



Our Strategy

2026-2029





Welcome

We are proud to introduce StreetDoctors' ambitious new three year strategy which builds on the organisation's growth over the past few years. The strategy reflects our unwavering commitment to improving accountability, operational performance and strategic focus, while growing our impact and professionalism as a charity.

At the heart of our mission is a bold aspiration, to disrupt the devastating effects of street violence by equipping young people with life-saving emergency first aid skills and to empower them to take action as leaders. Our strategy will amplify the voices of young people and use their lived experience to deliver meaningful and effective interventions that prioritise outcomes and long-term impact.

Our new programme themes will build on our organisational strengths, to support young people's aspirations, healthcare, employment and a greater sense of belonging. By taking ownership and making positive contributions, young people will drive a wider preventive agenda which challenges the cycle of violence and builds safer and resilient communities.

We will strengthen our partnerships and create new collaborations, to drive creative projects and innovations, which are embedded in communities to inspire action. Over the next three years, this strategy will commit StreetDoctors to increased accountability and further growth, which is driven by building our capacity, stronger governance and a focus on operational excellence.

We hope you will join us on the next stage of StreetDoctors journey and ensure positive change is a reality.



Jane Harwood
Chair of Trustees



Martin Tilbury MBE
CEO



Executive Summary

Since launching the Strategic Plan 2023–2026, StreetDoctors has successfully transformed and grown the organisation through the development of new projects and increased delivery which has enabled us to train over 17,000 young people in a single year compared to training 25,000 over the first 10 years of the organisation. This growth has been supported by the expansion of strategic partnerships, building new campaigns, increasing volunteer capacity with the support of an externally accredited training pathway and improved impact measurements, which has been recognised through external awards from the Third Sector, Children and Young People Now and the Kings Fund.

Over the next three years, StreetDoctors will build on its award-winning model and train 20,000+ young people affected by violence per year, double our volunteer engagement, and grow as a larger and more influential charity. Anchored in trauma-informed practice and youth-led design, our strategy focuses on three key programmes, all intended to disrupt the cycle of street violence through skills development, leadership, and community partnership.

Our three-year strategy will build on our initial foundations by tightening accountability, streamlining operations, and sharpening our strategic focus to professionalise the charity and disrupt street violence. We will scale our impact by training more young people as community lifesavers in emergency first aid, leverage stronger partnerships and reach those most at risk. Anchored in trauma-informed care, we will embed compassion, inclusivity, and mental-health support into every programme, using youth voices and lived experience to shape our projects, training, and advocacy.



