



42ND STREET
THE HORSFALL

BUSINESS PLAN 2025/2030

5 YEAR GROWTH AND DEVELOPMENT PLAN

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42nd Street is a charity registered in England No. 702687

42nd Street and the Horsfall Business Plan 2025-2030

Thank you to the young people, the team at 42nd Street, our Board of Trustees, partners, colleagues and friends that have helped to create the business plan.

This document will inform the immediate direction, priorities and delivery of our charity over the next three years, at a critical point in our history and for young people in terms of their mental health and wellbeing.





1. WELCOME STATEMENT

We are here to support you with your emotional wellbeing and mental health by offering a choice of effective, creative, young person-centred, trauma-responsive and rights-based approaches.

The 42nd Street team recognises that many young people feel disempowered, that some services are difficult for young people to identify with and access and that young people's mental health and personal difficulties can be made worse by the health, social and economic inequalities and inequities that they might experience

We will do all we can to make young people feel listened to, valued, included, safe and unique.

2. VISION AND MISSION

42nd Streets vision is for inclusive, accessible mental health and wellbeing support and opportunities for all young people.

Our shared mission is to support young people with their emotional wellbeing and mental health by offering a choice of effective, creative, young person-centred, trauma-responsive and rights-based approaches.

By working collaboratively, we demonstrate local impact with national significance to drive pioneering approaches and meaningful change that make a positive difference to the current and future lives of young people.

3. SOCIAL OBJECTIVES

Our social objectives underpin everything that we do, keeping us focused and with a clear sense of purpose; our social objectives are to:

- Improve young people's mental health and wellbeing underpinned by a trauma-responsive approach.
- Ensure young people feel empowered to make decisions about their own lives, campaign for social justice and influence system change for the future.
- Embed systemic anti-oppressive practice and cultures that champion inclusion.
- Listen to and learn from young people to inform, educate, raise awareness and celebrate their expertise and insight.

4. VALUE-DRIVEN BUSINESS OBJECTIVES

Our Cultural Audit in December-January 24/25 showed that 42nd Street has a strong sense of community and shared values and sense of purpose, and it is essential to continually work on evolving and strengthening this culture.

42nd Street recognises that we need to continue to reflect on and understand our organisational strengths and weaknesses and embed cultures of inclusion for our workforce, young people and our wider stakeholders against an ever-changing p(P)olitical and financial geo-landscape.

We must strengthen our anti-oppressive practice, increase diversity, challenge oppression and celebrate values-based leadership.

Our Value-driven business objectives will ensure that we have the culture, infrastructure, and enablers required to deliver our vision, mission and social objectives



We are welcoming

We recognise the widespread disempowerment experienced by many young people and seek to address the health, social, cultural and economic inequalities and inequities that exacerbate this, ensuring that 42nd Street is proactive and accountable in doing all we can to make young people feel listened to, valued, included, safe and unique.

We promote choice

We ensure that young people feel empowered by having access to meaningful choices throughout their journey of support.

We recognise and celebrate diversity

By harnessing the individuality and intentional diversity of our workforce we strengthen quality and outcomes and are reflective and responsive to the needs of our communities.

We are curious

A culture of shared learning is supported by an environment where vulnerability feels welcome and results in pioneering work, innovation and research.

We are safe, trustworthy and authentic

Transparent and robust monitoring provides the foundation for accountable quality improvement and ensures we are safe, effective and have a reputable voice across sectors and systems.

We are collaborative

We serve our wider community as an anchor organisation through collaborative and generous relationships that focus on impact over organisational gain and drive improvements in communication, efficiency, young people's experiences and shared learning.

We are invested in sustainability

Evidence-based decision-making ensures our organisation is effective, efficient and adaptable whilst the responsible use of resources and financial stability invests in the future of our organisation and our community.

KEY ACTIVITIES

All of our services and opportunities are delivered either face to face from our purpose-built Hub -The Space, our gallery space -The Horsfall or in schools, colleges and community venues or remotely, via our online platform Breathe, over phone or via SilverCloud.

