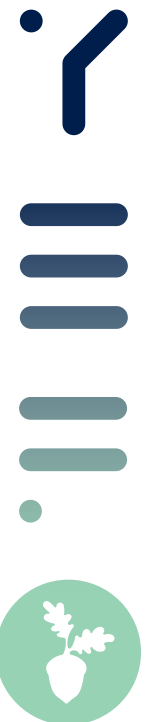




JOHN LYON'S  
CHARITY

2018-2021

# Young Ealing Foundation Strategy



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# Welcome



I have been a youth worker for more than fifteen years, and I have seen enormous changes in the sector in that time. I, and my fellow professionals, no longer work for our local Councils. Rather, we have spread throughout a number of institutions: Some have re-trained as teachers or provide pastoral support in schools and colleges; others have left the sector entirely, but many have moved into the third sector and continue to fly the flag for youth work in all its forms from this platform.

In the last ten years, Ealing Council have been forced to reduce their Children's & Young People's Service budget by more than 50%. The subsequent depletion of non-mandated public services has meant that local, grassroots organisations have developed organically to respond to local need. There are currently over 400 charities who work with children & young people in Ealing, of which over 40% have been set up in the last ten years. This has created a fantastically diverse, but often disconnected offer to children and young people, and has created a focus on delivery, leaving capacity for fundraising in short supply. We want to bring those who care about supporting children and young people in Ealing together to find collective ways to address some of these issues to ensure services are

sustainable. The Young Ealing Foundation is part of John Lyon's Charity's Young People's Foundation movement, and has been operating in Ealing since March 2018. We have developed this strategy to cover the start-up period of April 2018 to March 2021. These first three years are key to developing local relationships and understanding Ealing's priority areas for the fantastic organisations who are already committed to providing effective and high quality services to all of Ealing's children and young people. It is encouraging to be working with many great strategic partners locally already, and we want to ensure that experience from the projects available locally can be shared and grown.

We are excited about the opportunity we have to make long-term changes to the sector, which is vital to creating a bright future for our children in Ealing.

**Elly Heaton-Virgo, CEO**

With all the changes within local Government over this past decade, it has become ever clearer that the Community and Voluntary Sector has a vital role to play in supporting young people across our nation. Young people should always be a priority and I am proud to be a part of this new and exciting venture in Ealing that recognises this. The value of partnerships has never been more evident. If we are to see all young people in Ealing given opportunities to develop and flourish, we need to work together. The Young Ealing Foundation, supported by John Lyon's Charity, is a standard-bearer of a new type of organisation, prepared to try something different, for the sake of Ealing's young people.

Led by Elly Heaton-Virgo, we will work tirelessly to support, develop and build Ealing's youth work sector. Together, we can ensure that all of Ealing's young people's organisations are given tools to offer sustainable, creative and professional programmes, ensuring our young people are given the very best opportunities to achieve their own life goals.

**Peter Shears, Chair of Trustees**

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# About Young People's Foundations

Developed in response to the ongoing challenges facing the children and young people's sector, Young People's Foundations bring together the public, private and voluntary sectors to effect positive change for young people.

Based in their local communities, each Young People's Foundation services are led by their members and based on the needs and assets of their area. Together they share a common goal – to help create and champion a more impactful, co-ordinated and sustainable sector to ensure all young people have access to quality support and opportunities.

There are currently YPFs operating in Barnet, Brent, Harrow, Camden, Ealing, Hammersmith & Fulham and Westminster.

**The Foundations are borough-based, membership organisations with the aim of working strategically to:**

- Facilitate centralised fundraising
- Distribute grant funding to membership organisations
- Organise sector specific capacity building
- Increase opportunities and improve life chances for children and young people

Each YPF has been given the freedom to interpret the above aims and develop their services in their own way to best meet the needs of their area and membership and capitalise on the skills of their own staff, board and partners.

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# About the Young Ealing Foundation

The Young Ealing Foundation (YEF) is an independent registered charity established in 2017. Working under the above remit of the Young People's Foundations, it focuses on supporting the children and young people's sector in the borough of Ealing.

This strategy has been developed following the recruitment of YEF's first Chief Executive in the spring of 2018. It covers the formative years of YEF as it seeks to establish itself in the local area and work with partners in the borough to develop its services according to the needs and wishes of both the children and young people of the area and the organisations that support them.

