



City of Westminster

Children, Environment and Leisure Policy and
Scrutiny Committee

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Title: **Review of Westminster Youth Provision / Young Westminster Foundation**

Report of: Rachael Wright-Turner

Cabinet Member Portfolio Portfolio(listed at www.westminster.gov.uk/cabinet)

Wards Involved: All / Specific

Policy Context: City for Choice / Heritage / Aspiration

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1. Executive Summary

This paper provides an overview of changes to Westminster Youth provision over the previous twelve months coupled with a progress update on the establishment of the Young Westminster Foundation.

2. Key Matters for the Committee's Consideration

- The members of the committee are asked to review the information noted throughout and comment as appropriate.
- To agree the Young Westminster Foundation's aims and objectives as relevant and appropriate for young people across the borough as noted at 7.1
- To comment on the Foundation's four main strands of work once operational as noted at 7.2.

3. Background

- 3.1 Funding for open access universal youth club provision across Westminster was withdrawn on 30 September 2016. The decision affected all commissioned youth clubs, was formalised by the Cabinet Member for Children and Young People on 20 May 2016 and delivered annual savings of £767,000. The decision to withdraw funding should be viewed against the wider Council requirement to save approx. £100 million over the next five years. The period

leading up until 30 September 2016 was an extension period allowing youth providers time to plan ahead and ensure sustainable business models were in place to reflect the current funding environment. Notwithstanding the permitted contract extensions, at the point of decision making it was also recognised that the youth sector across Westminster was in a strong position, with many clubs having diverse funding streams and not being wholly reliant upon Council funding.

- 3.2 The decision report also confirmed a commitment to provide one-off reserve funding of £200,000 over two years for the establishment of a new charity known as the Young Westminster Foundation. This followed a period of consultation with key stakeholders and included broad sector support. Additional infrastructure funding has also been agreed by John Lyon's Charity at £50,000 per annum for three years and they are a key partner in this model. The ambition was to create an innovative, vibrant and sustainable offer of services for children and young people. The Foundation's primary objective will be to facilitate fundraising for and on behalf of the sector at a time where funding to non-statutory public services is reducing.
- 3.3 The Foundation's scope and offer is not limited to the current model of predominantly local, estate-based youth clubs, but will consider what a wider landscape of providers, funders and commissioners can achieve by working in collaboration. It will make best use of the unique opportunities presented by Westminster's location in the heart of central London. As present, the Foundation is in the process of developing plans to open its membership base and this will include a range of partners across the borough including existing youth providers. In addition, the Council is committed to ensuring a suitable and sustainable offer of provision exists for its young people and to this end, will continue to support the Foundation throughout its development.
- 3.4 The remodelling of youth provision runs parallel to the 2014 – 2018 Early Help Strategy which notes the Council will 'revise our service model of investment in universal services together with key partners in line with our priority outcomes, in particular in respect of Play, Children's Centres and Youth Services'. The strategy further confirms that the Early Help Department will focus on improving the following six outcomes:
 - For children to have strong and effective parents;
 - Healthy young children who are ready to thrive at school;
 - Improved participation in education and training;
 - Prevention of harm and keeping children safe;
 - Improved outcomes for children on the edge of care;
 - Prevention of crime and serious youth violence;

4. Sector Context

- 4.1 Changes to the way in which youth services are delivered can be seen as part of a national picture whereby, significant reductions in central government funding have meant many local authorities across the country have had to reduce or cease funding for non-statutory youth services. To this end, there

have been a number of enquiries into the reduction in funding for young people's services with reports of spending reductions during 2014/15 and 2015/16 totalling £123 million¹.

4.2 The average council had reduced spend by nearly £1 million, an average of 36 per cent since 2011/12 with more savings planned in 2017/18. When viewed against this background, Westminster's investment in establishing the Foundation offers a sustainable, long term solution to funding services for young people. Indeed, Young People's Foundations are now a popular response to the change in focus of traditional youth funded services, with Foundations having been created in Brent, Barnet, Hammersmith & Fulham, Camden and Harrow.

5. Current Youth Provision

5.1 As at April 2017 all but two of the existing youth clubs remain operational. There has been one confirmed closure for a smaller club and a further club remains closed whilst undergoing refurbishment. A recent mapping exercise across all existing providers confirms they remain open and that activity and services for young people continues, albeit on a reduced timetable of provision. Many clubs are looking into alternative funding sources and exploring alternative revenue streams.

