

Strategic Plan 2019-21

Creating a future where all young people in Camden thrive



Abstract

Young Camden Foundation provides a positive new approach to supporting the Children and Young People sector. We are determined to safeguard high-quality play and youth provision in the borough. This strategic plan for 2019-2021 sets out how we will achieve our ambition, and has been developed with support from our members, partners and supporters.

Our vision: Powerful and ambitious partnerships in the community are built and nurtured. As a result, all children and young people in the borough will have equal access to opportunities. These opportunities will ensure that young people in the borough are kept safe, informed about the decisions that most affect them, and supported in achieving their full potential.

Our mission: To encourage and assist our members, partners, and supporters in connecting and working together to form innovative and sustainable opportunities for young people. We aim to do this by utilising our networks to broker more investment and build more capacity in the Children and Young People sector.

Our values: Collaboration; equality; community; sustainability.

Our objectives:

1. Increase long-term investment in the Children and Young People sector in Camden
2. Enable new cross-sector collaboration between members, partners, and supporters
3. Ensure that young people feel safe, listened to, and are thriving and achieving their full potential
4. Ensure that members have the capacity to deliver high-quality and sustainable youth provision

Table of Contents

About YCF	Page 4
Why we exist	Page 5
Needs analysis	Page 7
Who we are	Page 9
• Our vision	
• Our mission	
• Our objectives	
• Our values	
Our achievements to date	Page 12
YCF Community	Page 14
How we will achieve our objectives	Page 17
Appendix	Page 29
• Our trustees and associate members	
• Our governance	
• Our staff	

About YCF

Young Camden Foundation (YCF) is a registered charity established in 2017 and constituted as a Charitable Incorporated Organisation (CIO). YCF was set up to address the growing uncertainty of long-term investment in the youth sector and the need to build more cross-sector partnerships. YCF is supported by the London Borough of Camden, John Lyon's Charity and several other local partners and supporters.

YCF is part of a network of Young People Foundations (YPF) created in response to the ongoing challenges facing the Children and Young People sector. Based in their local communities, each YPF is led by the needs of their area, but together they share a common goal: to help create and champion a more impactful, coordinated and sustainable sector to ensure all young people have access to quality support and opportunities.

In 2017, YCF developed a strategy that reflected its purpose and emulated the ambitions that were co-designed and supported by its members. YCF's strategy for 2018-19 set out our aim to provide solutions that are both proactive and reactive to the needs of the local youth sector, in order to improve the life chances of children and young people in the borough.

Following the success of the YCF strategy for 2018-19 and the recruitment of a new Chief Executive Officer, this new strategic plan for 2019-2021 has been developed with support from our members, partners and supporters. YCF's strategy for 2019-21 will build on our achievements thus far and set out the new ambitions that will drive us closer to our vision.

Why we exist

Our purpose is to increase opportunities for young people at a time when investment in youth provision across London has either stagnated or been significantly reduced.

Between 2010 and 2016, an estimated £387 million was cut from youth services across the UK. By the end of the current financial year (2018/19), there will have been a further £13.3m cut (Unison 2019). London borough spending per capita has fallen by a third since 2010-11. Efforts to protect social services spending has meant that cuts have fallen most heavily on what are sometimes called 'discretionary' services. These are in fact vital city services, including support for street and park services, and local youth, community and cultural activities (Centre for London, 2018).

Total cuts in youth service spending across UK, 2010-2019 (Unison)

2010 /11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	Total 2010- 19
£62m	£137m	£41m	£24m	£85m	£38m	£4m	£6m	£3m	£400m

In response to central government cuts to local authorities, London Borough of Camden reduced its spending on youth services by 32% (£1.6m) in 2016. However, where other neighbouring boroughs have completely stopped funding youth services, London Borough of Camden still invests over £3m.

Central government funding to local authorities is expected to continue to fall placing more pressure on the council to make difficult decisions about how its spends.

Why we exist

Despite the backdrop of chronic underinvestment and growing need, YCF provides a positive new approach to supporting the Children and Young People sector. With a focus on cross-sector collaboration, we are determined to safeguard high-quality play and youth provision in the borough.

Through our experience of supporting partnerships and expertise in capacity building we can tap into underutilised assets in our community, and maximise the benefits of cross-sector partnerships.

Why we exist

London Borough of Camden:

Camden is a diverse borough of sometimes extreme contrasts, containing some of the wealthiest areas in England as well as some of the most deprived.

In Camden, 30% of children live in poverty (fourth highest in London), and the average house price is £858k—3.5 times more than the average price for England & Wales (1.8 times the average price in London).

