



STRATEGY 2022-2025

INTRODUCTION

The Mayor's Fund for London is an independent, London-wide charity, of which the Mayor of London is patron. Established in 2009, it exists to support young Londoners from low income backgrounds.

This document sets out the vision, mission, values and overall strategic objectives of the charity for 2022-2025.

OUR VISION (the thing we want to achieve): that all young Londoners, regardless of background, can thrive.

OUR VALUES: in delivering our mission, we will be:

- **Ambitious** for young Londoners from low income backgrounds and for the Mayor's Fund itself.
- **Informed** by evidence of what London needs and the views and experiences of young people.
- **Inclusive** in our approach to developing and delivering our interventions and in the way we communicate,
- **Collaborative** in the way we work amongst ourselves, with partners and with the young people we support.

OUR AMBITIONS: By 2025, we aspire to have improved the prospects of 120,000 young Londoners. Our work will help:

- Eradicate food insecurity and social isolation amongst children and young people in London.
- Ensure that no child in London leaves school without a positive attitude to maths.
- Level the playing field in access to great careers for young Londoners from lower income backgrounds and their better off peers.



In setting out our ambitions, we are mindful of the recovery missions set out by the Greater London Authority, whom we sit alongside, in the wake of the Covid-19 pandemic.

Our strategy at the Mayor's Fund directly supports four of these recovery missions, namely:

- A Robust Safety Net;
- Good Work For All;
- Healthy Food, Healthy Weight;
- A New Deal for Young People.

Our work also indirectly supports two other recovery missions:

- Building Strong Communities;
- and Mental Health and Wellbeing.

OUR STRATEGIC CONTEXT



The Mayor's Fund for London was born in 2009 at a time of great flux. The financial crash of 2008 had destabilised the world's economic system, leading to a crisis of confidence in global capitalism and a decade of Government austerity and stagnating living standards for many Londoners.

At the time of the production of the last strategy, which covers the period January 2019-December 2021, the economic and social context for young Londoners from lower income backgrounds was challenging. Over two third of young Londoners were deemed to be living in poverty, children with Pupil Premium (broadly free school meals) eligibility were still behind their better off peers, whilst youth unemployment was at its highest level for six years, with a structural youth unemployment issue stretching back to at least 2005. The political context was no less challenging: the Brexit vote of June 2016 had unleashed – or unveiled – toxic cultural divisions in our society, whilst London's vast inequality had been laid bare by the shadow of Grenfell.

Many of these challenges remain in the strategic context to the 2022-2025 strategy; indeed in many ways they have deepened in the wake of the Covid-19 pandemic, with its profound impacts on the mental and physical health of young Londoners, the unequal impact of lockdown on access to education, plus the greater impact on young people's employment opportunities caused by the close down of parts of the economy and its aftermath. The major issues forming the backdrop to the 2022-2025 strategy are set out to the right:

Political

- The London Mayoralty is likely to be stable over the period of this strategy, following the re-election of Sadiq Khan in May 2021.
- Public spending is likely to remain squeezed, with adult social care likely to mop up any increases raised by councils. The recent Comprehensive Spending Review did not prioritise school catch up spending. However, there has been increased Government spending on youth unemployment schemes (notably 'Kickstart') and holiday food and activities programmes, albeit limited in scope.
- The Government's 'levelling up' agenda is foregrounding towns in the north and West Midlands, potentially at the expense of London. This is likely to affect public sector funding allocations and may also affect the thinking of other non statutory funders. The case must be made for London.

Economic

- Income inequality remain a major concern in London, with approaching 40 per cent of young Londoners living in poverty, a situation exacerbated by Covid-19. Temporary uplifts in benefit support have been removed, but the minimum wage has been increased, including for young people.
- There has been a major movement of young people to the outer London boroughs, driven by housing costs. This has resulted in a mismatch between where non statutory services, such as youth clubs, are located and where the young people are.
- Youth employment prospects remain uncertain. However, the landscape is likely to continue to feature insecure work, internships and freelancing, particularly in some competitive sectors.

Social

- The gap between educational outcomes for young Londoners from lower income backgrounds and their better off peers has been exacerbated by the pandemic. This is particularly pronounced in maths.
- The focus on university access is likely to continue, but with a greater focus on the variable quality of the courses offered. Apprenticeships are likely to become increasingly competitive.
- The mental health of young people is very much in the spotlight, again exacerbated by the pandemic. National surveys of young people have highlighted their concern that they will have worse life chances in a post pandemic world.