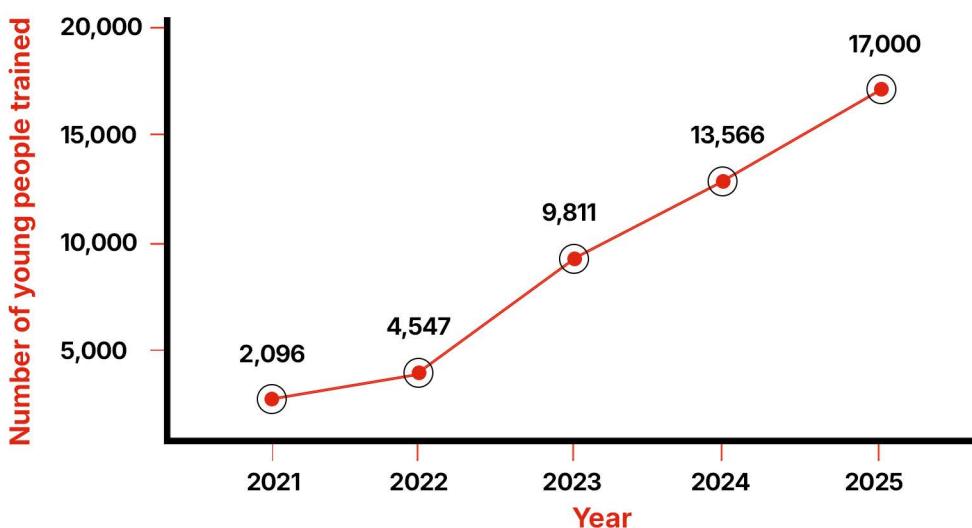


Context

StreetDoctors is an award-winning national charity which trains over 16,000 young people affected by violence each year, in the physical and psychological consequences of street violence and develops their confidence and willingness to protect themselves and others. The training is delivered through a network of young healthcare leaders (trainee doctors, nurses and paramedics) who volunteer with youth workers across the UK, to empower young people affected by violence (aged 11-25) to become lifesavers in their community. All the training is delivered in partnership with a range of youth organisations and we believe in supporting a multi-agency approach to addressing community challenges which brings together partners' unique strengths and skills. We believe knowledge is power, so we empower young people at risk with the skills to become part of the solution to violence, rather than just being seen as 'part of the problem'.

The last strategy ran from 2023-2025, and this new strategy will build on the foundations and growth from the past few years. Within the previous strategy, StreetDoctors has gone through a phase of transition, with new leadership, strategic growth and a period of financial stabilisation. The foundations have been set and this new strategy will provide greater focus for the charity, through sustainable growth, innovation and improved collaborations.

Number of young people trained each year



What is Street Violence?

We describe street violence as assaults, fights, gang-related activity and crimes involving weapons, which have serious consequences for individuals and communities, and impacts people's sense of safety and trust. Street violence is a result of social, economic, psychological, and environmental factors, and is often tied to other complex issues, including poverty, social inequality, lack of opportunity, and place based community support systems.



Needs

Young people have highlighted how they feel unsafe, helpless and afraid in the face of street violence, which results in some of them carrying weapons to protect themselves. Additional barriers to employment, training and a lack of effective role models, further reduce young people's engagement as active citizens in society and can lead to their involvement in "at risk" activities, criminality or increased reoffending.

Unfortunately knife crime is on the increase and in 2023-2024 there were 50,500 offences recorded in England and Wales, with 1,500 young people admitted to hospital as a result of assault from a sharp object and out of the 64 homicides recorded for 13-19 year olds, 83% were killed by a sharp instrument. Street violence has life-long and serious effects on young people, threatening their lives, making them feel isolated and causing significant psychological trauma. With young people most likely to be at the scene when another young person has been attacked, their actions in those minutes following an injury can be the difference between life and death. Yet most do not know what to do in an emergency and feel scared of making a mistake or being implicated.

There are 540,000 young people aged 16 to 24 who are unemployed, and recent statistics by the Department for Education show that more than 11% of 16-24 year olds were not in education, employment or training (NEET). Young people from disadvantaged backgrounds are 50% more likely to be NEET than their peers with the similar levels of qualifications, due to location, social economic conditions, experience and employment opportunities. There is a lack of opportunities for young people to access employment at the right level, which requires a stepping stone intervention to provide young people with the soft skills to enrol in employability programmes or access to mid-skill jobs. With limited opportunities for employment or training, it leads young people to become disengaged from being an active citizen and often results in their involvement in "at risk" behaviours.

A study by the London School of Economics for the Mayor of London, investigated the link between the cost-of-living crisis and serious crime, which highlighted that a 10% increase in the cost of living was followed by an 8% rise in crime rates. With the link between social economic conditions and employment, relating to crime, it's essential youth employment is considered when addressing street violence.

The latest Youth Justice statistic (2023-2024), highlights the amount of offences committed by people reoffending is 32.5% (14,300 people), which has increased for the second consecutive year. The amount of offences committed by reoffenders has also increased to 4.34 offences, which is the highest rate for 10 years.