Camden boasts an incomparable selection of creative and cultural institutions, as well as a vibrant voluntary and community sector. Camden is in the top ten best boroughs for entrepreneurs. Three percent of the country's total wealth is generated in Camden.

Camden's unique richness of resources can be used to address its protuberant disparities. YCF plays a prominent role in utilising the array of resources in the borough to create more innovative and life-changing opportunities for young people.

Camden is known for its history of social action and challenge to the status quo, which has often been led by its young people. YCF channels this rebellious spirit to drive change through our members and the young people we work with.

NEEDS ANALYSIS

To tackle some of the most prevalent and complex issues facing children, young people, and families in Camden, local organisations need to work together towards a shared vision. Through a shared long-term strategy, we will work with our members and partners to support young people with:

- developing skills and abilities;
- gaining experiences that contribute towards educational achievement and healthier lifestyles;
- developing resilience;
- broadening networks and increasing confidence, character and skills;
- developing better social and support structures; and ultimately,
- becoming work and life ready.

Together with our members and young people, we have developed a Theory of Change model that describes the process of supporting a young person through a journey of progression. Addressing the needs of young people in Camden is at the forefront of the model. In 2016, YCF conducted a needs analysis to better understand the pressures facing the youth sector and the needs of children and young people in the borough. As a result of in-depth consultation with local young people, we identified the following 3 key themes of concern for young people growing up in Camden:

Youth safety - No young person should feel unsafe in their community. However, for some young people, fear of crime and violence has become part of their daily life. Most young people affected by youth violence have suffered trauma in their early childhood, and it is often the most vulnerable young people who are most at risk.

NEEDS ANALYSIS

Health and well-being: Mental health issues affect a growing number of children and young people. The young people we spoke to told us that many of their friends and peers feel lonely, particularly during periods of high pressure, such as exams. They also spoke about depression, anxiety and conduct disorder, often as a direct response to what is happening in their lives. Other health concerns included relatively poor physical health and comparatively high levels of obesity.

Access to opportunities: Camden is rich with resources and opportunities. However, for some young people in Camden, the prospect of benefiting from these opportunities seems out of reach. Young people are conscious of the challenges they face, including the unaffordability of housing and the growing divide between rich and poor. Children and young people are at the centre of what we do, so it is essential that we are kept informed about local needs. We will continue to work with our members to ensure that the work we do remains aligned with the needs of local young people.

WHAT WE DO

YCF Vision

Powerful and ambitious partnerships in the community are built and nurtured. As a result, all children and young people in the borough will have equal access to opportunities. These opportunities will ensure that young people in Camden are kept safe, informed about decisions that most affect them, and supported in achieving their full potential.

YCF Mission

To encourage and assist our members, partners, and supporters in connecting and working together to form innovative and sustainable opportunities for young people. We aim to do this by utilising our networks to broker more investment and build more capacity in the Children and Young People sector.

YCF Objectives

We will know we have achieved our mission when:

1. We have increased long-term investment in the Children and Young People sector in Camden.
2. We have enabled new cross-sector collaboration between members, partners and supporters.
3. Young people tell us they feel safe, listened to, and are thriving and achieving their full potential.
4. Members tell us that they have the capacity to deliver high quality and sustainable youth provision.

YCF Values

COLLABORATION: Promote a culture of partnership working that encourages cross-sector support and the sharing of resources.

EQUALITY: Provide those who may otherwise be left behind with the opportunity to influence the decisions that most affect them.

COMMUNITY: Create and nurture connections between people and organisations that share our vision for young people.

SUSTAINABILITY: Support the sector with providing high quality and viable youth services.

Our Achievements to date



- ❖ Growing our membership (96 members to date)
- ❖ Setting up a board that represents the cross-sector partnership we support
- ❖ Building awareness of YCF: we have so far opened two grants (OneCamden and Summer Opportunities Fund) helping to fund the delivery of 27 projects reaching over 2,000 young people
- ❖ Developing a robust internal infrastructure and strategic plan: secured £150k core funding and £50k legacy to support further grant giving and training opportunities for members



Y
C
F



YCF Community

YCF supports a cross-sector community of organisations working to support and create meaningful opportunities for children and young people in Camden. We want to generate new ways of working together and supporting each other.

Our community is made up of:

Members: not-for-profit organisation based in Camden, and directly delivering services to children and young people aged 0-25 years (or up to 30 for disabled young people) in Camden

Affiliates: not-for-profit organisation delivering services that affect children and young people (0-25 or up to 30 for disabled young people) in Camden

Partners: local stakeholders that are committed to creating meaningful opportunities for children and young people in Camden, either through funding, strategic partnerships or sharing expertise

Supporters: individuals and organisations that share our vision and want to invest in creating more opportunities for young people in Camden

Our Members & Affiliates

Our members range from large, well established charities to smaller, grassroots community organisations. They share our vision for Camden and local young people and are committed to our principles and ways of working.