Technological

- The way in which young people interact with services, companies and each other has profoundly changed, with the generation living digitally in a way no other has done before.
- This has implications for all charities, including the Mayor's Fund, in terms of how they do business.

Environmental

- The climate emergency is already a major concern for young people. The focus on the environment by business and Government is likely to open up opportunities for young Londoners.



OUR INTERNAL CONTEXT

Our internal context has changed for the better over the last three years. However, we still have some improvements to make and must remain fleet of foot to be able to adapt to the ever evolving external context – both issues and opportunities. Over the last three years we have:

1. Created a stable financial position, so we are in a good position to be able to grow. We have diversified our funding base and moved to a much healthier mix of earned, grant and contract income. We have also improved our fundraising capacity and professionalised our donor stewardship.
2. Weathered the Covid-19 storm, both financially and in terms of programme delivery. We are particularly proud of the emergency fundraising campaign, the rapid way in which our programme, Kitchen Social, ramped up to support young people out of school with food and activities, plus the movement of our education and employability work online. All in all, the team pulled together in pursuit of a common aim and emerged stronger as a result.
3. Delivered measurable impact in our three impact areas of wellbeing (food insecurity), skills (numeracy) and employability/enterprise. We are good at focusing our activities in areas and communities of greatest need and are particularly good at supporting young people from diverse backgrounds.



4. Moved successfully to combining a focus on delivery with campaigning and convening, as demonstrated by the collaborative work on action to end food insecurity during the school holidays ('holiday hunger') and our sector based campaigns to influence business behaviour on employability, including through our 'Diversity Pledge'.
5. Been innovative in the evolution of new responses to social issues. Our Take and Make recipe box programme, for instance, started as a pilot in summer 2020 and will have achieved sales of over £900,000 in 2021.
6. Continued to work well with partners, pursuing our modus operandi of delivering impact through collaborative action and being a 'value add' in the capital. We have also enjoyed strong, stable and long-term partnerships with funders and the ongoing support of the Greater London Authority.



However, we still have challenges to overcome:

1. Our marketing presence needs to improve for the change that we want to make. We are not high profile enough among key audiences, including the general public. We need to increase the profile of the charity and understanding of what we do.
2. We are not sufficiently digitally adept. Although we have moved some of our programmes online and have introduced a better CRM system, interactions with the charity by young people and partners need a major overhaul to make them fit for a digital age. This includes the functionality of our website.
3. Although we have made strides to integrate our offer to corporate partners, this could be more streamlined. There is more that can be done to structure the organisation so that it is externally focused and we can be accessed as an integrated whole.
4. We need to do more to present a well thought through and integrated volunteer offer for corporates, outside the Access Aspiration programme. This is increasingly demanded by our partners.
5. Our youth voice work needs to be amplified and integrated into everything we do. This means connecting our Youth Board to our governance structures, integrating youth voice activities into all our programmes, plus undertaking high profile activities that give young people a voice in the capital and also boost the profile of the Mayor's Fund. Some steps have been taken in this direction, including the introduction of Student Ambassadors for Access and the youth led research into Kitchen Social.

OUR STRATEGIC DRIVERS AND OPPORTUNITIES

The drivers are those factors which motivate our strategy – these are often, but not always, linked to opportunities. Three areas particularly stand out:

1. The needs (and demands) of young people from diverse lower income backgrounds have rarely been so high profile – creating many opportunities.
 - The impact of the Covid-19 pandemic made visible deep rooted inequalities in society and directly led to negative impacts on physical and mental health, educational attainment and employment opportunities. The Mayor's Fund for London's three impact area of wellbeing (food insecurity), education (numeracy) and employability/enterprise are extremely well aligned to the needs of young people and we have a strong platform on which to build.
 - In tandem, the Black Lives Matter movement has unleashed pent up anger about unequal opportunities and outcomes for young people of colour. This is leading to many parts of society looking more critically at itself and taking action. The Mayor's Fund is particularly good at working with young people from diverse communities and again has a track record on which to build.

2. We need a gear shift in our communications and marketing capacity if we are take advantage of the opportunities on offer and thus radically

increase the number of young people we support.