To address the issues affecting young people, it's essential young people are empowered with the support of a cross-sector of community leaders, to co-design and solve the key issues and barriers to positive engagement. With over 11 million young people in the UK, not only do they represent the UK's future, but they are the next generation of young leaders, however the range of barriers to their engagement in young leadership roles is increasing. To create positive role models and opportunities for young people, new training pathways are required to inspire new community based young leaders, particularly in youth and community work and health care.



Vision

To support young people to be part of the solution in disrupting the normalisation of street violence.

Mission

An end to street violence affecting young people.

Values

To empower young people through training to keep safe, save lives and be part of the solution to street violence.

Visionary

We strive to be ambitious, forward-thinking, innovative, and to create the drive to inspire action.

Empowering

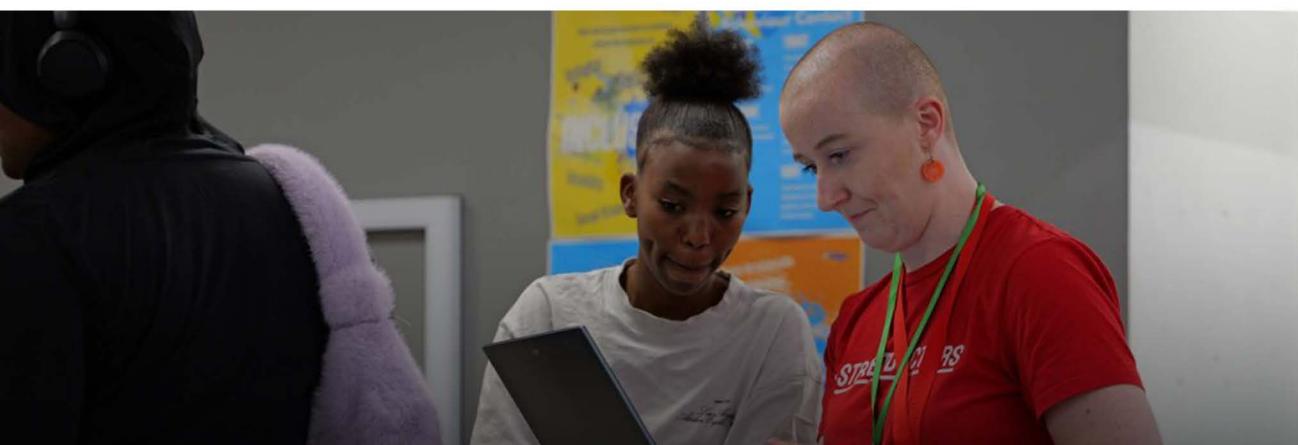
We believe knowledge is power, so we listen to young people, share skills and enable them to make more informed choices.

Collaborative

We believe partnerships are crucial, so we work together with funders, stakeholders, youth organisations, healthcare volunteers and young people to reduce street violence.

Inclusive

We treat people with respect, compassion, are not judgemental, and we work to ensure equality and diversity is championed.





Theory of Change

What is the difference we are trying to make?

Communities have the self-sufficiency, skills and desire to reduce street violence.

Why?

Current interventions don't place young people and young adults as part of the solution and there is a need to disrupt the normalisation of street violence and reoffending.

How?

By addressing **four key themes**:



Belonging

Young people engaging in pro-social activities that place them at the heart of addressing community needs.



Aspirations

Young people accessing mentoring opportunities that empower them to stand up to make change happen in their communities offering an alternative to involvement in at risk activities or reoffending.



Employment

Young people develop skills, gain accreditations and experiences that build pathways into meaningful employment and allow them to make decisions about their future.



Healthcare

Young people gain the skills, knowledge, confidence and willingness to keep themselves and their community safe, and lead change in prevention, health inequalities and provide social action.





Strategic Objectives

To build on the foundations created over the past two years, through improved accountability, operational performance, growth and strategic focus. The strategy will further develop the professionalism of the charity whilst being effective and impactful with the aspiration of disrupting the negative effects of street violence.

