



Young  
Westminster  
Foundation

# Young Westminster Foundation Business Plan

**2021-2024**

Investing in brighter futures for all young people in Westminster

**We believe that all young  
people in Westminster should  
grow up healthy, safe & happy  
with the best opportunities for  
brighter futures.**

# A cross-sector partnership in the borough of Westminster

**Young Westminster Foundation** brings together youth organisations, young people, businesses, Westminster City Council, government, schools, funders and the wider community to create opportunities for Westminster's young people.

Our cross-sector partnership believe there is a need for **better and more effective collaboration at a local level.**

YWF established with the Charity Commission as a Charitable Incorporated Organisation (CIO) September 2016. Members of the CIO have voting rights.

We're part of a growing network of Young People's Foundations (YPFs) established across North West London by John Lyon's Charity.



**What do we do & why?**

## Our Impact

As a membership organisation our primary “beneficiaries” are our members. We focus on supporting our members to be the best they can be. A trusted relationship is at the heart of this. The better we know our members (and other stakeholders) and their needs, the better we will be able to support them. In turn, the more they trust us the more they will seek our support. Therefore it is crucial to nurture these relationships.

## Our Values

We acknowledge that there are limitations to tracking and recording all of our activities and the effects these have on our stakeholders. However, we commit to continuously reflecting and challenging our work, to practice a bottom up approach and to listen to young people and the local community and include them in our planning, decision making and delivery.

### ► Strategic Objective 1

Supporting youth organisations become more efficient and effective through training, information sharing, advice, networks, research and advocacy

### ► Strategic Objective 3

Increase long term funding into the youth sector in Westminster through consortia grant applications, corporate investment and individual philanthropy

### ► Strategic Objective 2

Supporting cross-sector collaboration, brokering partnerships between members, business partners and strategic partners

### ► Strategic Objective 4

Maintain and sustain ourselves as a resilient, informed, go-to organisation for funders, businesses, Westminster City Council and other stakeholders for local expertise and knowledge of sector

## **Brokering opportunities/partnerships/collaboration**

Between members, strategic partners, business partners, young people, local and regional government, schools/colleges/HE institutions, cultural partners

## **Establishing strong networks amongst our community**

## **Capacity Building**

1:1 Support  
Monthly newsletter  
Quarterly networking events  
Quarterly thematic workshops  
Youth hub meetings  
Member support visits  
Supporting members in raising their profile  
Common outcome framework  
Signposting opportunities

## **Commissioned programmes**

Identifying a need/closing a gap in provision

## **YWF's own grant making activities:**

Small grants programme /  
Brighter Futures Fund /  
Supplementary school Funding

## **Fit for purpose governance and finance systems and procedures.**

## **Undertaking research, campaigning and advocacy services for the benefit of members and the wider youth work sector**

**Stay informed by the needs of young people, our members and partners we are committed to listen, research, respond and adapt.**

## **Fundraising Support & Partnership Fundraising**

1:1 Support  
Consortium funding, large scale local partnership funding raised by a YPF and YPF brokered funding

## **Maintain a financially resilient and sustainable organisation**

**Increased corporate investment in Westminster**

**Professional workforce development & training opportunities. Establishing collaborative community of Westminster youth workers through youth worker forum**

# Organigram:



**We believe in the importance of a flourishing youth sector in Westminster.**

**Youth workers offer life changing support for the borough's young people.**

From 2013, structural problems within the youth sector caused by a move from grants to tenders, severe reduction of government funding and cuts to universal youth open access provision led to closures of clubs, loss of expertise, weaker capacity and a lack of coordination.

London's Lost Youth Services (GLA Research) found that between 2011 and 2020, £35.5 million has been removed from council youth services budgets with a net loss of 733 youth worker jobs and a net loss of 101 youth centres across the capital.