Our members meet the needs of local young people by providing support in housing, health and well-being, employment and training. They offer opportunities for children and young people to take part in fun, creative and educational activities including arts and craft, sports, youth enterprise and vocational activities.



Our Partners & Supporters

Our partners and supporters range from key strategic partners to individuals who are passionate about young people. They are committed to our vision and support us in our ambitions by investing in the work that we do, contributing to our grant giving activities and offering in-kind support to our members.

With the support of our partners, we have been able to expand our offer to members and provide more grant giving opportunities, including the Summer Opportunities Fund, Community Impacts Fund, and Play Providers Fund. Members have benefited from free space offered by our corporate partners to deliver their projects and hold meetings. We are developing new initiatives to further meet the needs of local young people, including the Holiday Hunger Pilot and Camden's Lion's Den Challenge for young entrepreneurs.

L A B S



Camden

Shaftesbury



**British
Land**



**& CAMDEN
GIVING**

**REGENT'S
PLACE**



**KNOWLEDGE
QUARTER**



**JOHN LYON'S
CHARITY**

How we will achieve our objectives

Increase long term investment in the Children and Young People sector in Camden :

We will adopt a mixed approach to securing sustained investment for our members, including supporting partnership bids, providing fundraising support and exploring new and ambitious sources of funding to diversify income streams. On behalf of our members, we will investigate and, where appropriate, pursue consortia grant applications, social investment and matching trading models, corporate investment and philanthropic donations.

We will focus on:

1. Increasing the amount of funding coming to our members
2. Improving the effectiveness of how funding is used to ensure the sustainability of high-quality provision

How we will achieve our objectives

Increase long term investment in the Children and Young People sector in Camden :

We will:

- Develop and preside over an effective fundraising strategy that explores diverse opportunities through relationships with funders, overseen by our fundraising committee
- Identify relevant major funding opportunities, bringing partners together and submitting applications to secure £200k per year
- Secure funds of £50k per year from corporate partners to contribute to our small grants pot
- Take the strategic lead on behalf of our members to help shape a closer and more congenial relationship with funders, focusing on creating a more equitable approach to funding organisations with a range of resources, expertise, and experience
- Facilitate funding opportunities through signposting and supporting our members in preparing and submitting bids amounting to £150k per year.

How we will achieve our objectives

Increase long term investment in the Children and Young People sector in Camden :

We will measure our success by:

- Recording and monitoring funding activity, providing regular updates to the Funding and Grant Giving Committee
- Conducting an annual member survey to understand our current funding position and track numbers of funders investing in Children and Young People sector through YCF
- Develop a members' impact assessment to measure the value we add to the sector.

How we will achieve our objectives

Cross-sector collaboration between members, partners, and supporters:

"The whole is greater than the sum of its parts" (Aristotle)

We strongly believe that interest in and concern for the well-being of young people transcends the youth sector. By supporting our members, partners and supporters to work together we will create sustainable solutions that improve the life chances of children and young people in the borough.

We focus on:

1. Increasing members' access to corporate partners and supporters
2. Facilitating more opportunities for members to form effective partnerships.

How we will achieve our objectives

Cross-sector collaboration between members, partners, and supporters:

We will:

- Provide regular networking events and themed meetings for our members
- Broker partnerships between members, business partners and strategic partners
- Nurture good relationships with corporate partners, keeping them informed of and engaged with member activities
- Host a public search directory of members and their programmes on our new website to increase interest and support
- Take the lead in developing local partnerships
- Provide access to additional support from organisations offering quality marks, governance support and income diversification workshops.

How we will achieve our objectives

Cross-sector collaboration between members, partners, and supporters:

We will measure our success by:

- Providing opportunities for members to offer feedback, e.g. event evaluation forms
- Analysing the responses to Camden's Annual business survey—particularly responses related to opportunities to collaborate with the voluntary community sector
- Set up a sector representative group to keep us informed about changing needs, and critically analyse our impact on the sector.

How we will achieve our objectives

Young people feel safe, listened to, are thriving and achieving their full potential:

The most effective approach to developing provision for children and young people starts with investment in a truly consultative process of service design. We want to support our members in analysing the needs of local young people and encourage our partners to involve local young people in making decisions that affect their environment and community.