1. Grow the Charity:

We will empower more young people affected by street violence with emergency first aid skills and knowledge to become lifesavers in their communities. Through strengthened partnerships and new collaborations, we will innovate and be creative which will support us to reach those most at risk.

2. Strengthen trauma-informed practices:

We will embed compassion, inclusivity, and mental health support into all training and organisational operations. Through lived experience and the amplification of young people's voices, we will ensure it is used to shape the strategy, projects, training content and advocacy efforts.

3. Improve Outcomes:

We will focus on outcomes for young people and through the youth work approach provide effective interventions for young people. Our projects will be embedded into communities, with young people taking ownership as leaders to make a positive contribution and support the wider prevention agenda to street violence

Themes

The delivery of StreetDoctors work will be through three key programmes based on the current strengths of the organisation and emerging themes:

Healthcare Leaders

To create a leadership programme through social action which provides the future healthcare leaders with the skills and knowledge to support the potential of the NHS and public health.

Reducing Reoffending

To inspire young people and young adults through increased self worth and belonging, to reduce the need or desire to offend or reoffend.

Young Leaders

To train, support and inspire young people to make a real impact on the safety of their community by creating the eco-system for them to take a leading role in saving lives and educating others.



Themes

Healthcare Leaders

To create a leadership programme through social action which provides the future healthcare leaders with the skills and knowledge to support the potential of the NHS and public health.

The healthcare leaders programme will provide a training pathway and practical experiential learning into prevention and community based engagement, supported by StreetDoctors public health lens to violence reduction.

The programme will provide structured exposure to NHS and health professions through mentoring, shadowing, and career workshops, and supporting those from underrepresented backgrounds.

Reducing Reoffending

With the need for early intervention approaches to create the step change required in youth related street violence, it's essential young people and young adults are provided with the opportunity to consider a different pathway, take personal accountability for their action and gain the skills for future employability.

The programme will build a powerful ecosystem to break the cycle of reoffending and ignite hope by empowering them to lead the change, creating a stronger sense of belonging. At the pivotal moment when young people are at risk of offending or becoming involved in criminality, preventative activities can guide their choices and through this project, they will feel genuinely valued and supported.

The programme will entrust young people and young adults with the responsibility and capability to act, which empowers them to become part of the solution to street violence and become leaders. Through the creation of a group identity, it will provide a sense of belonging and support structure to improve health and well being. Through the training programme and social action peer training, the young people will have the opportunity to look at street violence from a different lens and be inspired to consider different positive interactions and pathways.