5.2 Westminster City Council continues to run its '*Summer in the City Programme*' providing free and low-cost activities to keep children and young people entertained and active during the summer period. In addition, the Council continues to co-ordinate the Westminster Youth Council, a group of young people aged 11 to 18 who live, go to school, or are looked after by The City of Westminster. This ensures young people have a voice, contribute to decisions that affect them, ensure representation for young people across the borough and are well informed about the opportunities, activities and services available. The Council also continues to run an annual Duke of Edinburgh Award scheme for young people aged 14 to 24 offering a youth awards programme whilst simultaneously maintaining 'Young Westminster', a site dedicated to providing practical advice and guidance to young people in the following areas:

- Education, Training and Employment
- Health and Wellbeing
- Advice and Support
- Sports and Leisure
- Events and Activities

5.3 A further review of the current financial position for youth club providers is being carried out by the Foundation establishing the financial security of existing youth providers, the key issues for each provider organisation and the areas of greatest need across each locality. The analysis from this exercise will inform a Big Lottery funding bid to cover a borough wide survey on the needs of young

¹ The report referred to was based on research carried out by Unison
<https://www.unison.org.uk/content/uploads/2016/08/23996.pdf>

people. This, coupled with other recent publications on the needs of young people such as the recent Joint Strategic Needs Assessment², will serve as an on-going body of evidence for the Foundation's forthcoming fundraising opportunities.

6. Young Westminster Foundation

- 6.1 The Young Westminster Foundation's application to the Charity Commission was successfully approved in September 2016, providing charitable status and entry onto the charity register. The three founding trustees are in place and include Rachael Wright-Turner Tri-borough Director of Children's Commissioning as the representative for Westminster City Council, Jackie Rosenberg Chief Executive for One Westminster³ and Shane Ryan Chief Executive for Working With Men⁴ as representatives of the sector – background.
- 6.2 There are plans to review and extend the trustee membership at the first Annual General Meeting. Following consultation with the lead partner John Lyons Charity and the Foundation's Chief Executive Officer, the launch event is being scheduled later this year with the first Annual General Meeting following this event. The benefits of launching later will allow the Chief Executive Officer time to build strategic relationships, make connections with other programmes and also provides time to engage young people themselves in producing products or materials to be used in the launch itself.
- 6.3 The Trustees and the Chief Executive Officer have an away day scheduled on 11 May to develop strategic priorities for the first year, develop the supporting action plan with a focus on the months leading up to the launch. Proposals to be discussed on this day include building the profile of the Foundation and communicating this across the sector, hosting a series of events to engage with potential funders and sponsors such as breakfast briefings and a schedule of introductory meetings with the Chief Executive Officer and other key stakeholders in addition to seminars with youth related service providers to discuss current service themes and opportunities for collaborative working.
- 6.4 Children's Services Commissioning have established and coordinated an on-going Young Westminster Foundation working group that has been in operation from June 2016 to date, this has included a dedicated Commissioning & Transformation Lead and on-going oversight from both a Strategic Commissioner and Head of Service. The working group has additional input and representation from key professionals across the sector to support the work of setting up the Foundation. In addition, Children's Services Commissioning has ensured maintenance of regular trustee boards for strategic decision making

² A Joint Strategic Needs Assessment (JSNA) is the means by which CCGs and Local Authorities describe the future health, care and wellbeing needs of the local populations and to identify the strategic direction of service delivery to meet those needs.

³ One Westminster are a charitable organisation providing volunteering opportunities across the City of Westminster, they aim to support others rather than deliver services directly.

⁴ Working With Men are a specialist charity supporting positive male activity, engagement and involvement, they have expertise in the challenges and solutions in working with boys and men who are socially or economically disadvantaged, marginalised or isolated.

and guidance. The table below details the key areas of work completed since the working group has been established:

Task	Date	Working Group Input
Charity Registration	July – September 2016	Discussion and agreement to proceed with a membership constitution allowing members voting rights on specific decisions. Submission of charity commission application.
Staff Structure	July – September 2016	Agreement on structure and overall staff resources in view of year 1 & 2 budget, job descriptions, remit and initial salary ranges.
Recruitment	September – December 2016	Guidance on appropriate points of advertisement, structure and content of interviews and panel member selection.
Website & Logo Development	December – January 2017	Website types, functionality & content, links with other Young People's Foundation's on their website development. Costs associated in purchasing domain name & initial link with Westminster Design Team.
Banking	November – December 2017	Enquiries into most appropriate bank dealing with small voluntary sector organisations. Account set-up, payment threshold procedures and account signatories.
Launch Event Preparation	On-going	Event schedule and content, key note speakers and availability, venue comparison and location.
Trustee Governance	February – April 2017	External resource commissioned to provide professional advice to the board on Governance issues, including extending trustee board.
Membership Recruitment	February – April 2017	External resource commissioned to provide professional advice to the board on recruiting membership organisations and determining their voting rights.
Payroll Set-up	February – March 2017	Registering YWF with Inland Revenue, locating suitable payroll provider and ensuring staff salary payments can be processed.
Contracts of Employment	March 2017	Drafting of employment contracts for YWF staff, agreeing leave entitlement with board of trustees and ensuring appropriate HR oversight before issuing.
Policy and Procedures	January – April 2017	Ensuring draft copies of key policies and procedures are in place for CEO start date, including Financial Controls Policy, Health & Safety & Steering Group Terms of Reference.