We will focus on:

1. Developing a robust mechanism for conducting youth consultation that will truly reflect and represent the diverse views of local young people
2. Supporting the development of a youth campaign group that will raise awareness of young people's concerns and shape public policy that affects local children and young people.

How we will achieve our objectives

Young people feel safe, listened to, are thriving and achieving their full potential:

We will:

- Support the enhancement of established young ambassador programmes with the purpose of identifying the issues affecting local young people and working with other groups and strategic partners to find solutions
- Renew our needs analysis and maintain an in-depth knowledge of the borough, its residents and their needs to shape our work over the next three years
- Collate and share important and relevant information with our members, partners and supporters to help raise awareness of local issues, key challenges and opportunities, and progress on a weekly basis
- Engage with established and prominent youth voices, including Camden Youth Council, Reactive Forum, and Young Health Ambassadors.

How we will achieve our objectives

Young people feel safe, listened to, are thriving and achieving their full potential:

We will measure our success by:

- Receiving feedback from young people via young ambassadors
- Collating case studies, personal statements and quotes from young people who participate in YCF-funded member activities.

How we will achieve our objectives

Members have the capacity to deliver high quality and sustainable youth provision:

We will support our members in being more efficient and effective by procuring relevant training, sharing important information and providing good quality advice. Through our established networks we will build more capacity in the Children and Young People sector by providing opportunities to improve our members skills, widen their knowledge and develop better quality youth provision.

We will focus on:

1. Procuring professional development opportunities and sector wide training that meets the needs of our members
2. Exploring new opportunities for members to pool resources and support each other.

How we will achieve our objectives

Members have the capacity to deliver high quality and sustainable youth provision:

We will:

- Conduct annual analysis of sector-wide training needs and professional development requirements
- Provide workshops and training based on our members' needs, including support around governance, strategic planning and fundraising, and sharing experience and expertise
- Invest in the development of an established and effective impact measurement framework for our members
- Take a more sophisticated approach to using our current CRM system to maintain a high-quality service, by monitoring our communication with members and measuring our impact
- Provide one-to-one support to discuss individual needs and develop bespoke support
- Work with other YPFs to build a venue bank that will help members to identify suitable and affordable meeting places for their projects and activities.

How we will achieve our objectives

Members have the capacity to deliver high quality and sustainable youth provision:

We will measure our success by:

- Providing opportunities for members to provide feedback, e.g. training evaluation forms
- Conduct in-depth data analysis about members' engagement with YCF, including attendance at network events, partnership workshops, and training sessions
- Set up a sector representative group to keep us informed about changing needs and critically analyse our impact on the sector.

OUR PEOPLE

**YOUNG
CAMDEN
FOUNDATION**



**Y
C
F**



Our trustees and associate members

YCF is governed by a dedicated and skilled team of trustees and associate members from across different sectors, including private, public and third sector. The board is made up of nine trustees and three associate members. Meetings take place bi-monthly. Our structure involves four committees: Finance, HR and Safeguarding, Fundraising, and Grant Giving.

Trustees:

Fiona Millar, Chair of the Board, member of Finance, HR & Safeguarding, and Fundraising Committees. British journalist and prominent campaigner on education and parenting issues.

Stephen Greene, Deputy Chair since 2017 and founding board member. CEO of the international pro-social media company Rockcorps. Former Chair of National Citizenship Service.

Roman Arbuzov, Treasurer, Chair of Finance Committee. Executive Director, Equity Research, Telecoms at J.P. Morgan.

Andre Kpodonu, Youth Sector representative. Youth Work Manager, The Winch.

Martin Pratt, Chair of HR & Safeguarding Committee and founding board member. Deputy Chief Executive of London Borough of Camden.

Tom Simpson, Member of HR & Safeguarding Committee. Senior Legal Counsel, Google-YouTube.

Faiza A. Lalji, Member of Fundraising Committee. Director of Planning and Development at Precis Management Services Ltd.

Saba Asif, Youth representative. Former Camden Youth MP.

Paula Peet, Play Sector representative. Play Service Area Manager, Camden Square Play Centre.