The choice of services and opportunities offered to young people can be broken down to include

One-to-one Support

- Sessional counselling, therapy, psycho-social support and advocacy
- Bespoke services for schools and colleges
- Integrated Community Response services and SafeZones

Groups

- Peer-support and Identity-based program
- Therapeutic Group Work program
- Social Action program
- Creative and Cultural program centred around The Horsfall
- Residentials - “Kieran’s Getaways”

Anchor Organisation Working

- Training programs for professionals, the VCSFE, Health and Social Care sectors
- Centre of Excellence for Young People’s Creative Mental Health
- National lead for online support via Breathe
- Collaboration with partners

THEORY OF CHANGE

42nd Street has developed a theory of change to capture the key mechanisms by which we will achieve our charitable, vision, mission and objectives.

This comprehensive model demonstrates how we work beyond a service delivery model, by identifying and tackling the critical systemic barriers that might prevent young people from accessing inclusive mental health and wellbeing support/opportunities and how the actions that we need to invest in relate to one another.

Our Theory of Change sets out how our charity achieves our mission and objectives, influencing the local and national health and social care system with a specific focus on tackling inequalities and ensuring that young people have a voice.



CONTEXT

“Ten years have passed since the publication of Future in Mind, the blueprint for transforming the children’s mental health system. Mind’s national survey in February 2021 revealed that 67% of the 2,438 13–25-year-old young people that they interviewed believed that the pandemic will have a long-term negative effect on their mental health. This includes young people who had been bereaved or undergone traumatic experiences during the pandemic, who were concerned about whether friendships would recover, or who were worried about the loss of education or their prospects of finding work.

The Children and Young People’s Mental Health Coalition have continued to lead the system and sector to build a sophisticated and contemporary understanding of the changes and pressures being experienced by children and young people across the system. They conclude that- at the time of writing- the scale of crisis facing the children’s mental health system remains bigger than ever. They cite how the mental health of children and young people has declined in recent years, with one in five children and young people aged 8 to 25 years with a reported mental health problem in 2023, compared to one in nine in 2017 (NHS Digital, 2023).

The establishment of a new government in Autumn 2024 brought renewed commitment to babies, children and young people’s mental health with a series of commitments in relation to children and young people’s mental health, pledging to raise the healthiest generation of children and achieve parity of esteem between physical and mental health.

42nd Street welcomes these commitments but also recognises that the system needs clear and sustainable implementation plans and accountability measures, supported by a diverse, well-sourced, well-trained high-quality workforce. This is all set within the context of major national plans to restructure NHSE and the Department of Health and Social Care and changes around the strategic commissioning role of Integrated Care Boards, the devolved settlement to GMCA and the governance and decision-making infrastructure across Greater Manchester’s 10 Local Authorities, NHS Trusts and the VCSFE.

The national proposals in relation to Young Futures hubs have great potential to achieve change, if implemented effectively and in recognition of the psycho-social pressures experienced by young people alongside diagnosable mental health issues. Success will require a blend of traditional and non-traditional clinical and non-clinical approaches, 42nd Street supports the Coalitions recommendations to:

- Commission an independent review into the rise in prevalence in children and young people's mental health that has a statutory footing and appoint a cross-government, cabinet level taskforce on babies, children and young people's mental health to oversee the delivery of any recommendations made
- To increase investment in children and young people's mental health services, with a commitment to meet 70% diagnosable need by the end of this Parliament
- To develop a comprehensive children and young people's mental health workforce plan

It is now more urgent than ever that we develop cross sector, cross industry responses that transforms mental health and wellbeing support for young people bringing partners together from the VCSE, health, social care, education, the creative industries, sport and leisure, businesses and, of course, the young people- the experts- themselves.