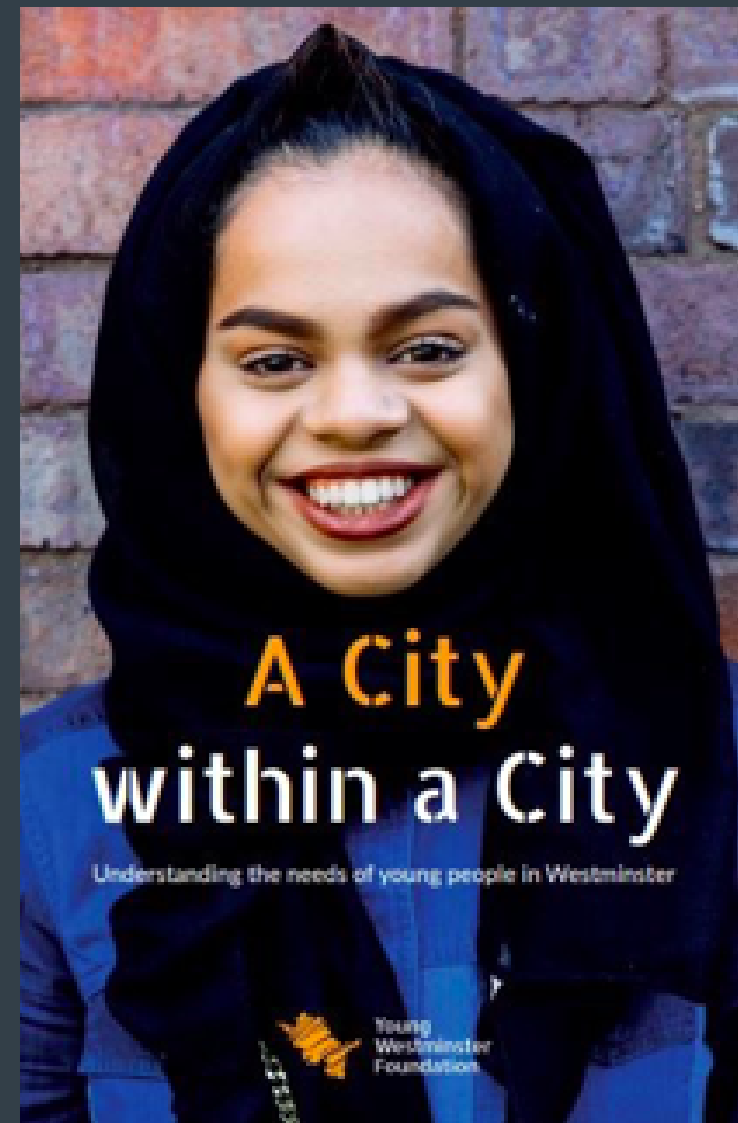
YWF exists to help keep youth services open & impactful.



## We conduct research to explore and understand the experiences of young people growing up in Westminster

Our 2018 and 2021 needs analysis reports, together with smaller thematic research projects inform our work & that of our wider community.

Huge worries exist for Westminster's young people around their mental health, body image, housing, staying safe, exam pressure and future employability.



# 1 in 3

Young people growing up in poverty

**Over 3/4** of young people felt that mental health issues were common amongst their peers.

44% of young people expressed that Covid-19 had a significant impact on their plans for the next 6-12 months.

Over half of young people (56%) reported that they 'often' or 'sometimes' came across fake or unreliable news in relation to Covid-19.

95% of young people felt supported by their youth club during the pandemic.

Over 3/4 identified 'body image pressures' as a concern associated with the use of social media.

## Health & Wellbeing

1/3 (29%) of young people thought it would be 'very difficult' or 'somewhat difficult' to find out about education, employment or training opportunities.

# Hidden Need

Some of the largest health and wealth inequalities in the capital

## Community & Spaces

Young people generally feel safe in Westminster, but Over 70% expressed concern about people carrying knives; being followed or ambushed; or sexual harassment or assault.

## Education, Employment & Training

96% of young people interviewed had participated in social action in the past six months.

Fewer than one in ten felt that they could greatly influence change in relation to the social and political issues that they care about.

## Crime & Safety

## Social Action

## Life Plans

# COMMUNITY & SPACES

Over 70% of young people expressed concern about people carrying knives; being followed or ambushed; or sexual harassment or assault.



#OurCityOurFuture

# IMPACT OF COVID-19 ON YOUNG PEOPLE'S PLANS

44% of young people expressed that Covid-19 had a significant impact on their plans for the next 6-12 months.



#OurCityOurFuture



# LIFE PLANS

**89% of young people** rated the level of pressure they experience to achieve success as 'somewhat high' or 'very high'.

**#OurCityOurFuture**



**#OurCityOurFuture**

**Over 60% of young people** felt that mental health issues were either 'somewhat common' or 'very common' amongst their peers.