Themes

Young Leaders

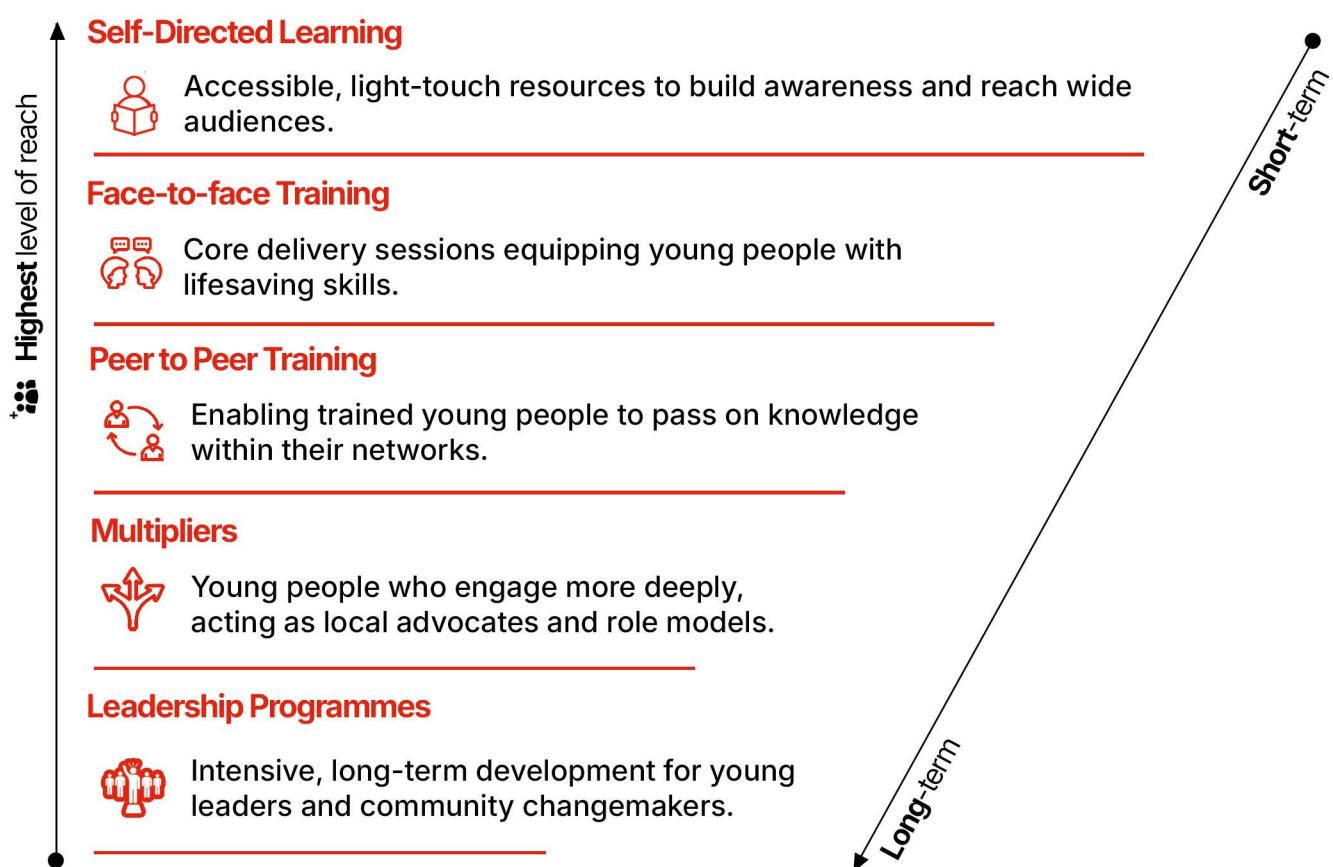
StreetDoctors will cultivate a new generation of youth leaders with lived experience of street violence, equipping them with emergency first aid skills, leadership training, and advocacy tools to become changemakers within their communities.

The young leaders programme will empower young people to become confident, capable, and socially responsible leaders within their communities. The programmes are designed not just to develop leadership skills, but to cultivate a mindset of volunteering, resilience, and to create the ripple effects of positive change in communities.

It will be delivered through long term leadership training programmes, peer education projects, social action activities and short term interventions, to support young people to step forward and take action to help others in their community.

Young Leaders Delivery Mix:

StreetDoctors will deliver its training in different levels of engagement from a light touch self directed learning to a longer term leadership programme.





Growth Priorities

1. Integrity: Strengthening our programmes

- **Healthcare Leaders** – Expand the programme to reach 250 healthcare students annually, integrating structured mentoring and career-readiness workshops. Develop at least one accredited pathway into NHS/public health careers for underrepresented groups.
- **Reducing Reoffending** – Deliver evidence-based interventions to 1,500 young people per year in youth justice or custody settings, embedding trauma-informed practice across all sessions.
- **Young Leaders** – Train and support 200 young leaders through long-term leadership pathways, peer education projects, and social action activities, creating recognised community changemaker roles.
- **Quality & consistency** – Achieve 90%+ positive feedback across all programmes, and ensure 100% of staff and volunteers' complete trauma-informed practice training by 2027.