Our trustees and associate members

Associate members:

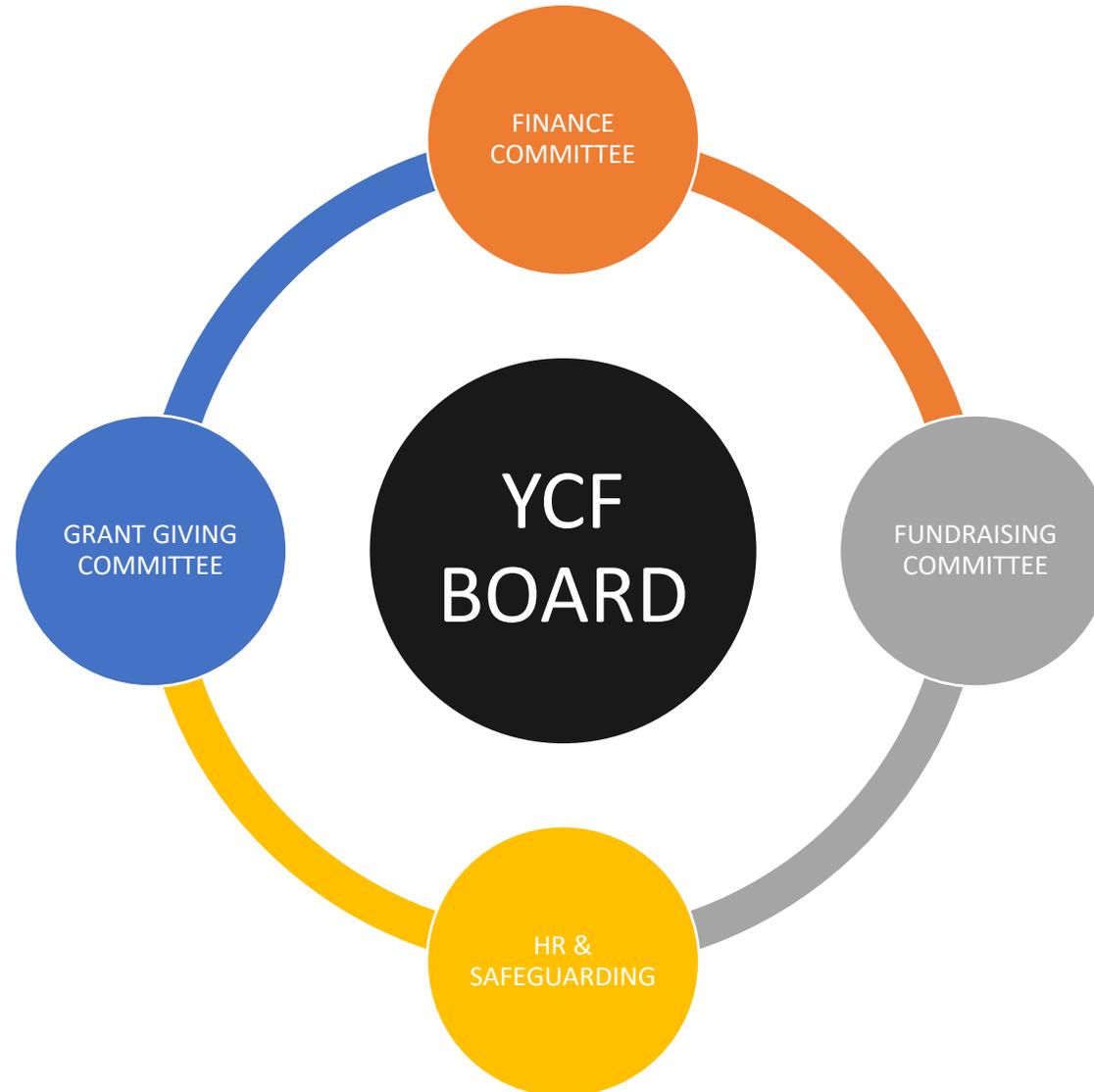
Georgia Gould, Leader of London Borough of Camden.
Former Cabinet Member for Young People and Economic
Development

Dr. Martin Abbas, founding board member. CCG Board
Member

Chief. Inspector Matthew Casey, Metropolitan Police



YCF GOVERNANCE



Our staff

A small but ambitious team with experience of working with and in the Children and young people sector:

Keith Morgan, our CEO who started in 2018. Former Head of Cabinet Office, London Borough of Camden, with fundraising and youth work experience. Whilst at London Borough of Camden, Keith helped to set up YCF.

Halima Nessa, our Development Manager joined YCF in January 2017 with experience and knowledge in youth work, developing services, community participation, and recognition of youth sub cultures

Princess Menkiti-Udom, our Administrator, who joined YCF in the Autumn of 2018. Princess has extensive experience in the charity sector including, advocacy, community development, and youth justice.



Young Camden Foundation

LABS Atrium, Stables Market,
Chalk Farm Rd, London, NW1
8AH

Charity Reg No: 1172314



info@youngcamdenfoundation.org.uk



[Young_Camden](https://twitter.com/Young_Camden)

www.youngcamdenfoundation.org.uk

YOUNG CAMDEN FOUNDATION