# HEALTH & WELLBEING

Young Westminster Foundation  
**We Are Together**

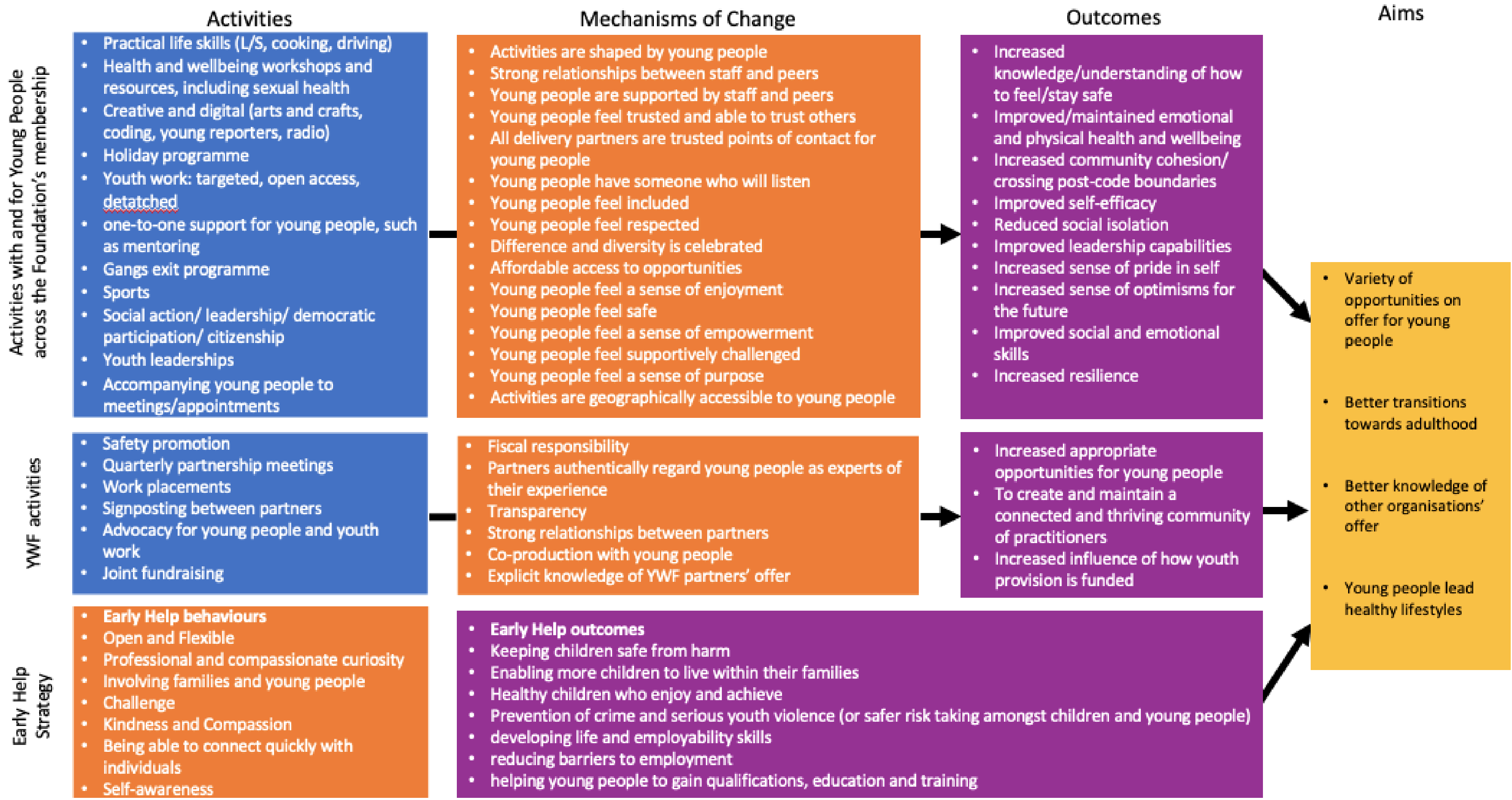
Keep young people connected to their future

**Donate Now**  
[www.ywfoundation.com/donatenow](http://www.ywfoundation.com/donatenow)

Supported by:  
STIK | Posterscope | TotalMedia

**What difference do we make?**

# Young Westminster Foundation Partnership Theory of Change



# What have we achieved?

We have given out 77 grants to our members totalling



£755,693



Our "We Are Together" campaign on the Piccadilly Lights in collaboration with acclaimed artists STIK, highlighted the importance of connecting to young people during difficult times