The existing complex, siloed mental health system with long waits, clinical thresholds and alienating referral processes does not always feel welcoming or accessible for many young people, particularly those that do not identify with it and/or are experiencing cultural, economic and social barriers; they may never find the help that they need.

42nd Street has always operated as an effective "safety net" within the wider health, social care and education system, catching and supporting young people that need professional, personalised and relevant support. This generation is navigating a complex world as they transition into young adulthood; with new challenges to negotiate including climate change, global pandemics, identity politics, social media and intersectional discrimination. 42nd Street's plans need to reflect and respond to their experiences, we need to continue to listen to young people themselves and advocate for support that prevents and de-escalates and is agile, relevant and works."

Simone Spray, CEO, 42nd Street



CROSS CUTTING 5-YEAR PRIORITIES

1. Young People's Voice and Influence

42nd Street has a long and strong reputation for ensuring that young people are involved in decisions about their mental health & wellbeing, a voice in the issues that impact their lives and influence on the ways in which services are structured and delivered.

Decision making is not just fundamental to human rights but a required ingredient for managing positive health. Disempowerment amplifies negative feelings and reduces our ability to manage difficult situations; Empowerment builds confidence, self-esteem and self-compassion, all of which are required for good mental health and wellbeing, whatever the presentation, diagnosis or treatment.

Over the next 5 years we will:

- Strengthen opportunities and mechanisms for young people to shape the different approaches and modalities offered at 42nd Street.
- Strengthen our governance and accountability with and for young people using the services and opportunities at 42nd Street.
- By listening to young people, continue to identify gaps in support across the system and work with them to conduct peer research to co-design and implement solutions.
- Use the brand and reputation of 42nd Street to support young people to have voice and influence on local, Greater Manchester and national platforms.
- Continue to strengthen models of internal and external training that are shaped and delivered by young people with lived experience.

2. Equality, Diversity and Inclusion

42nd Street takes our responsibility to making our services and opportunities accessible to all very seriously; we understand that social, economic and cultural inequalities impact on equity accessibility and inclusion.

Over the next 5 years we will:

- Advocate for the system to adopt an equalities approach to prevention.
- Ensure that our own diverse workforce is supported, trained and representative of the communities that we support.
- Continue to identify, research and understand the complex, often intersectional barriers that prevent young people from getting the culturally and trauma responsive support that they need and deserve and directly act upon them by implementing solutions in our practice and operations.
- Listen to and employ young people with lived experience to embed inclusive practice and approaches within 42nd Street and influence the wider system.
- Embrace, learn from and collaborate with partners and experts that can challenge and support us as we adapt and change in ways that evidence a more diverse and inclusive charity.

3. Workforce Development and Quality

42nd Street recognises that our workforce is our most valuable resource, that our culture and reputation is reflected in their actions and behaviours and that the outcomes for young people rely on their dedication, expertise and integrity.

Over the next 5 years we will:

- Identify and invest in a clear training plan for personal and organisational development across our workforce using a combination of external expertise, internal expertise and the expertise of young people themselves.
- Implement our Values and Behaviours Framework alongside our new Pulse Survey to empower colleagues to have increased ownership for the culture of the charity and to ensure decision-making is supported by our value-driven business objectives.
- Focus on strengthening the quality and productivity of each modality of support across the service with bespoke training, appropriate external clinical supervision and agile matrix management and Quality Improvement Planning.
- Invest in the ongoing support and development of leadership and management across the organisation, strengthening accountability and embedding models of trauma-responsive leadership.
- Continue to develop opportunities for young people to be employed across the organisation with access to personal development plans.
- Offer training and expertise to colleagues and organisations beyond 42nd Street to strengthen the wider workforce locally, across GM and nationally.

4. Research and Evidence

42nd Street's robust and compelling evidence base is critical to delivering our Theory of Change; we need to demonstrate the impact of our work using quantitative and qualitative data and intelligence that can be benchmarked and compared with nationally recognised standardised data sets and that reflects the lived experience of young people taking up our support.