2. Impact: Reaching those most at risk

- **Healthcare Leaders** – Partner with 20 universities and NHS Trusts to broaden access to healthcare volunteering, with 40% of participants from disadvantaged or underrepresented backgrounds.
- **Reducing Reoffending** – Embed StreetDoctors delivery into at least 15 youth offending institutions and community justice hubs, ensuring sustained engagement in areas with the highest youth reoffending rates.
- **Young Leaders** – Establish 10 community-based youth leadership hubs (including in 2 devolved nations) where trained young leaders deliver peer training and advocacy campaigns.
- **Targeted reach** – Deliver at least 50% of all programme activity in the 20 most deprived local authority areas (IMD) each year.





Growth Priorities

3. Invest: Securing sustainable growth

- **Healthcare Leaders** – Secure NHS and higher education partnerships to generate £200k per year in programme co-funding, strengthening long-term sustainability.
- **Reducing Reoffending** – Diversify funding through Ministry of Justice contracts, local authority commissioning and trust grants to reach £200k annual programme income by 2029.
- **Young Leaders** – Build corporate partnerships and alumni fundraising streams to support youth leadership, raising £150k annually by 2029.

Organisation-wide:

- Increase total income to £1.25m+ annually by 2029, with no single source above 30% of total income.
- Increase active volunteers to 300 annually, contributing 5,000+ hours across all programmes and activities.
- Grow the staff team from 13 to 20+, with new posts dedicated to youth engagement, regional development, and fundraising.





Enabling Infrastructure

With clear aims, objectives and programmes, we need to develop the infrastructures through the enabling functions to support the operations transformation to achieve the strategy outcomes. The enabling functions will provide the internal capabilities, systems and resources, that will empower the charity to deliver the strategy effectively and increase sustainability. They will enable the key programmes to be achieved and ensure the organisation stays resilient, responsive, innovative and relevant. The additional support will provide the resources, create the processes, manage the risk, and drive the culture needed to hit the three year targets.

The enabling functions will support the following goals:

Elevating the Voice of Young People

Involving service users in shaping strategy, evaluating programmes, and co-producing solutions.

Financial Sustainability

Diversifying income streams, improving fundraising, and managing resources to support long-term impact.

Equity, Diversity, and Inclusion

Embedding inclusive practices and amplifying underrepresented voices in decision-making and service design.

Governance and Leadership

Strengthening board oversight, decision-making processes, and strategic alignment across the organisation.

Learning and Development

Investing in staff, volunteers, and leadership development to foster a motivated, inclusive, and values-driven team.





Funding the Strategy

The new strategy will require the securing of resources that match both our vision and impact goals. The increased clarity, focus and accountability from the strategy, will provide fundable projects which can leverage match funding and a diversification of income. The increased diversification of income will be achieved through a growth in delivery income (supported by local authority grants and small trust funding), increased focus on multi-year grant funding, corporate partnership, contracts and the evaluation of community fundraising (including Alumni and fundraising activities).

The financial framework will grow, but with the additional capacity within the fundraising team, developing new partnerships and an increase of multi-year funding, we will increase the organisation's financial sustainability and reduce risk.

Defined Funding Channels

| Funding Source | Reducing reoffending/ offending | Healthcare Leaders | Young Leaders | Supporting Enablers |
|--------------------------------|---------------------------------|--------------------|---------------|---------------------|
| Delivery Income | ✓ | | ✓ | |
| Multi Year Grants | ✓ | | ✓ | ✓ |
| Trust Grants | | ✓ | ✓ | |
| Local Authority/ PCC grants | | | ✓ | |
| Corporate Sponsorship | | ✓ | ✓ | ✓ |
| Community Fundraising | | ✓ | ✓ | |
| Community Fundraising (Alumni) | | ✓ | | |
| Contracts | ✓ | | | |



Youth Matters Project

Reaching Potential



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Charity number: 1150925
Scottish charity number: SC046981