

# Youth 4 youth

## ***Our 2025 to 2028 strategy***

Delivering life changing early-intervention support to all young people up to the age of 25, across the UK, who need it through peer-led services

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## An opening note from our CEO



Joshua Towers  
Group CEO and  
Chairperson

I founded Teenage Helpline at the age of fourteen after attempting to struggle through the difficulties that I was facing alone. I felt that there was nowhere to turn, especially because I did not feel comfortable discussing my difficulties with an adult. I made it my personal mission to ensure that no other young person feels this way and that is how Teenage Helpline has grown to be the organisation that it is today; providing peer-to-peer, early intervention support. 2024 provided an exciting opportunity to rebrand, and today we are You4Youth Ltd, but remain a dynamic charity committed to providing essential early-intervention support and guidance to young people navigating the challenges of adolescence. Our mission is simple yet profoundly impactful: to provide all young people with a safe space to be heard and supported.

Today in 2025, We are at a pivotal point in our journey to success, and I am excited that we are able to announce our upcoming three-year strategy. This strategy will outline our expected growth, and the pathway that we will follow to enable this through to 2028. With the cost of giving crisis, and continued pressure on the NHS, we have continued to see an increasing need for organisations like ours to take the helm and lead the way in providing crucial support to young people. Unlike many others, our approach is unique. We recognise that young people find it difficult to reach out for support from adults and professionals, and often need someone their own age to reach out to. Someone that they can trust and relate to. Youth4Youth offers just that, with all of our peer mentors being aged 16 to 25 themselves. Early-intervention services such as ours are absolutely crucial. Those who engage with these services are much more likely to thrive without needing additional support and we can help to ensure young people on waiting lists are not left stranded.

I know all too well how it feels to think that there is nowhere to turn. I am pleased that we have such a dedicated team, a passionate Board, and unlimited potential to ensure that all young can find the right support.

Our pathway to continued success sees our organisation growing in so many areas. We are developing and deploying new technology that will allow young people to reach out to us in different ways, finding new ways to connect with young people, increasing the ways to monitor and measure our impact, and diversifying income streams to allow the charity to be sustainable in the future. Our plans are ambitious, but achievable, and have only one thing in mind - ensuring that all young people have a safe space to seek support. This will enable them to thrive as they navigate through their transition into early adulthood.

As many Charities continue to struggle in the current economic climate, we are not excluded from that. Our strategic plan places us well to be able to partner with, and support, existing services. This is not a single organisation battle, but a space where we must collaborate to allow all young people to thrive. Throughout this next stage of growth for the charity, we will be exploring how our services and technology can complement and support existing services that are embedded in local communities across the UK, and those that are operating at a national scale. Not only that, but I continue to be energised and excited by the continuous growth of our organisation and our services. We formed as Teenage Helpline and have evolved into Youth4Youth. An organisation that recognises and harnesses the immense power of young people who can support their peers., and we can't wait to see what we can achieve with this new strategy.



# Perspectives from our Youth Advisory Committee



Maria Reji  
Youth Advisory  
Committee Chair

The Youth Advisory Committee is greatly impressed by this three-year strategy plan. It perfectly encompasses the vision of the charity and the measures necessary to implement in order to continue its growth. The mention of various areas such as social media as an aspect for the charity to focus on has also been an important part of the strategy plan. It gives focus areas within the charity for the Youth Advisory Committee to prioritise and look into, as well as areas for them to learn more about and enhance their skills.

In particular, a few committee members shared their delight at the idea of reaching out to recruit celebrity ambassadors and school ambassadors. The Youth Advisory Committee believe that this will be a great way of reaching younger audiences with our services and ensuring we can retain their attention as we promote our charity. Furthermore, on the concept of school ambassadors, all the members stated that this would be a great way to promote the charity within school communities, as well as hone the message that we are a charity that is youth-focused.

Fundraising is another integral area within the charity that the Youth Advisory Committee are keen to get involved in. Regarding fundraising packs for the wider public, the committee were keen to iron this out and structure the packs around certain events that the charity could host to bring in more funds for the charity. The committee feels confident regarding boosting fundraising efforts within the charity and is excited to propose ideas on how to do so.