Our demographic and impact data are critical in supporting us to identify, target and tackle inequities.

Our commitment to peer and ethnographic research, working alongside academic's institutions and driving collaborative approaches is critical for driving innovation and practice and policy change.

Over the next 5 years we will:

- Continue to strengthen the use of Routine Outcome Measures across our service to share with young people, drive best practice at 42nd Street and influence best practice across Greater Manchester and beyond.
- Strengthen the evidence base of our Breathe platform nationally, including harnessing peer evaluation led by young people, in order to develop and share best practice for online support with young people.
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- Strengthen the evidence base of our group and creative approaches, in order to strengthen practice at 42nd Street and develop collaborative approaches as the Centre of Excellence for young people's mental health across Greater Manchester, the North West and nationally.
- Strengthen our relationships, partnerships and working arrangements with academic bodies to demonstrate the impact of our pioneering approaches e.g. in psycho-social approaches, creative mental health, online approaches identity-based work, support for 16-25-year-olds and preventative/de-escalation approaches.
- Strengthen the evidence base of our work in schools and colleges in line and beyond current Mental Health Support Team models.
- Continue to be committed to identifying and investing in peer research that builds an understanding of the specific issues facing particular cohorts of young people that are currently under-served by the system and find approaches that reverse this.

5. An Anchor Organisation

Throughout our 45-year history, 42nd Street has always recognised the strength of partnership working and collaboration, and, over recent years, has been instrumental in bringing cross-sector, specialist, community-based partners together to co-create, co-deliver, increase capacity and resources, and deliver impact at scale.

42nd Street now recognises that partnership and collaboration will be critical over the next 5 years to:

- support the survival and growth of the VCSFE sector in Greater Manchester.
- ensure best practice reaches some of the most marginalised and vulnerable young people in greater Manchester and beyond.
- ensure that the wider mental health system can respond to the current p(P)olitical and financial challenges and opportunities and ahead of us.

We still believe that “a strong voluntary sector ecosystem requires individual organisations to not only recognise and value their strengths, but to recognise and value the strengths of others” (Rebalancing the Relationships 2021).

Our generous, transformational, system leadership approach - with a focus on impact over organisational gain - will continue to strengthen the sector, avoid

unnecessary competition and focus on creating an environment that ensures a range of good organisations can best meet the needs of our young people.

Over the next 5 years will:

- Develop our role as an anchor organisation for best practice as we become a Centre of Excellence for young people’s creative mental health.
- Develop our role as an anchor organisation as we scale and evidence best practice with our Breathe platform locally and nationally.
- Continue to play a key role in the Greater Manchester VCSE Leadership Group, embed the VCSFE Accord, as part of the Greater Manchester VCSE Mental Health Leadership Group and taking up leadership and influencing roles, locally, across GM and nationally.
- Strengthen our model to better offer support, supervision, training and consultancy to partner organisations e.g. schools and colleges, creative partners, VCSFE partners, statutory partners.
- Develop new relationships with business and employees through our IPS work, to strengthen opportunities for young people and build better CSR relationships with new partners.

6. Financial Sustainability

The financial context for VCSFE organisations at the time of writing is very fragile due to a number of p(P)olitical and systemic changes and pressures across Health and Social Care. 42nd Street has a history of attracting diverse sources of income which the charity will need to sustain and grow to remain a viable and pioneering charity.