Insurance	February – March 2017	Enquiries with insurance companies for quoting of charity insurance and appropriate levels of cover, list of comparisons to be presented to trustee board.
Youth Provider Mapping	February – May 2017	Meetings with all 13 previously commissioned Westminster Youth Providers with a view to identifying key issues for each provider organisation and the areas of greatest need across each locality. Presentation to be made to trustee board in May 2017
Draft Fundraising Strategy	February – April 2017	Initial draft of Foundation's fundraising strategy, to include availability of funding sources, submission deadlines and recommendations on where the Foundation should focus resources.
Draft Bid Application	March 2017	Draft funding application completed for Big Lottery Awards for All. Application to detail how the Foundation will go about undertaking borough wide survey of young people's needs.
Networking	On-going	Ensuring the YWF is represented at newly created forums for Young Peoples Foundations. Additional sector specific meetings, both with the voluntary and community sector and business networks.

6.5 Furthermore, the group is progressing a number of priority work streams at present including:

- **Development of a charity website:** Contacts have been sought from other Foundations with regards website development. The Foundation is in the processing of purchasing a domain name and establishing ways to ensure site recognition on search engines.
- **Engagement of the corporate sector:** The group is working with the Council's Economy Team to develop early awareness of the new charity in the corporate sector. A short article was published on 14 February in the City Council's e-newsletter to the sector to over 8,000 subscribers.
- **Fundraising strategy:** Identification of funding opportunities, deadlines for bid submissions and the priority areas of focus for the Foundation.

6.6 Recruitment for the Chief Executive Officer first commenced in August 2016 and ran a two stage interview process. Following the interviews trustees consulted with a wider stakeholder group and a decision was taken not to appoint⁵. A second recruitment round commenced in January 2017, was

⁵ The wider stakeholder group comprised of a representative from John Lyons Charity, Senior Management of Westminster City Council, the Youth MP and the Chief Executive of a local youth organisation.

advertised on the Guardian and subsequently attracted a higher and stronger field of candidates; this led to the successful appointment of Philip Barron.

- 6.7 Having worked as the Community Manager for Land Securities, Chair of Refugee Youth and Project Manager at the London Development Agency, Phil has extensive experience working across the voluntary, public and corporate sectors with a specific focus on charity set-up and a proven ability to submit funding bids with major donors. In view of the need to think differently about the way in which youth services are delivered, throughout the interview process Phil demonstrated the necessary skills and credible proposals for both the role and the way in which youth services can be sustained in the future. In addition, Phil brings a positive and energetic approach to enhancing the lives and outcomes of young people across Westminster.

7. The Young Westminster Foundation's Offer

- 7.1 The Foundation will become fully operational shortly after the Chief Executive commences employment in May 2017. Soon after this appointment we anticipate recruitment for the Foundation's Fundraising Manager. As submitted in the Foundation's application to the Charity Commission the primary objectives are:

- a. The promotion of the voluntary sector in the City of Westminster in particular by building the capacity of charitable and voluntary organisations working with children and young people and providing them with the necessary advice, support, information, training and services to enable them to pursue their charitable purposes and improve the efficiency and management of their resources.
- b. To advance in life and relieve the needs of young people through making grants to charities and voluntary organisations that do any or all of the following:
 - The provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life and increase their opportunities;
 - Providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

- 7.2 The Young Westminster Foundation is a membership organisation open to individuals or groups working with children and young people. Details on membership will be made available in the coming months with networking events scheduled on a sector specific basis over the summer months. The Foundation will work strategically to bring different groups together, develop partnership projects whilst sharing resources and good practice.

- 7.3 The Foundation's position in the sector will be to add value to an already well-established offer of services for young people. It will not compete with existing

providers, but work with and for them in securing additional and sustainable funding, broker partnerships with key stakeholders and identify opportunities. Its aim will be to bring a new dimension to the sector by thinking differently and creating new and innovative solutions that lead to positive outcomes for young people. During the Foundation's first few years it will concentrate on four main strands of work:

- To facilitate centralised fundraising based on a consortia approach in order to access funding from a variety of sources including trusts, foundations, Government and European sources
- To provide a 'Venue Bank' for groups to share and access available sites to run their projects
- To develop an allocations system and distribute a Small Grants fund to member organisations
- To organise sector specific capacity building

8. Next Steps

- 8.1 Westminster City Council will continue to support the Foundation throughout its first months of operation and beyond. The working group, responsible up until now for concentrating on specific areas of development, will take on the role of a steering group, providing advice and guidance and subsequently assisting to shape the Foundation's role in the sector. It is envisaged that the Youth MP or Deputy Youth MP will form part of this group. The trustee board will continue to meet routinely and this forms the main governance and decision making process for the Foundation.
- 8.2 A series of forums are due to be scheduled over the summer time to network with key partners and provide the basis for defined membership groups. These will be followed by a dedicated Young Westminster Launch event later on in the year.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Will Parsons, Commissioning & Transformation Lead – 0207 641 2526, wparsons@westminster.gov.uk