105

We support a network of 105 members across the borough of Westminster



49

Worked in partnership with over 49 businesses



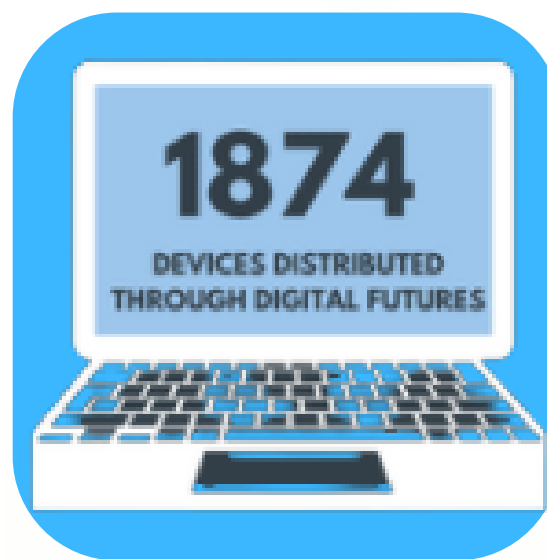
With funding from Westminster City Council, we led the formation of 5 Youth Hubs across the borough to increase local collaboration and joined up working



We hosted a Westminster Art Auction which was attended by 250 guests and raised £19k for Westminster's youth services

Guests  
250

Raised  
£19k



## Our City, Our Future.

Understanding the needs of young people in Westminster in 2020/21



Westminster Funders Events - we've brought together over 18 funders to share knowledge and intelligence



We launched Our City - an online platform connecting young people with activities, programmes and services taking place in Westminster and Kensington & Chelsea

# Our Impact: Members Survey

**82% of YWF Members said that YWF was either extremely or very valuable for the sector in Westminster**

**Brokering opportunities/partnerships and collaboration between members is valued most, by 71% of you**

**61% reported that we were able to broker funding for their organisations**

**69% said this extra funding opened up further opportunities for their organisation**



# MASTERING MY FUTURE

At the end of 2018, we convened a Westminster roundtable with young people, youth organisations, businesses and schools to map current provision, identify gaps and co-design a pilot employability programme.

**2-3 Degrees** were commissioned to first deliver a 6-month pilot of **Mastering My Future** in 2019, to test these new ideas in the borough.

The programme was subsequently launched in a 12-month format to further expand the pilot, funded by **The Mercers' Company** and working with delivery partners, **Westminster Befriend a Family** and **Inspire! EPB** to offer free workshops, virtual work experience and mentoring for 14 to 25 year-olds.

Through sustained engagement, key outcomes are:

- Raising young people's awareness of employability opportunities
- Supporting skills around confidence, self-esteem and communication
- Providing hands-on experience with employers for a range of careers

# 600+

YOUNG PEOPLE SUPPORTED BY  
MASTERING MY FUTURE



Since 2018, **Mastering My Future** has delivered the following opportunities for young people in Westminster:



We are grateful to **The Mercers' Company** for their generous funding that has made Mastering My Future possible.

Thank you also to all businesses whose staff members have contributed to workshops and events including:

**Addison Lee, Coca Cola, Channel 4, Vamp, Motivez, Nike, BBC Sound, Buzzfeed, Hartshorn - Hook Productions, My Runway Group, Wonder, HSBC, Converse, Tik Tok and WPA.**

And to further employers who offered work experience placements including:

**Vaccitech, Landsec, Wates, BNP Paribas, Coutts, The Cabinet Office, Avalon, Argent Talent, Great Portland Estate and David Miller Architects**





# Youth Voice

# Our Youth Voice Principles

We run a small number of youth voice programmes, working directly with local young people who want to get involved in their community. We ensure all our youth voice programmes are:

## Reflective

Recognising contributions as well as valuing critical reflection and learning

## Challenging & Progressive

Sustained links to other opportunities, stretching and ambitious as well as enjoyable and enabling

## Youth Led

Led, owned and shaped by young people's needs, ideas and decision making

## Embedded

Accessible to all, well integrated to existing pathways

## Socially Impactful

With a clear and intended benefit for our community

## Examples:

Peer Research  
Young Trustees  
Young Ambassador Programme  
Internship Programme  
Somerset House Consultation  
New West End Consultation  
Public Health Consultation  
Youth social action events  
Sounds from Our City podcast

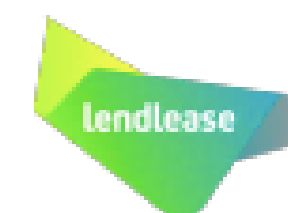
# Young Ambassador Programme

An opportunity for young people aged 13 to 21 who live, work, study or attend a youth organisation in Westminster to have their say on the issues they care about, get involved in the Westminster community, shape youth activities and gain new personal and professional skills.