Over the next 5 years we will:

- Evidence our impact and the impact of the wider VCSFE to consolidate and sustain existing statutory contracts with a view to attracting future additional investment as part of Integrated Care arrangements.
- Increase/review grants from trusts and foundations with a focus on delivering our plans for young people experiencing inequalities and scaling our innovations and pioneering approaches (e.g. ICR and Breathe).
- Strengthen our relationships with research and academic bodies to secure additional investment for testing new approaches and scaling our evidence base within and beyond 42nd Street.
- Consolidate and strengthen our work in schools and colleges in line with the DfE's roll out of Education Support Teams nationally and local investments in Greater Manchester.
- Consolidate and grow our Creative and Cultural program as a Centre for Excellence utilising economies of scale in Greater Manchester with coalition partners and raising the profile and quality of the work via the national Community of Practice.
- Continue to lobby and influence at a Greater Manchester level as the lead in the GM Mental Health VCSE Leadership Group, Executive lead for Equalities and founder member of the Mental Health Integrated Provider Network.
- Developing partnerships with local businesses and increase our visibility and profile in terms of community fundraising and donations.
- Maintain our team of specialist trainers including young practitioners to strengthen and market our training opportunities, particularly in relation to our online work, creative program, work with LGBTQ+, de-escalation work, culturally responsive approaches, trauma-responsive approaches and social media training with young people.

WE WILL

Improve the experiences of young people starting their journey with us through better communication, engagement and signposting at the front door as well as manage the overall wait for our services.

BY...

Embedding and reviewing a 4 week-wait standard for our Welcome Team,

Creating a buddy system with our young practitioner team,

Reviewing and updating our signposting databases,

Refining our how our assessment processes are offered

Updating and integrating our Breathe online support organisation-wide

Redesigning our allocations processes

SO THAT...

all young people receive 2 meaningful contacts with us within 4 weeks of referring.

young people have a regular, trusted point of contact to check in with whilst waiting.

young people can access support faster and have greater agency over their care.

young people can speak to our team in the way that works best for them

there is clear, single point of access to refer into and receive updates about support.

young people can be allocated to a practitioner suited to their needs faster.

**WE
WILL**

Increase the range of innovative, evidence-based approaches available to young people and give them greater control over the nature of their support journey.

BY...

Conducting a comprehensive skills audit of our delivery teams,

Embedding a year-long training program speaking to the gaps in skills,

Conducting research into evidence around emerging and innovative modalities,

Exploring and trialling new methods of evidencing outcomes,

Building relationships with our community partners,

Creating informative and accessible online videos about our services,

SO THAT...

We can understand, evidence and harness the range of expertise across the organisation.

All our staff are able to offer a broad range of interventions.

We can expand the range of evidence-based support available to young people.

All of our interventions have a comparable and replicable evidence base of their impact.

Our teams are able to connect young people with a diverse range of local opportunities, in particular our community based ICR team

Young people are better able to make informed decisions about their support.

**WE
WILL**

Harness the individuality and intentional diversity of our workforce to strengthen service quality and outcomes, ensuring our work is relevant, reflective, and responsive to the needs of our community.

BY...

Training, recruiting and upskilling an increasingly diverse workforce

Embedding staff diversity and lived-experiences across service pathways

Launching targeted community projects

Auditing all systems, processes and pathways with a newly created inclusion-based Welcoming Standard

Reviewing our front door presence (including website and referral & assessment processes) alongside young people

SO THAT...

All teams have the resources, experience and knowledge to support a diverse range of young people, supporting engagement and outcomes.

Young people are able to request support from workers with specific identities and expertise, experiencing personalised, effective, safe, and empowering care

Under-represented communities are able to access tailor made support pathways

Truly accessible and inclusive systems exist throughout all levels of the organisation and improving data reporting, highlighting diverse practice across the organisation

Young people can be confident they are accessing an accessible, inclusive and trust-worthy service and make informed decisions around their care

**WE
WILL**

Harness the individuality and intentional diversity of our workforce to strengthen service quality and outcomes, ensuring our work is relevant, reflective, and responsive to the needs of our community.

BY...

Strengthening supervision and appraisal structures to better capture the needs and impact of lived-experience practitioners

Conducting skill audits across all teams around neurodiversity and trauma-informed practice

Creating an online bank of resources around diversity and inclusion

SO THAT...