- We should look to run much higher profile campaigns, to streamline our elevator pitch and to create opportunities to increase our profile. This might mean, for instance, the introduction of a regular survey of young people, by running awards or big events. We need to think far bigger and we need to communicate far louder.
 - We need to be digitally enabled. This means not just utilising social media, but radically changing the way we interact with young people and our supporters. This needs work to understand what is desirable and possible and support to make the change.
3. We are going to create the greatest change by working with and through others.
 - Youth charities in London are a crowded market and the Mayor's Fund is in competition with others. Given its position at the heart of London and with the Mayor as patron, we are extremely well positioned to act as a collaborator, convenor and value add, as we do with our programme Kitchen Social. We might look at this as a model for other activities.
 - We are becoming ever more successful in our work with corporates, both as supporters of programmes and in our campaign activities. However, to take this forward we need to strengthen our corporate offer, including introducing a better offer for volunteering.
 - We also need to increase our focus on influencing business behaviour re

employability by strengthening the profile and business model for the Diversity Pledge.

- We need to shift from doing ‘to’ young people to doing ‘with’ young people. This will mean changes to our operating model re programme design, running and management to place young people’s voices at the heart of what we do.



OUR STRATEGIC AMBITIONS

To be effective, we must hone in on a small number of big ambitions that will inspire our staff, supporters and young people themselves. To this end, we need to be bold and optimistic about what can be achieved for young people and for our charity. In setting out this strategy, we are choosing to redouble our efforts on our three existing impact areas:

Impact area	Rationale
Wellbeing - specifically tackling food insecurity and social isolation	No child can thrive if they are hungry and isolated.
Skills – specifically increasing numeracy	Lack of attainment in maths is the number one reason for not progressing into post 16 education and good careers.
Employability and enterprise	Good work is the route to economic security and fulfilling lives.

AMBITION ONE:

What we are trying to achieve: To eradicate food insecurity and social isolation amongst children and young people in London.

How we will achieve it:

By 2025 we will have:

- Increased the reach of our programme, Kitchen Social, to at least 200 (tbc) community partners, with coverage in all London boroughs, concentrations in areas of most need and no ‘cold spot’ areas.

- Developed our Take and Make food recipe box into a sustainable programme, run on a social enterprise model, which not only covers costs, but makes a surplus to feed back into our wider activity. The product will have a diversified customer base, strong brand image and streamlined delivery model.
- Increased the profile of the programmes with funders, including corporates and restaurants, thereby increasing resources coming into the programme. We will have radically increased the number of hospitality companies who support our work.
- Strengthened knowledge about the optimum mix of activities run in holiday activity and food programmes, including Kitchen Social, based on evidence from hubs, families and young people and used this knowledge to raise funds and source partners for delivery. We will also use our community partners to distribute resources, again based on need.
- Strengthened the evidence base in order to make the case for investment in holiday provision linked to wider social agendas, such as mental health, educational attainment and harm reduction.
- Solidified our position at the heart of knowledge and best practice re holiday activities and food in London so we are the 'go to' organisation by government (at all levels), other third sector organisations and the media.
- Worked with others to influence the scope, design and implementation of the Government's Holiday Activities and Food (HAF) programme.
- Continued to help local authorities and local delivery agencies increase the effectiveness of their HAF delivery.
- Identified other ways in which food insecurity can be combatted in the capital, extending our focus beyond the school holidays if the evidence supports us doing this.

How we will measure it:

- By counting the number of community partners we are working within across London
- By counting the number of unique young people who our partners have supported and the number of meals delivered.
- By counting the number of local authorities/community partners accessing knowledge about best practice in delivery from the Mayor's Fund for London.





AMBITION TWO:

What we are trying to achieve: To ensure that no child in London leaves school without a positive attitude to maths.

How we will achieve it:

By 2025 we will have:

- Increased the number of primary and secondary schools accessing our Count on Us Challenges (target tbc), supported by a radical increase in our profile across schools and in the educational media.
- Developed a much stronger evidence base linking participation in maths games to increased confidence and attainment in maths.
- Diversified the funding base for our numeracy focused work, by engaging a wider range of partners in our activities. This includes through an inter-company maths competition and developing opportunities for volunteering.
- Developed new initiatives that support maths confidence and attainment (whether in or outside the classroom), ideally linked to our other impact areas of wellbeing and employability.
- Developed London-wide collaborations to promote the importance of maths confidence among young people, including through our participation in Maths Week London.