# Our Partners





## Strategic Partnership Case Study



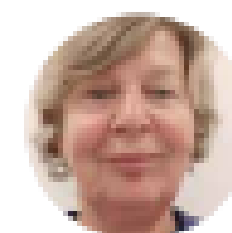
City of Westminster

**Westminster City Council** continues to be our most important partner with our shared commitment to positively impact on the lives of children and young people in Westminster.

The YWF Team works with teams across the council to shape services and jointly secure funding and commission activities. The team works with Children's Services, Community Safety, Public Health, Economy Team and Policy, Performance and Communications. Our CEO Phil acts as Vice Chair for the WCC Early Help Board.



**YWF provide leadership for a disparate group of providers. They bring energy, build relationships across these providers and provide and co-ordinate a development framework. The result is a united and complimentary sector, where the standard and quality of provision has been raised.**



**Jayne Vertkin,**  
Westminster City Council

# Business Partnership Case Study



YWF became the charity partner for Soho based Total Media in 2019. They are the only media agency built on the principles of Behavioural Science. YWF and Total Media have worked closely to understand and respond to the specific gaps in digital and media skills within the charity sector whilst supporting the YWF community to engage young people in new ways across digital platforms.

## Examples of this dynamic and innovative partnership include:

- The Westminster Art Collective – a fundraising art auction in support of outreach youth work
- Branding and support for Forever Young – our Carnaby Street Photography Exhibition
- Securing the Piccadilly Lights for YWF's flagship We Are Together campaign
- Insight days for young people as part of our Mastering My Future employability programme
- Fundraising for YWF Members
- Digital training webinars during covid-19 to upskill YWF members & wider partners
- Digital audit of YWF online platforms to help maximise our messaging and marketing
- Support with the launch of Our City – a new website for young people in Westminster & Kensington and Chelsea
- Behavioural Science project to conduct and analyse research with local young people around serious youth violence in the borough



# Our Members

**YWF Members are driven by their passion to provide services that will give life-changing support to Westminster's young people and their families.**

With a growing community of over 100 members, organisations range from large youth clubs to local grassroots charities.

Many have specialist skills in a range of interest areas like arts or sports, and others provide educational and vocational activities or support services

Some delivery members also offer bespoke programmes for groups including young carers, homeless young people and young people with disabilities

# Young Westminster Members

## ARTS & MEDIA

Creative Media  
Network  
DreamArts  
Element Creative Projects  
Heartstone  
In-Deep  
Mousetrap Theatre Projects  
Paddington Arts  
Pan Intercultural Arts (Pan)  
Papatango Theatre Company  
Pimlico Musical Foundation  
Positive View Foundation  
S.P.I.D Theatre  
Sketch Appeal  
The Nucleo Project  
The Rise Collective  
The Screen Community  
Third Sector Media  
Union Dance  
Wigmore Hall  
You Press

## COMMUNITY & FAMILY SERVICES

Central London Youth  
Development Trust  
Home Start Westminster  
Kidscape  
Paddington Development Trust  
(PDT) - (Grand Junction)  
Pimlico Toy Library  
Queens Park Bangladesh  
Association  
SouthWest Fest  
Sudanese Community &  
Information Centre  
The Abbey Community Centre  
The Pimlico Million  
Westbourne Park Family Centre  
Westminster Bangladeshi  
Association  
Westminster Befriend a Family  
St Vincent's Family Project

## EDUCATION & EMPLOYMENT

2-3 Degrees  
African Women's Group  
Al-Ola Supplementary School  
Ardhmeria UK  
Aviard Inspires CIC  
Bookmark Reading Charity  
Doorstep Library  
Dragon Eggs Digital  
Educate & Celebrate  
Hadaf Persian School  
Inspire! EBP  
Let Me Know  
Making the Leap  
Mercato Metropolitan  
National Resource Centre For  
Supplementary Schools  
PIP (Pursuing Independent Paths)  
ST PAULS NEWPIN LIMITED  
Street League  
Sudanese Supplementary School  
The Floating Classroom  
The Support-Ed Project  
TWIST  
West London Zone  
Westminster Children's University

## HEALTH

Brent, Wandsworth and  
Westminster Mind  
Eat Club  
Hammersmith, Fulham,  
Ealing & Hounslow Mind  
Insight/Blenheim  
Leap Confronting Conflict  
Natural Cycle Development  
Prog LTD  
Our Time  
Peer Power  
SASH (Support and Advice on  
Sexual Health)  
Spectre  
Street Doctors  
Young Healthwatch  
Westminster