Lived-experience teams have better access to skills-building and development opportunities alongside nuanced wellbeing support and an improved evidence-base of their impact

Targeted training, guidance and processes can be created to ensure diversity is embedded at every level, practically and culturally creating a responsive, informed and motivated workforce

All teams are able to access appropriate expertise in a timely manner

**WE
WILL**

Support our wider community as an anchor organisation through collaborative and generous relationships that focus on impact over organisational gain and drive improvements in communication, efficiency, young person experiences and shared learning

BY...

Establishing a program of external training and shared learning, led by our practitioners and young people and shaped by staff skills audits

Improving communications and understanding of service offers and referral pathways, including website and external comms updates

Strengthening platforms for young people to shape one-to-one and online services, starting with targeted feedback and research on Breathe and counselling

Embedding social prescribing approaches across key teams and strengthening VCSE partnerships

SO THAT...

We are recognised as a hub for sector development and our therapeutic, safeguarding and practice-based expertise is visible across the sector, improving the support for young people

Partners have clearer access pathways, wait time expectations and a better overall understanding of our services and support models.

Young people's voices are consistently embedded in how services are delivered, creating more relevant and responsive support

Young people benefit from holistic, community-connected support and our staff feel confident in signposting and advocacy roles

WE
WILL

Support our wider community as an anchor organisation through collaborative and generous relationships that focus on impact over organisational gain and drive improvements in communication, efficiency, young person experiences and shared learning

BY...

Developing and expanding cross-sector partnerships and networks locally and nationally including our Community of Practice, Breathe Partnership and GM VCSFE Leadership Group (e.g. Early Help, CAMHS, schools, VCSFE orgs, national arts partners)

Celebrating and sharing individual contributions internally, particularly around 1:1 work and team successes

Consolidating resources, guidance and workflows into a central intranet informed by the Welcoming Standard

SO THAT...

We strengthen our identity as a strategically influential and collaborative anchor organisation and deliver joined-up services across Early Help, CAMHS, schools, VCSFE orgs and national arts partners, influencing systems change and building sustainable models of collective learning and integrated creative mental health support

the value of all areas of work is equally highlighted, valued and visible, fostering a culture of mutual recognition and sustaining cross team learning

teams collaborate more effectively, with easy access to consistent information, improving communication and shared ownership

WE
WILL

maintain transparent and robust monitoring to ensure accountable quality improvement, keeping our services safe, effective, and our reputation trustworthy across the system.

BY...

Supporting accreditation with counselling and therapeutic bodies, aligning with staff appraisals and embedding them in development planning

Commissioning a formal evaluation of our ICR model, co-developing resources with young people and encouraging knowledge-sharing across partners.

Building a trained, consistent group work team and creating youth work accreditation pathways

Expanding tailored employment pathways and support for young people within the organisation

SO THAT...

We have a sector-leading reputation for quality and a framework where staff feel recognised, professionally invested in and supported to develop and deliver continued best practice.

Our ICR evidence base is validated & strengthened, gaining increased recognition (e.g. via NICE) for its effective, flexible response to varied, complex presentations.

Delivery teams feel confident around their expertise, delivery and evidencing impact in recognised ways

Young people can access opportunities and contribute meaningfully in variety of ways both internally and beyond.

WE
WILL

maintain transparent and robust monitoring to ensure accountable quality improvement, keeping our services safe, effective, and our reputation trustworthy across the sector.

BY...

Creating a centralised data collection standard and accessible collection methods, with reviews embedded into all team meetings

Developing an accessible and engaging live database of H&S and risk-related documents

Developing branding and comms guidance focused on creativity, celebration and community

Developing an agile, needs-led training strategy drawing on staff, external, and young people's expertise and embedding quality improvement planning (QIP) with a particular focus on trauma-informed practice

SO THAT...