As previously mentioned, social media is an area that the Youth Advisory Committee is delighted to see progress being put into. As a committee made up of youth who have expressed that their desired mode of communication is through social, the development of social media is an area which they are greatly interested in. The Youth Advisory Committee, as representatives of the charity's target demographic, are excited to share their feedback on our socials. It is an area that they are experienced in (as avid users of social media), as well as being an area that they are keen to be involved with.

Arguably, the component within the strategy that they are most looking forward to, which has also been the focus of our charity this year, is the charity's rebranding. Through this new start, the Youth Advisory Committee strongly believes comes an opportunity to elevate the services the charity had been offering previously. It also provides a chance for the committee to help centralise the charity around the needs of young people today.

Overall, the three-year strategy is a source of great interest and excitement for the Youth Advisory Committee. It outlines the key ideas and targets the charity wants to focus on within the next few years. In doing so, gives the committee the opportunity to focus on certain areas that they can think about developing their skills in. The Committee are ready to help in any way they can and cannot wait to see what the next three years bring for the charity!



# Our Board of Trustees



## Joshua Towers

Josh is the founder, Chair and CEO of the charity and has been dedicated to making Youth4Youth a success for over 13 years.



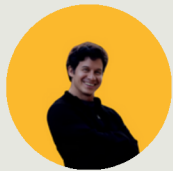
## Benjamin Hardiman

Ben has been with the charity for a number of years in a variety of roles, now sitting as the IT Director. Ben brings significant knowledge in the digital space, as well as in GDPR and cyber security.



## Simon Abley

Simon is an entrepreneur through-and-through and has grown a number of successful businesses. Simon brings strong commercial and leadership experience to the Board.



## Amory Gonzalez

Amory has worked in the charity sector for many years of his career. Amory brings with him lots of experience in developing and measuring social impact.



## Maria Reji

Maria is the chair of our Youth Advisory Committee. As a student at Swansea University, Maria acts as the voice of young people, ensuring that all decisions made at Board level meet the ever-evolving needs of young people.



## Barney Harrison

Barney is one of the founding members of the charity that we see today, giving over seven years of service so far. Barney brings experience in commercial delivery.



## Rebecca Hunt

Rebecca is a seasoned marketing and communications professional. Rebecca brings a suite of knowledge to the Board that allows us to effectively communicate and market the services of the charity.



## Simon Heath

Simon is a career HR professional, bringing a wealth of skills and experience to the board in HR, organisational development, transformation and coaching.



## Thomas Dillon

Thomas is a career finance professional and sits as the Treasurer on the Board. Having previously been the CFO for high-income organisations, Thomas brings a wealth of financial experience to the Board.



## Amy Bishoprick

Amy is a senior operational leader coming from a background in facilities management. Amy brings a wealth of experience surrounding operational leadership and strategy deployment.

# Our Executive Leadership Team



## Joshua Towers | Chief Executive Officer

Josh is the founder, Chair and CEO of the Charity and has been dedicated to making Youth4Youth a success for over 13 years.



## Barney Harrison | Commercial Director

Barney is one of the founding members of the Charity that we see today, giving over 7 years of service so far. Barney brings experience in commercial delivery.



## Annelie Carver | General Counsel & CoSec

Annelie is a qualified solicitor and has worked in a variety of corporate industries, bringing a wealth of industry knowledge to support the charity's growth.



## Debbi Allen | Development Director

Debbi is a seasoned communications professional with two decades of experience in journalism and strategic communications roles



## Cheryl Carr | Youth Services Director

Cheryl is an HR professional, specialising in building high performing teams by focusing on driving positive cultures and empowering employees to perform at their best through coaching and mentoring initiatives



## Ben Hardiman | IT Director

Ben has been with the Charity for a number of years in a variety of roles, now sitting as the IT Director. Ben brings significant knowledge in the digital space, as well as in GDPR and cyber security.



## Gemma Thomas | Marketing & Communications Director

Gemma is a communications professional with plenty of commercial experience in marketing and comms across a variety of different sectors.