## HOUSING

Cardinal Hume Centre  
Octavia Foundation  
Peabody Community Foundation

## SPORTS & PLAY

Adventure Play Hub (formerly St  
John's Adventure Playground)  
Bloomsbury Football Club  
GOALS UK  
Greenhouse sports  
Groundwork London  
London Basket Ball Association  
(LBA)  
London Sports Trust  
London Tigers  
P3/RPT Play Service  
Pro Touch SA CIC  
QPG Community & Sports Hub  
Rathbone Amateur Boxing Club  
Sport4Health  
Team Westminster Active  
Westside Basketball Club

## YOUTH CLUBS

Caxton Youth Organisation  
Chinese Community Centre  
Fourth Feathers\*  
Future Men (Amberley and  
Churchill Gardens)\*  
Marylebone Bangladesh Society  
Mosaic LGBT Youth Centre  
North Paddington Youth Club  
St Andrew's Club\*  
The Avenues Youth Project\*  
The Pimlico Foundation  
OUTBREAK

## YOUTH JUSTICE

Khulisa  
Redthread  
St Giles Trust  
Victim Support

\*Youth Hub



## Westminster's Youth Hubs

**Westminster Youth Hubs** are fun, informal club spaces for young people to connect with their friends, community and trusted youth workers. These organisations deliver a wide range of programmes in a network of safe spaces where members are free to socialise and learn new skills; helping develop identities and unlock potential.

Strategically selected by the **Young Westminster Foundation** and **Westminster City Council**, the five Youth Hubs serve young people in specific localities across the borough. Working together, they shape the overall development of youth services in Westminster as part of a model that champions innovation and collaboration.

Through knowledge-sharing and local leadership, Hubs bring together a diverse range of youth organisations, forging partnership opportunities and fostering a thriving community of practitioners who are ambitious for youth work.

# Youth Hubs against Westminster Ward Deprivation Index



Amberley Youth Project

THE AVENUES  
YOUTH PROJECT



1 in 5 young people said they are 'not at all aware' of the opportunities in the borough