Data collection serves Quality Improvement Planning within the organisation with improved engagement driving a more reliable and useful evidence base

All staff feel empowered to support a working environment that's safe, accessible, supportive and successful

Our brand voice is recognised, authentic, trust-worthy and impactful

All staff feel equipped to deliver high standards of care and best practice and are able to adapt to emerging challenges within an organisation that is led with compassion, clarity, accountability and cultural humility

WE
WILL

We will foster a culture of shared learning where vulnerability is welcomed, driving pioneering work, innovation, and research.

BY...

Embedding a new Values & Civility Framework across the organisation, supported by regular pulse surveys and staff input

Developing peer-led training programmes incorporating young people's voice

Collaborating with teams to determine the most engaging, intuitive and relevant ways to collect and present data

Embed regular pulse surveys, audits and both internal and external shared learning opportunities

Exploring and embedding new and improved impact and outcomes measurements for group work and creative projects

SO THAT...

Our workspace is psychologically safe, value-driven and inclusive with ownership of organisational culture being shared and trusted across all levels and a secure foundation for exploration and learning is ensured.

Staff skills grow collaboratively, learning reflects lived experience, and innovation thrives across all teams

Insights into organisational impact is improved, Quality Improvement Plans are meaningful and evidence gathering is universally engaged with

Knowledge sharing and learning is continuous, transparent and relevant.

The therapeutic value of group work is better understood and validated as a core modality with a strong evidence base to improve funding opportunities and deeper insights driving continually engaging work



...and that I
...to the memories that
...self open and close
...and close
...tangled growth.
...moving on
...I know that
...work that
...with it
...and closing
...it will
...loved it

Susan Mitchell

WE
WILL

We will use evidence-based decision-making to ensure our organisation remains effective, efficient, and adaptable, while responsibly managing resources and securing financial stability to invest in the future of our organisation and the communities we serve.

BY...

Securing longer-term contracts, lobbying at regional levels, and strengthening relationships with funders, research bodies, and academic partners

Maintaining and marketing specialist training offers

Exploring opportunities to diversify income through earned revenue, social enterprise, utilising core assets and nurturing bid writing skills

Responding to the development needs of staff and optimising roles through skills audits

SO THAT...

Financial stability is maintained and 42nd Street's pioneering work can grow and scale.

Innovative training is widely taken up and additional investment supports future sustainability.

A range of service offers, especially creative ones, remain financially sustainable without compromising our values.

Highly qualified staff are retained, workforce stability increases, local knowledge grows and service delivery runs smoothly.

WE
WILL

We will use evidence-based decision-making to ensure our organisation remains effective, efficient, and adaptable, while responsibly managing resources and securing financial stability to invest in the future of our organisation and the communities we serve.

BY...

Joining operational support networks and sharing resources alongside embedding environmental responsibility through a net zero action plan

Consolidating and expanding portfolios in schools, creative & cultural programs, and community partnerships with clear strategic plans

SO THAT...

Operational costs are reduced through collaborative initiatives, environmental and economic sustainability improves and young people benefit from a more secure future

Our impact in community settings deepens, best practice is shared widely, and diverse income streams are developed.

42ND STREET VALUES & CIVILITY FRAMEWORK

Fostering an empowering culture of collaboration and inclusivity where every individual feels safe, supported and valued.

OUR PRINCIPLES

Accountability

Collaboration

Empathy

Respect

Inclusivity

OUR VALUES

We are welcoming

We recognise and celebrate diversity

We promote choice

We are collaborative

We are safe, trustworthy and authentic

We are curious

We are invested in sustainability

OUR EXPECTED BEHAVIOURS

Use language that is respectful, inclusive, and free from discrimination.

Recognise and respect the experiences of others, embracing differences in identity, perspective and communication styles.

Prioritise mutual understanding over judgement and persuasion.

Respond to the impacts of trauma with sensitivity.

Challenge compassionately from a place of empathy and kindness.

Be open, curious and honest.

Be accountable for our actions, focusing on learning from our mistakes over blaming someone for them.

Engage with training and development opportunities around trauma-responsive care, cultural humility and respectful communication that the organisation commits to providing on an ongoing basis.