## Grace Clarke | People Director

Grace brings a wealth of HR experience into the Charity, operating at a strategic level. Grace's experience will help to drive better volunteer engagement across the Charity.

# Our Mission, Aims and Values

Our Mission, Aims and Values define who we are as a charity. They make up the why. This core belief is driven from our vision as a charity that no young person is left struggling on their own without somebody to talk to about anything that may be troubling them.

## Mission

Our mission is to make sure that all young people up to the age of 25, across the UK, have a safe space to reach out for support from their peers about anything that may be troubling them, especially those that struggle to speak with adults or professionals.

## Aims

- ◆ We aim to provide high-quality, peer-led support services that are accessible to all those aged 25 and under
- ◆ We aim to develop and harness the power within young people to allow them to thrive in life
- ◆ We aim to allow all young people, regardless of their background, to have opportunities to grow, ensuring that nobody is left behind
- ◆ We aim to remain focussed on delivering the best support services possible to young people that continue to be led by young people

## Our values

### Empathetic

- ◆ We listen to and understand the views of others
- ◆ We show care for others in everything that we do
- ◆ We seek to understand where others are coming from
- ◆ We are genuine and authentic in all of our interactions

### Innovative

- ◆ We strive to be the best organisation that we can be
- ◆ We challenge our own norms and encourage new ideas
- ◆ We learn from our own experiences to evolve as needed
- ◆ We listen to the needs of those we support and adapt our services to meet those needs

### Inclusive

- ◆ We build a strong, diverse and representative team
- ◆ We ensure that everybody feels safe and comfortable to express themselves as they desire
- ◆ We leverage everybody's differences to ensure we are competitive and successful

### Collaborative

- ◆ We work together, avoiding silos, to promote strong working relationships across the charity
- ◆ We partner with others to promote greater wellbeing for young people
- ◆ We listen to, and learn from, others to grow and support more young people



## Why is what we do so important?

Youth4Youth delivers critical early-intervention services to young people. We all know that we have a crisis on our hands, with reported mental health and wellbeing issues in young people skyrocketing. Not only that, but the growing crisis is placing additional pressure on existing services, meaning that waiting times to access support are spiralling out of control. Early intervention support is more important than ever to ensure that we are able to tackle issues at the right stage, giving young people a chance to thrive instead of being held back.

We know that early intervention support services are absolutely critical in ensuring that mental health and wellbeing issues in young people do not get to a crisis point. They are equally critical in helping to reduce the burden placed on existing services as early intervention can drastically decrease the likelihood of a young person needing to access this kind of support.

**The story of our founder, Josh Towers, is shared by many.** There are lots of young people across the UK who find it difficult to speak with an adult or professional about the difficulties that they are facing. If they are left to struggle alone, their difficulties manifest into something more serious over time - pushing them to crisis point. By connecting young people with their peers, we are creating networks right across the UK of individuals who are able to support each other at the right time for a variety of different reasons.

Since relaunching the Charity in 2020, we have spent time curating our services to specifically meet the needs of young people. In partnership with our Youth Advisory Committee, the services that we offer have developed over time to truly meet the evolving needs of young people and growing demand. **Since 2020, we have directly supported over 550 young people through our mentoring services.** In 2024, the majority of young people reached out to discuss troubles with their mental health (53%), but they also reached out to discuss troubles with their family, friendships or relationships, troubles at school or other education, online safety and much more.

**50%**

Of mental health issues start to present themselves by the age of 14

**75%**

Of mental health issues start to present themselves by the age of 24

## More than 13%

Of young people waiting to access mental health support between 2022 and 2023 were waiting more than 2 years to access the support that they need. This equates to approximately 40,000 young people in the UK that were left with nowhere to turn when they needed it the most. In 2024, average waiting times in the UK increased for young people. **Overall, the average wait time for young people was 108 days.**

## Early intervention is key

Despite common understanding of the impact that early-intervention can have on young people, UK national spending has been cut by ~50%, limiting the resources available for young people. Some studies have identified that **70% of young people** diagnosed with a mental health disorder did not receive the appropriate interventions at the right stage to limit the impact on their lives.