Churchill Gardens Youth Club



23% of young people worry about their future

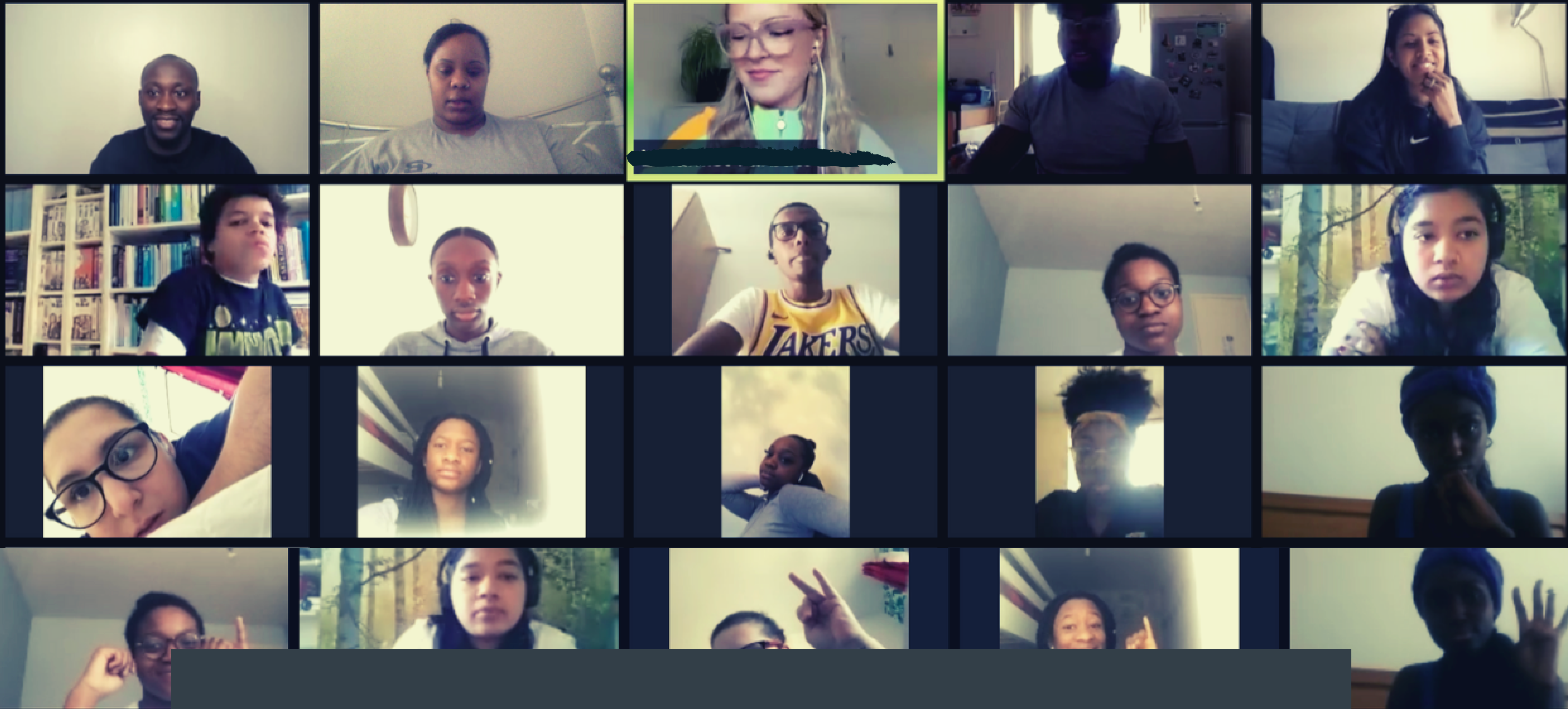
1 in 3 children live in poverty



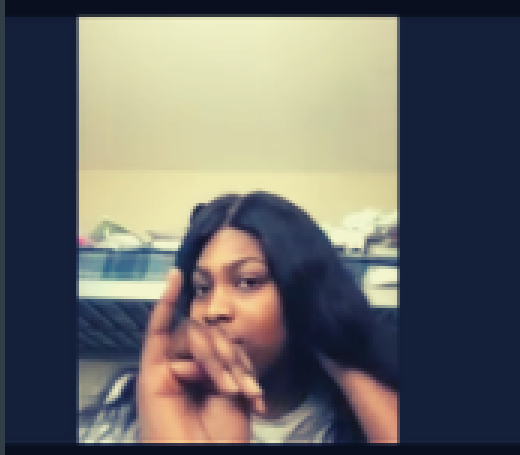
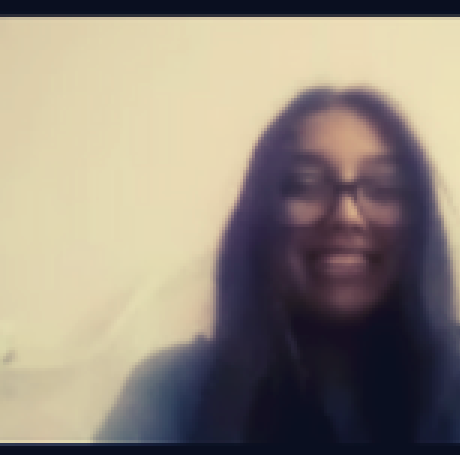
Sources:  
[https://www.westminster.gov.uk/sites/default/files/city\\_profile.pdf](https://www.westminster.gov.uk/sites/default/files/city_profile.pdf)  
<http://www.ywfoundation.com/wp-content/uploads/2017/10/YWF-City-Within-A-City-Final-Report.pdf>







# Response to Covid-19



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## Our reflections from the pandemic so far:

- **Youth workers have provided a life line for young people** during Covid-19 with 95% of young people reported feeling supported by their youth club during the pandemic
- **There continues to be ambiguity and uncertainty**, which will not come to an end suddenly when restrictions are lifted. This applies to everyone in all sectors
- **We have learned a lot about how we can engage our members at a hyper local level** and have seen success with high turnouts for virtual networking and engagement events and webinars
- **Access to resources is an issue for many** with the impact of digital exclusion being amplified.
- **The world around us is very different.** There has been a huge shock to the West End which, during previous tumultuous times, had remained relatively unaffected. Although the Foundation has not seen much change to its corporate giving, this does mean there are potentially fewer opportunities to explore for partnerships and funding
- **Activism has gained momentum** which we saw with the protests that followed the killing of George Floyd and with more pressure for companies to think about their stance towards equality, representation of black people in senior positions, in the creative industries and in the promotion of goods
- **We need to communicate a clear position and a loud authoritative voice** amongst all of this uncertainty, including revisiting the principles of youth work for individuals' support, the understanding and promotion of which is crucial to supporting young people during this crisis and in their recovery.