## Our team:

### Trustees & Advisors:

**Peter Shears** – Trustee (Chair)  
**Janpal Basran** – Trustee (Treasurer)  
**Elinor Parry-Jones** – Trustee  
**Kelly Oyebola** – Trustee  
**Dan Bentham** – Trustee  
**Ashwin Desai** – Trustee  
**Marcella Phelan** – Advisor  
**Matt Keane** – Advisor

### Staff:

**Elly Heaton Virgo** – YEF CEO  
**Angela Dodwell** – YEF Office Manager  
**Layla Hall** – Member Development Manager

# How the strategy was developed

As a new organisation, YEF is clear in its desire not to duplicate, compete or replace any effective services that already exist in the area. Instead, we recognise the importance of working with existing organisations in the borough to identify the needs, seek out the gaps in service provision and find out where we can make the most difference.



## In the development of this strategy we have listened to as many different voices as possible:

- We've met one to one with range of key stakeholders in the area from existing charitable infrastructure organisations to the local council
- We've spoken to more established members of the Young People's Foundation Network to learn from their experiences
- We have involved a local authority senior Youth Manager as an advisory member of the Board to ensure work complements rather than duplicates existing statutory provision
- We undertook mapping of the local area, bringing together some of the most recently available statistics and existing research
- We held a community consultation event in June 2018 where we welcomed a wide range of local charitable organisations working with children and young people to hear directly from them about the challenges and opportunities facing the local sector
- Our staff and trustees have reviewed the above information, undertaken detailed analysis of both internal and external factors and added their own valuable local knowledge

## Vision:

To ensure all young people in Ealing can access the opportunities and support they need to grow up and lead happy and safe lives, fulfil their potential and become a valued and listened to part of the local community.



## Mission:

To work with our members, partners and supporters to encourage, enable and support sustainable, high quality service provision for children and young people, focusing on key areas including funding, capacity building and partnerships.

## Values:

Our values inform all of the work we do, and guide our staff in our approach to supporting organisations.

### Supportive

We will provide support by listening to the needs of the young people and the sector. We will try to say “yes” as much as possible!

### Honest

We will be open in our communications and work, and be completely transparent in our approach.

### Collaborative

We will work with partners to ensure we utilise all the available resources as well as is possible and not compete with local services.

### Empowering

We will provide advocacy for the sector to support them to have their voice heard, and work with organisations to ensure their sustainability in delivering vital services to children and young people.

# The challenges we face:

**Geographically Ealing is the 11th largest London Borough (covering 55 square kilometres) but it is reported to be the 3rd largest in terms of population. Recent ONS estimates report Ealing is home to 343,196 people including 88,792 young people under the age of 19.**

Our population is incredibly diverse both in terms of the number of people from different backgrounds and how evenly they are distributed across the borough. Our BAME residents make up over 50% of our population and is predicted to grow by 33% between 2016 and 2050. This diversity creates a vibrant and exciting community but it also presents challenges including a high proportion of young people who have English as an additional language.

The latest Indices of Multiple Deprivation statistics (published in 2015) show Ealing as the 87th most deprived local authority (an improvement from 2010 when it was ranked 61st) with 23% of the borough's population reported to be made up of income deprived families (an improvement from 32.5% in 2010). There are still notable challenges in certain areas including Barriers to Services and Housing, Crime, and Living Environment.

We have an active voluntary and community sector with over 650 registered charities operating in the area as well as the numerous other unregistered charitable groups and social enterprises.

While the voluntary sector as a whole is facing significant challenges, the children and young people's sector seems to have been particularly hard hit, with national issues felt acutely at a local level.

Significant funding cuts have had a dramatic impact on the sector – reports show that at least £39 million has been cut from council youth service budgets across London including over £1m in Ealing.

- As services close or reduce, we are losing knowledgeable and experienced staff as dedicated youth service posts disappear
- A decline in community spaces, especially those specifically designed for children and young people, makes it more difficult to find places to meet
- An increasingly competitive funding environment requires organisations to develop new skills, relationships and strategies in order to survive but many smaller grassroots organisations do not have the capacity to respond

Our community consultation, carried out in June 2018, was well attended by those from local charities, the local authority, NHS and other funding organisations and demonstrated both the wide range of experience and knowledge available in the borough as well as the commitment and the desire to work together towards a better future, but it also highlighted some of the challenges ahead.