Early intervention can prevent disorders or other issues having a significant impact on the future of young people, and can drastically reduce the burden on the healthcare system.

# Our Theory of Change

## Our impact statement

We improve the wellbeing of young people: allowing them to develop into mature young adults; enabling them to thrive in life

### Outcomes

Young people are able to resolve their difficulties independently	Young people gain new perspectives on the issues they face	Young people develop skills, experience and confidence	Young people build support networks around them
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### Outputs

Young people have direct, instant access to resources	Young people have access to peer-led support	Young people have access to new and exciting opportunities	Young people have access to in-person, peer-led support
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### Activities

Online self-help resources, articles and publications	Online peer-mentoring support delivered by young people	Opportunities for personal development and growth	Support hubs embedded directly within communities
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### Inputs

Secure the resources that we need to grow as a charity, and operate sustainably for the long-term
Use technology, our brand, and our resources to enable our services

## Theory of Change - The inputs

In order to enable our Theory of Change to filter through to true impact, there are some critical enablers that need to fall into place, also known as the inputs. As a charity, these are the key elements that our team are working hard to deliver which allow our services to operate in the way that they have been developed to. The ultimate aim is to deliver on the impact that the charity is looking to have on its direct beneficiaries.

**Technology  
Development**

**Brand  
Growth**

**Outreach &  
Awareness**



### **Culture**

Further embed our strong, positive culture that embodies our values that align with the services we are delivering to young people.



### **Expertise**

Enhance the capabilities of the charity by seeking out the expertise of others that allow for the charity to grow.



### **Recruitment**

Continue to build a strong pipeline of volunteers and staff, especially young people that can benefit from development opportunities.



### **Funds**

Raise the critical funds required to deliver on these inputs, and enable the charity to contribute positively to society.



***Developing our services  
and growing impact***



# Our 2025 to 2028 strategy in summary

Our three year strategy is fully centred around growing the impact that we are able to have on the lives of young people who need our services. We know that there are huge numbers of young people struggling as they navigate through their younger years towards adulthood who feel that they have nowhere to turn. Our unique services, led and delivered by young people, are perfectly placed to close this gap.

To date, we have kept our services relatively low-key as we continue to learn about what we do and how we do it. We are now fully confident in the services that we are delivering to young people, which allows us to grow our reach and open our services to more young people. The table below outlines the impact targets that we are looking to achieve, which our Executive Leadership Team will be measured against over the next three years. Our strategy has been carefully curated to ensure that we are not only able to reach the right number of people who may need our services, but ensure that we are able to meet the demand placed on our services as it increases over time. The work that we have done to develop a structured Mentor Academy, streamlined recruitment and onboarding processes and increase volunteer engagement places us in a great position to be able to deliver these targets.

	2025	2026	2027
Email based mentoring	350	700	1,400
Chat based mentoring	5,000	10,000	15,000
Website self-help	25,000	50,000	100,000
Community Programmes	-	-	6,000
			<b>213,450</b>

In order to deliver these targets, our strategic objectives underpin the operational plan for each year of the strategy, providing clear and cohesive guidance on the direction that the Charity is heading.

**Objective 1: Strengthen our social media and communications channels to better reach our stakeholders**

We will focus on broadening the channels that we use, such as introducing TikTok to enable us to reach more young people and other key stakeholders.

**Objective 2: Continue to build a strong technology portfolio that allows the Charity to grow its service delivery capabilities further**

We will continue to strengthen our existing technology, as well as introduce new, such as a live-chat system on our website.

**Objective 3: Provide young people with greater opportunities to benefit from our support by building a high-performing portfolio of Youth Services**

We will advance the services that are available to young people and how they are delivered to enable more young people to benefit from our support.

**Objective 4: Become a partner of choice and collaborate with others to maximise the impact that we can all have on the lives of young people**

We will work with others to build a strong network of organisations, enhancing all of our abilities to positively impact the lives of young people.