## ▶ **Digital Futures**

Sourced laptops & funding to tackle digital exclusion

## ▶ **Staying Connected**

Hosted locality cluster meetings online to keep youth workers connected

Shared local insight and opportunities with business partners through regular Business Webinars

## ▶ **Research**

Worked with research partners, youth workers and young people to adapt needs analysis methodology – moving focus groups and training for peer researchers online

## ▶ **Digital Training**

Digital training and capacity building for Members in partnership with business partners and other Young People's Foundations – including guides to using YouTube, TikTok and Zoom, HR, furlough, legal support, Black Lives Matter, funding, safeguarding and youth voice

## ▶ **Funding**

Commitment to flexibility on our grants and funding in line with London Funders joint statement of support

Leveraged additional funds from businesses and brokered volunteering

## ▶ **Collaboration**

Collaboration with Westminster City Council to align local emergency response

# How do we support the recovery from the pandemic?

- Effective collaboration with members and stakeholders
- Needs led response to supporting members
- Strategic approach to review member support
- Fit for purpose fundraising strategy to support member's needs
- Working with and supporting schools to support learning loss & transitions
- Effective engagement of young people's voice
- Maximising outcomes for young people



**Where are we going?**

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## ▶ **Thematic Priorities**

Serious Youth Violence - Behave insights & fundraising target  
Emotional Health & Wellbeing  
Youth Employability

## ▶ **Needs Analysis Response**

Responding to calls to action from Our City, Our Future under themes:  
Life Plans  
Health & Wellbeing  
Community & Spaces  
Impact of Covid-19

## ▶ **Workforce Development**

For youth workers as part youth worker forum, training and 1-2-1 support

## ▶ **User generated content**

Young people creating and sharing content for other young people. Digital Natives training programme for young people attending Youth Hubs

## ▶ **Fundraising**

Bringing together large partnership bids around thematic priorities including serious youth violence, targeting high net worth individuals and new businesses, 5 year birthday fundraising campaign.

## ▶ **Embedding learning and ways of working post Covid-19**

Digital working, cluster calls, webinars, community intelligence forum, collaboration

# Fundraising Strategy & Financial Summary



**In the months ahead, with a projected reduction in available funds across the sector, our role in bringing organisations together for partnership and consortium bids will become more critical**

**What we'll bring:**

- Bringing statutory and non-statutory organisations together to find innovative solutions to social issues, building a community of interest
- Specialist local knowledge of local environment, organisations and agenda
- Facilitated opportunities for funders to share knowledge and be aware of one another's funding priorities in order to meet need more effectively e.g. London Community Response Fund
- Youth voice - young people's experiences front and centre of our strategy principles & young grant makers
- Diversification of our income streams
- Analysis of the drivers for funders
- Thematic and geographic targeting



# Fundraising Objectives 2021-24

## 2021 - 2022:

1. Initiate 5 year anniversary fundraising campaign
2. Articulate of our impact through case studies, monitoring and evaluation. Development of case studies to demonstrate the impact and articulate the value of YWF, differentiating between our impact vs the impact of our members but generally raising the profile of YWF's work
3. Adopt a 15% management fee for grant funding via Westminster Council,
4. Develop events programme to steward existing funders & to attract high-net-worth individuals
5. Sector targeting and identifying growth sectors in relation to the needs' analysis now that the evidence exists, including major regeneration projects across Westminster
6. Initiate 'Stronger Together' approach with increased collaboration and sharing of knowledge between local funders, housing associations and statutory partners

# Fundraising Objectives 2021-24

## 2022 - 2023:

1. Continue 'Stronger Together' approach with increased collaboration and sharing of knowledge between local funders, housing associations and statutory partners
2. Secure consortium bid in partnership with Youth Hubs and wider membership
3. Support business partners and members in being attractive employers for the future who can retain talent
4. Young Grant Givers Phase 1 - working more closely with local young people and funders to leverage funds
5. Establish network of high profile influencers/supporters and Westminster City Councillors as advocates

# Fundraising Objectives 2021-24

## 2023 - 2024:

1. Established as the 'go-to' organisation for distribution of funds when funding become available within 'Stronger Together' network
2. Corporate investment into YWF community increased by +30% compared to Q4 2021
3. Young Grant Givers Phase 2 - grant programme awarded by local young people
4. Evaluation of consortium funding programme, to identify new thematic opportunities and grow community of interest

## YWF Turnover 2018-21 & beyond

### 2018

**Income:** £200,339  
**Expenditure:** £115,378

### 2019

**Income:** £321,029  
**Expenditure:** £341,903

### 2020

**Income:** £657,234  
**Expenditure:** £706,274

### 2021

**Income:** £1,446,949  
**Expenditure:** £1,362,610

**Looking ahead:** We will look to at very least maintain this turnover growth year on year.



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