How we will measure it

- By counting the number of schools and unique pupils who access our maths resources
- By counting the number of schools and unique pupils who participate in our maths competitions
- By developing a fit for purpose set of metrics around impact (by end 2022)



AMBITION THREE:

What we are trying to achieve: To level the playing field in access to great careers for young Londoners from lower income background and their better off peers.

How we will achieve it:

By 2025 we will have:

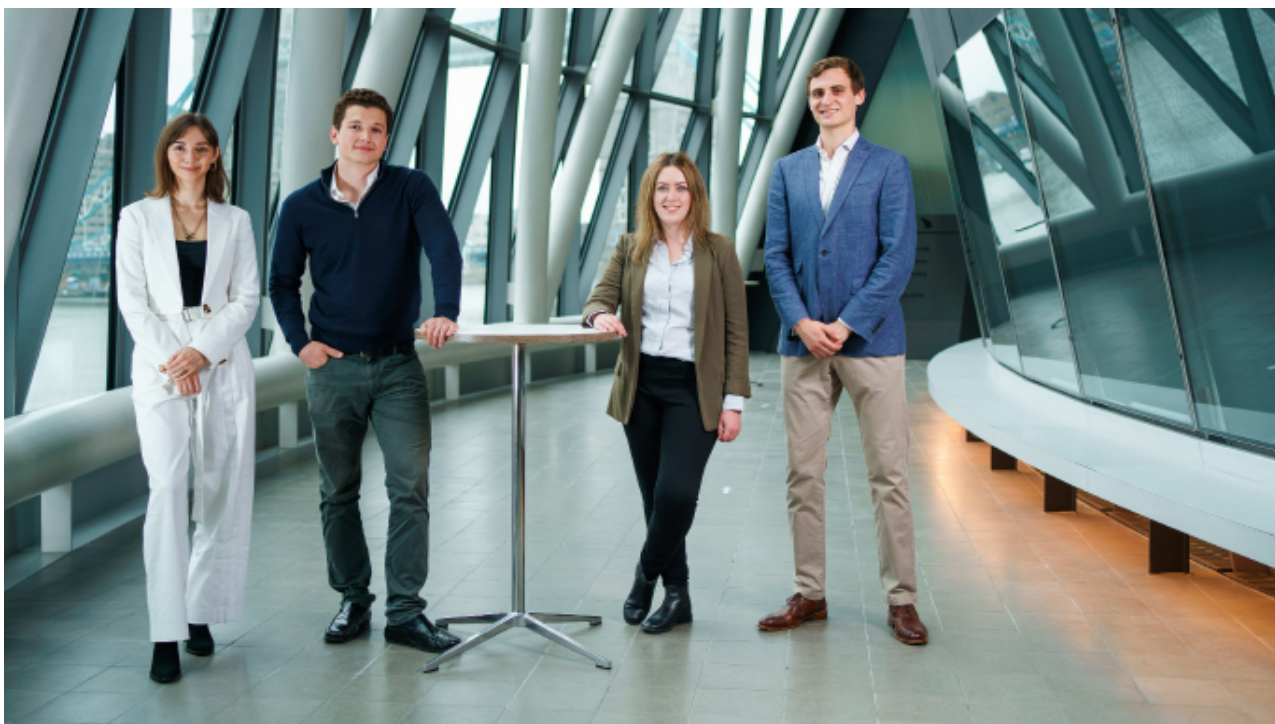
- Increased the number of schools participating in Access Aspiration to at least 100 (tbc) the great majority of whom will have a higher than average percentage of pupils eligible for the Pupil Premium.
- Increased the penetration of Access Aspiration within our school network and increased the number of 'meaningful encounters' in which each student participates.
- Made Access Aspiration a 'go to' programme for employers wanting to support careers and employability in the 16-18 age range, with a focus on growth sectors, less visible sectors and those which are particularly difficult for young Londoners from lower income backgrounds to enter.
- Developed a strong evidence base as to the impact that Access Aspiration makes, using both case studies and more quantitative data. This will underpin a refresh of our 'Theory of Change'.
- Established the Diversity Pledge as a recognised symbol across London's business community of an employer's commitment to diversity in their recruitment of young people. We will have developed a streamlined business model, which generates income to at least pay for itself, and built a community of pledge signatories who exchange good practice and build expertise.
- Delivered a minimum of three sector-based campaigns, likely to focus on the creative sector, built environment sector and, potentially, green jobs.
- Revisited our employment programmes. This includes evolving/reinventing our creative sector

programme, Creativity Works, and investigating the potential for a programme with our built environment companies, with decisions based on information about what London needs, and our principles of value add and partnership. In addition, we will have remained alive to the potential of different delivery methods throughout, with the first principle always being to maximise benefit for young people.