**Objective 5: Strengthen our finances through focussed fundraising and commercial activities to allow the Charity to grow at a greater pace**

We will launch our commercial trading subsidiary and grow our fundraising efforts to allow the Charity to grow and reach more young people.

**Objective 6: Attract, develop and retain a diverse and talented workforce of paid and volunteer staff**

We will build a strong, diverse team of individuals that will enable the Charity to deliver against the commitments that it is making to young people.

# 2025 Operational Plan

2025 will be a strong year for the Charity, deploying key activities that will lay the foundations needed to deliver the three year strategy. Driven by the key strategic objectives, there are clear milestones that need to be achieved.

**Rebranding the Charity** | What was once Teenage Helpline is now Youth4Youth. As the Charity has continued to grow significantly over recent years, we have outgrown our initial brand. Youth4Youth is something that speaks more to what our services have evolved into. We will be spending time embedding this brand into everything that we do, and raising awareness amongst all key stakeholders.

**Service delivery enhancements** | We know that there is a huge demand for the services that we are delivering, but the way in which young people communicate has evolved rapidly. Our first stage of evolution is to implement a Chat based system that will allow young people to communicate in a more comfortable way.

**Fundraising and financing** | As the Charity has grown, we have been able to operate on a very low cost basis. To meet the strategic objectives we have laid out, significant investment will be required. In 2025, we will launch Y4Y Trading Ltd, a subsidiary company, to deliver sustainable commercial returns and enhance our fundraising and sponsorship efforts to raise these funds.

**Outreach and engagement** | We recognise that our key stakeholders fall across a wide range of demographics that all communicate and discover new things in different ways. To enhance our reach with young people, we will move into delivering content via Instagram reels and TikTok which are well-known and highly utilised channels by this target demographic. We will also develop our partnerships strategy and deploy this strategy to begin building strong partnerships with individuals and organisations.

## Key milestones

**£120k**

Will be raised through fundraising, sponsorships, and commercial activities



A live chat feature will be added to our service catalogue to enable more young people to reach out

**2**

New social channels will be added to our strategy, including TikTok and Instagram reels to generate greater awareness

**2+**

Members of full-time staff will be recruited to enhance the pace at which the Charity can grow

**~30k**

Young people impacted through each of our different service provisions, including self help



A robust partnerships strategy will be developed, exploring who we can partner with to increase impact



# 2026 Operational Plan

Now that the foundations have been laid, we can fully deploy our operational plans to deliver greater impact on our target beneficiaries.

**Service delivery enhancements** | The majority of young people prefer to ‘chat’ online, however we want our services to be accessible to all. We recognise that there are young people who struggle to read and/or write - which is why we are exploring the implementation of a video calling, voice calling or voice note additional service delivery line.

**Outreach and engagement** | Social media is the best way for us to reach out to young people who need our support. That is why we are looking to triple social media engagement, primarily with young people, versus our 2024 engagement levels.

**Responding to demand increases** | As we successfully reach more young people, our demand will increase. We will significantly increase the size of our team, ensuring that we have the volunteer availability required to meet the commitments that we are making to young people.

**Global reach** | As a Charity, our offering is unique. So unique that there are not many organisations delivering youth-led services like we are. As our online services evolve, we will create a model that can be recreated anywhere in the world and explore deploying our services in other countries. Primary focus will be placed on Australia, where legal frameworks and societal needs are similar, but also where reciprocal support can be offered (for example, volunteers in Australia supporting late night operations in the UK and vice-versa).

## Key milestones

**£350k**

Will be raised through fundraising, sponsorships, and commercial activities



Video/voice calling or voice note features will be introduced to increase accessibility

**3x**

We will triple our social media engagement versus 2024 levels across all available channels

**500**

We will build a strong network of over 500 volunteers supporting our service activities across the UK

**~60k**

Young people impacted through each of our different service provisions, including self help



We will explore how our existing services can be deployed to support a wider, global audience

# 2027 Operational Plan

2027 will see the final strand of this three year strategy come to life. Once this has been achieved, the opportunity for growth for the Charity will be exponential. Successful implementation of this three year plan will enable us to set and achieve an even more ambitious strategy to 2030, delivering against the evolving needs of young people for years to come.