Focusing primarily on the organisations from the children and young people's sector, our consultation echoed the national picture and the findings of recent local statutory consultations, identifying the following factors as key challenges in the years ahead:

- **Core funding**
- **Sustainability**
- **Increased responsibility and pressure on staff and trustees (leading to possible retention issues)**
- **Focus on innovation**
- **Digitisation**



Discussing how best the Young Ealing Foundation may be able to help, the following points were noted:

- Core funding will always be a priority, but groups recognised that money needed to be spent as wisely as possible. While small grants (£5,000) could be useful in some circumstances, many of the groups recognised that if limited funding was available, there may be more benefit in pooling it to provide longer term benefit by investing in fundraising or capacity building support for groups – helping them to help themselves rather than providing limited short-term relief.
- A desire for more supportive processes – clear points of contact, face to face as well as online support to help them with governance, strategy and fundraising.
- Availability or facilitated sharing of resources – model policies, venue/hot desking space, back office functions
- Partnership development – encouraging and supporting relationships and connections between existing groups through networks, forums etc. and providing a unified voice, acting as the conduit between sectors
- Improved information/communications – groups showed a good understanding of their own individual needs but were not always aware of the wider picture. It was suggested that YEF may be able to provide a reliable and up to date “go-to” source of information specific to the local children and young people’s sector not just about relevant issues, legislation and available funding but what was already happening in the area – groups, activities, services etc. to help aid partnership and reduce the chances of duplication.



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# The change we'd like to see:

The challenges facing the sector at both a national and local level are significant, and we recognise that no one organisation can tackle them alone. The strength and the value of the Young Ealing Foundation is our ability to support others to work together, to find sustainable solutions and to face the future as a community that believes in our young people and what they can achieve.

We want to see a borough that is home to a stronger, more sustainable children and young people's sector, where young people are listened to, where organisations have the resources and expertise to provide services that are of a high quality and accessible to all and where we all (whether voluntary, private or statutory) work together to help maintain and develop those services and opportunities.

## Our objectives:

- Become an integral part of the local community
- Promote the voice of young people and the organisations that serve them
- Build capacity
- Increase and improve cohesion and partnership working
- Improve the funding outlook for members



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# How we'll achieve our objectives

## Become an integral part of the local community

by building our membership, our local knowledge and our own capacity in line with the needs of our members, partners and supporters.

- Establish our on and off-line presence in the area by launching our strategy, our website and continuing to attend relevant sector focused events
- Increase our membership to ensure we are reaching as many of Ealing's children and young people's organisations as we can
- Build partnerships and establish relationships with potential partners and supporters from across the voluntary, private and statutory sectors
- Talk to our members, partners and supporters on a regular basis, gaining their feedback to inform our own development and growth
- Secure the funding needed for our own sustainability and capacity building, including the recruitment of additional staff resources to provide funding, marketing and community development related support

## Promote the voice of young people and the organisations that serve them

by raising awareness of local issues, ensuring the voices of young people and the organisations that support them are heard, listened to and used to inform future decision making.

- Maintain an in-depth knowledge of the borough, its residents and their needs
- Develop and co-ordinate a youth council to ensure the views of local young people are being heard
- Gather and disseminate important and relevant information to our members, partners and supporters to help raise awareness of local issues, opportunities and progress
- Provide a cohesive and powerful voice for the local children and young people's sector to help inform strategy development and funding decisions

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## Build capacity

by supporting and strengthening local children's and young people's organisations by improving their skills, widening their knowledge and developing better quality youth provision.

- Provide workshops and training according to our members based on their needs including support around governance, strategic planning and fundraising
- Establish a simple and effective way for our members to demonstrate impact
- Design and implement a CRM system to help identify issues and signpost organisations on to relevant support
- Provide one to one support to discuss individual needs and develop appropriate tailored support
- Build a venue bank to help members identify suitable and affordable meeting places for their projects and activities

## Increase and improve cohesion and partnership working

by supporting our members, partners and supporters to work together to create more effective, sustainable solutions, reduce duplication and take advantage of new opportunities.

- Provide regular networking events and themed meetings
- Develop a searchable database of members to increase awareness of existing services
- To lead on local partnership development
- Provide access to additional support from organisations like London Youth and Street Games where appropriate

## Improve the funding outlook for members

by supporting partnership bids, providing fundraising support and developing our own grant programmes to increase the amount of funding coming into the borough and improve the effectiveness of how it is used.

- Facilitate and administer local grant programmes e.g. Sports and Physical Activity Grants, Supplementary Schools' grant and YEF's own grant programmes where funding allows
- Lead or facilitate larger partnership and collaborative bids to funders, enabling smaller local organisations to access additional funding opportunities and increasing funding coming into the sector
- Work with our partners and supporters to develop local philanthropy including corporate and private support
- Provide specific fundraising support focused on strategy as well as skills, helping diversify the income streams of our members

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