- Developed a vibrant alumni network of young people who have participated in our programmes.
- Revisited our enterprise support programmes to ensure that they grow and support the needs of both young people and London. In particular we will have examined lessons from the last ten years of the Mayor's Entrepreneur Programme in order to shape our broader work on enterprise, including with the HE sector.

How we will measure it:

- By counting the number of schools with which we work for Access Aspiration, along with average levels of Pupil Premium.
- By counting the number of students participating with the programme and the average number of encounters with the world of work per pupil.
- By gathering data on the impact of young people in terms of a key set of metrics (to be defined).
- By counting the number of young adults who participate in our employability programmes, along with the numbers who progress to education, training and employability outcomes, (benchmarked against other programmes where possible)
- By gathering data on the impact of our self employment/entrepreneurship programmes.
- By gathering a greater degree of longitudinal data to measure the longer term impact of our interventions.



OUR STRATEGIC ENABLERS

Our strategic enablers are those things that we will do to enable us to deliver on our ambitions. These are the activities that run across and underpin all that we do and will help us deliver on our mission.

I. Communications and campaigns

- a. We will increase our communications and marketing activity. We will look to establish mechanisms and media partnerships which will increase our presence in London. To do this will need to increase our communications capacity, both internally and through strategic partnerships.
- b. We will scope out the optimum use of digital within our organisation, as a prerequisite to investment in a step change in our digital capacity over a three-year period. Digitalisation will allow us to achieve many of our objectives, including more streamlined interactions with partners and the development of an alumni network of young people.
- c. We will put young people's voices at the heart of what we do, working across governance, programmes, campaigns and communications. Our aim will be 'to do with' young people, rather than to 'do to' young Londoners.
- d. We will build the family of employers who support our work and are dedicated to support opportunities for young people from low income backgrounds in London.

2. Capacity and performance

- a. We will continue on the journey to integrating our approach to company management and donor stewardship. This means ensuring continued integration across both our campaigns and services and streamlining of systems. As part of this we will seek to grow strategic multi-year partnerships and develop more mechanisms through which our supporters can work with us as a whole.
- b. We will ensure that the organisation continues to be well managed financially, with careful planning to ensure that fundraising meets the scale of our ambitions.
- c. We will refresh our governance to ensure that we have the right skills and capacities in the right places to guide the charity through the next stage of growth. This includes refreshing and connecting our Youth Board and Advisory Board to our governance structures and ensuring our Trustee Board is developed and supported so it can continue to provide the strategic direction for our charity. We will also ensure that all our policies and procedures remain fit for purpose, including, but not limited, to our ethical fundraising policy and our safeguarding policies.
- d. We will invest in staff and ensure support is in place to ensure all can thrive. We will strive to continue to be a good employer, live our values, and be a place where staff want to work and feel supported and empowered to make a difference to the lives of the young people we serve.
- e. We will also strive to ensure that we fulfil our responsibilities in all other areas, including our environmental responsibilities. We will work

to understand and minimise our environment footprint and put in places means of monitoring this proportionate to our size.

3. Collaboration and partnership

- a. We will pursue growth through partnerships, with our route to scale and impact being achieved through working with others rather than growing our charity for its own sake. We will periodically critically assess our programme delivery to ensure that we utilise options which deliver scale and efficiency and do not remain wedded to methods when better are available.
- b. We will do more to use our unique position at the heart of London, sitting alongside, but independent to the Greater London Authority, to add value across London, whether in the field of convening, campaigns or delivery.
- c. We will use our ability to attract and work with high profile Ambassadors and other partners to fuel our profile and fundraising, putting in place an attractive range of events and opportunities, to increase our reach across London.



CONCLUSION

The Mayor's Fund for London is in a privileged position at the heart of London. It has navigated the impacts of Covid-19 well and is in a good position to increase the scale of its impact, working with a web of partnerships and supporters.

This document sets out the overarching direction of travel for the Mayor's Fund for London over the next three year period. However, it is intended as a living document and thus will evolve.

Priority actions for Year 1 are set out in a separate document focused on the strategic enablers, with detailed project plans to be developed by each impact area lead.