**Financial stability** | The funds generated in 2026 and 2027 will not only enable the Charity to grow its impact significantly, but also enable a greater level of reserves that will provide security for ongoing and uninterrupted service delivery.

**Building a network of partners** | To maximise the impact that we can have on young people, we must partner with others. Whether this is to deliver services for others, have reciprocal service agreements or be supported by others, it is critical that we build successful, long-lasting relationships with others.

**Outreach and engagement** | As a mark of trust, we will enhance our outreach activities over the three years by building a network of influencers and other high-profile individuals who are willing to help raise awareness of the services that we are offering.

**Community based service delivery** | Despite digital evolution, it is clear that there is still huge demand for in-person and community based services for young people. As our digital services continue to evolve, we will translate these services into a model that can be deployed at a community level and delivered directly to young people on a face-to-face basis.

## Key milestones

**£650k**

Will be raised through fundraising, sponsorships, and commercial activities

**5**

Community based hubs will be deployed to deliver our services face-to-face to young people

**15+**

We will have a network of influencers that promote our services to a variety of individuals

**2x**

We will double the number of paid and volunteer staff supporting the Charity

**~122k**

Young people impacted through each of our different service provisions, including self help



We will have built a strong network of at least 15 partner organisations over three years

## Closing remarks from our CEO



Joshua Towers  
Group CEO and  
Chairperson

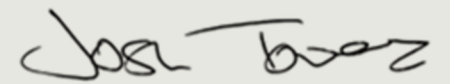
When meeting with the Board of Trustees to agree this strategy, it is safe to say that there is a huge amount of energy, excitement and enthusiasm to deliver. We all have the same goal in mind - to ensure the best services are available to young people, and that they are all able to thrive as they transition into adulthood. We all agree that this strategy is hugely ambitious and will require significant investment. That is not just a financial investment, but also a time investment from our very dedicated and growing team of volunteers that support all the activities at our charity. This time investment is greatly appreciated. We calculated that in 2024, if we had to pay for all our volunteering hours, it would have cost us almost £300,000 (assuming that all our volunteers would be paid minimum wage). It just would not have been possible to deliver what we have delivered so far without their support.

As we look to grow, we have set a clear roadmap that defines what we see as success over the next three years. This roadmap will enable us to transition from supporting young people in factors of 100, to supporting them in factors of 100,000. This means that we will really start to make an impact in addressing the critical demand for services like ours for young people.

There are a number of key enablers that we need to put in place, which is the focus of our first year of the three-year strategy, to ensure that we are able to deliver against our commitments. The first is to ensure that we have the right leadership guiding the organisation forward. Previously, our Board of Trustees held operational roles, leading key departments.

Moving forward, to reflect the growth of our charity, we have decided to separate strategic board level leadership and operational leadership. We have worked hard to source a highly-capable team of Executive Leaders who will spearhead each of our departments. The second enabler is a requirement to enhance how we finance the charity. We have been lucky that our operations have been low cost to date, but as we evolve this is no longer the case. We now have two dedicated leaders on our ELT that will focus on generating commercial income, and focus on diversifying how we access funds through various methods of fundraising. It is no small target for us to transition from running on ~£30k p.a., to generating £1.12M, spread across the next three years. This funding generation will enable us to deploy the technology needed to deliver our commitments in enhancing service delivery to young people. Finally, as has been called out many times throughout this document, it is key that we become a partner of choice, enabling us to work with organisations to collectively enhance the impact that we can have on young people. Our new Development Director will take the lead in exploring opportunities for partnerships, whether that is us delivering services for others, delivering services with others or seeking services to support our activities.

**This will be the most exciting three years for Youth4Youth to date, and I am personally committed to enabling the Charity to bring this strategy fully to life.**



Joshua Towers  
Group CEO and Chairperson



# Youth 4 youth

A registered Charitable Company in England and Wales, Charity Number: 1194937; Company Number: 09170949. Registered office: Kemp House, City Road, London, EC1V 2NX

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