actual and Projected Income Statement/Profit and Loss Account

JRHYS ORGANISATIONAL STRENGTHS REVIEW – JAMES ROSS HUNTER YOUTH SUPPORT CIC

a)	Finance and funding	Strengths	Gaps	Comments/Evidence
	Reporting			
1.	Does the speed and quality of your financial reporting meet the needs of the organisation? How confident are you in the financial reports? Are your finances independently audited? What level are reserves? Do you capture your in-kind contributions effectively? How do you calculate them?			Yes it meets the needs. Very confident as delivered to the sources and resources. We have never been audited, however information is filled with HMRC and is available for auditing if required. In Kind contributions are captured and deposited to the organisation account.
	Funding and sources of revenue			
1.	Who is primarily responsible for your fundraising? Do you have a task or action group formed specifically focused on fundraising?			Collet is currently handling funding tasks. We don't have a task group where we share information, Collet focuses on fundraising currently.

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity>
FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/57>

a)	Finance and funding	Strengths	Gaps	Comments/Evidence
2.	Do you have a clear understanding of the range of revenue sources open to you, and how closely they meet current and future strategic objectives? E.g. grants, individual giving, community fundraising, trusts, contracts			I have heard about the ranges and I don't have a clear understanding of the strategic objectives involved in the process.
3.	Do you have a clear sense of how your organisation will be financially sustained over the next year/years? Is there/has there been a fundraising strategy? What has been your recent planning?			Our fundraising strategy involves donations deposited into our charity boxes allocated in varied locations and yearly donations for varied entities that support our projects. Recent and still ongoing is SUMMER 'pOt O'IUv' cooking for families and friends and asking for donations on the day towards our visual awareness drive. WINTER Wearing 'Mix mAtch socks, gloves' in schools to create awareness' SALE 'Daisy Pins' online. Book 'Five Years Later'. Wellbeing notebook/workbook.
4.	What will your fundraising activities focus on – what kind of direct service delivery or specific project delivery? What would be ideal from your perspective?			The creation of 'Visual Awareness' to knifecrime and sensitising the public on youth violence and support mechanism that's in place
5.	How effective is your current fundraising/grant application process? Do you have a clear record of grants applied for, funding activities etc?			Current grant application process is quite effective as it relates to current date scenarios and challenges faced by vulnerable communities and young people. We do have a clear record of grants applied for as it relates to funding activities deliveries.

b)	People	Strengths	Gaps	Comments/Evidence
1.	Does your organisation have the overall skills and competencies required to deliver your fundraising requirements?			We do have the expertise among ourselves where deliveries are required.
2.	Do your staff, key volunteers or board members have potential capacity and/capabilities to develop the skills and competencies to undertake successful fundraising? How could you improve capacity?			Yes all board members have the potential capacity where necessary. This can be improved with making more time and effort undertaking more fundraising allocation activities. There are no gaps

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYscommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/58>

b)	People	Strengths	Gaps	Comments/Evidence
	What about the skills to deliver the programmes you already have in your plan, are there any gaps here?			where skills are necessary with the delivery in the current program.
3.	How effective is your cross-team communication to progress your fundraising activities? (E.g. do you have procedures for making decisions relating to funding bids, applications, assessing feedback from funders etc?)			We have had feedback and take guidance via meetings leading up funding applications and take note of feedback where applications were unsuccessful.

c)	Governance	Strengths	Gaps	Comments/Evidence
	The Board/Directors in control			
1.	Are the Trustees/Directors, as a Board, collectively responsible and accountable for providing guidance, setting strategy, ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations?			There are some gaps as board members as 80% of our board members are currently new. At the moment all are aware of our strategy of ensuring that the organisation continues in creating awareness to public health and supporting vulnerable families through ongoing projects and workshops along with the local authorities.
2.	How does the Board manage and support staff and volunteers; and support them in fundraising?			We meet once per month and support ongoing workshops deliveries while using this opportunity to fundraise through sales of 'daisy pins' and 'books'.
	Board review and renewal			
3.	Does the Board periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well?			The organisation has taken on its new board members reviews of effectiveness will be done,
	Board memberships			
4.	Does the Board have the necessary skills, knowledge and experience to be effective?			yes the board have the necessary skills, knowledge and experiences to be effective Abby- Project Management Barbara- Social Services Sandra- Teacher/Youth Worket Collet- Counselling Level 3 Ryan- IT/Media

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/59>

c)	Governance	Strengths	Gaps	Comments/Evidence
5.	Does the Board accurately reflect the community it serves?			
	Board delegation			
6.	Does the Board set out the functions of sub-committees, officers and staff in clearly delegated authorities, and monitor their performance?			Yes
	The open Board			
7.	Is the Board open, responsive and accountable to its beneficiaries, members, partners and others with an interest in its work?			Yes

d)	Planning & policies	Strengths	Gaps	Comments/Evidence
	Planning			
1.	Does your organisation review and update its business plan on an annual/frequent basis? Do you have a forward plan – is it robust, what are the priorities?			Creating ongoing visual awareness/workshop deliveries on 'Wellbeing' in Schools and Communities
2.	Who do you involve (and how) in the production of your annual budgets, forecasts and operational plans?			We don't currently have a financial forecast
	Policies			
3.	Do you have all the necessary policies in place to meet your legal and regulatory obligations and are they up to date and accessible? E.g. equal opportunities, insurances, safeguarding (vulnerable adults and/or children)			Yes

e)	External environment, market & partners	Strengths	Gaps	Comments/Evidence
	Market and sector			
1.	How satisfied are you that your organisation understands its current and potential beneficiaries /funders and why they would use or fund your services?			This is our first year of funding

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/60>

e)	External environment, market & partners	Strengths	Gaps	Comments/Evidence
2.	Do you understand the economic, political, legal and social issues that will affect the way in which your beneficiaries/funders behave in the future? Do you have a strong sense of the issues and needs in your area of benefit? What has been the impact of the recent pandemic/now the cost of living crisis?			No
3.	Can you demonstrate the impact of your work in terms of a) individual success stories b) hard and soft outcomes c) quantifiable social/ economic benefit, and are these independently verified?			Our website host feedbacks from workshop which attest to our success stories to date
4.	How do you test feasibility of new work activity/market areas, prior to and during development of new services and/or projects? What has emerged out of the pandemic and recent cost of living crisis in terms of your work and how you are working?			
	Competitors			
5.	How well do you know who you are competing with others and their strengths/weaknesses?			
	Marketing & Brand			
6.	How satisfied are you with the quality of your marketing – does it help with your fundraising? How well recognised is your organisational brand with your key beneficiaries/funders?			
	Profile			
7.	How satisfied are you with the ability of your organisation to maximise its impact through the traditional (and social) media and PR?			
	Partners & collaboration			
8.	Do you need to deliver your services in partnership with other organisations and if so, what is the quality of your			

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/61>



e)	External environment, market & partners	Strengths	Gaps	Comments/Evidence
	relationship with them? Do you actively pursue relevant collaborations to add value to your service offer?			

Three Year Business Plan 2026-2029

James Ross Hunter Youth Support Community Interest Company delivers projects for young people and vulnerable families encouraging positive social values in youths and communities. Company registration 09113518 ~TWITTER <https://twitter.com/JRHYScommunity> FACEBOOK <https://www.facebook.com/jamesrosshunteryouthsupport/> INSTAGRAM <https://www.instagram.com/> WEBSITE <https://jamesrosshunteryouthsupport.org/62>