



Paul Hamlyn
Foundation

StreetDoctors

Youth Strategic Investment Fund
Partnership Summary 2018–23

The logo for the Paul Hamlyn Foundation, consisting of the lowercase letters "phf" in a black serif font, enclosed within a white square. The square is positioned in the bottom right corner of the page, which has a background of a repeating red and black chevron pattern.

phf

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Who are StreetDoctors?

StreetDoctors is a national charity that works with young healthcare volunteers who train young people affected by violence in emergency first aid skills to become lifesavers in their communities across the UK.

Why do StreetDoctors exist?

StreetDoctors believe knowledge is power. So StreetDoctors empower young people at risk, with the skills to become part of the solution to violence, rather than just being seen as 'part of the problem'.

What do StreetDoctors do?

StreetDoctors empower young people affected by street violence with the skills and knowledge to save lives, and increase their understanding of the medical and psychological consequences of violence.

How do StreetDoctors do this?

StreetDoctors training is delivered by trauma informed young healthcare volunteers (nurses, paramedics and doctors) who work in partnership to deliver training to criminal justice services, schools, pupil referral units, youth, sports and community groups.



“

The skills I have learnt through StreetDoctors have made me a better doctor. I know how to engage and interact with young people who are vulnerable, and my experiences while teaching have led me to develop a more informed sense of empathy and understanding for their backgrounds. I have also learnt about safeguarding and psychological trauma, while improving my facilitation, training and communications skills.

”

Meghan*, Healthcare Professional



“
After doing this project [with StreetDoctors] it's given me self-confidence. After this if I see someone on the road that needs help, I could apply everything I've learnt towards them and help them. I've taught my little brother, yeah. I've taught my mum as well.

”

Melvyn, Young person

2 Paul Hamlyn Foundation

Who is Paul Hamlyn Foundation?

Paul Hamlyn Foundation (PHF) was established by Paul Hamlyn in 1987. He died in 2001 and left most of his estate to the Foundation, creating one of the largest independent grant-making foundations in the UK. PHF uses its resources to support social change, working towards a just and equitable society in which everyone, especially young people, can realise their full potential and enjoy fulfilling and creative lives.

What is the Youth Strategic Investment Fund?

The Youth Strategic Investment Fund is PHF's highest value grant programme. The Fund is by invitation only and targets a small number of organisations each year that are already known to the Foundation through its Youth Fund programme.

The Foundation invites organisations to join the Fund that align with PHF's current priorities, share our values and have demonstrated a track record of working with young people to achieve positive change.

The Youth Strategic Investment Fund is designed as a strategic investment that will:

- A. enhance the organisation's impact in working with young people
- B. strengthen the organisation's position within a specified field of practice
- C. secure its longer-term future through a focus on organisational development.

The Fund was launched in 2017 and supports up to three organisations to enter the Fund each year. It operates with up to fifteen organisations active in the Fund at any time.



“
The Youth Strategic Investment Fund is a reflection of the Foundation's commitment to long-term relational grant-making. We welcome the insights in this report that celebrate the impact of our funded partners and contribute to improving our practice in strengthening organisations that ensure young people can thrive.
”

Moira Sinclair, Chief Executive,
Paul Hamlyn Foundation

3 Fund overview

The Foundation provides a five-year, fixed-term investment to the organisation through a package of financial and expert support that typically includes:

- A core grant in the range of **£500,000 over five years** to support the core costs of senior leadership and/ or specific developmental posts that create the capacity for the organisation to evaluate, implement and embed strategic development.
- A restricted annual budget of **up to £30,000 per year** to spend on development priorities that are agreed with the Foundation, for example: short-term commissioning of consultants, skilled developers, system upgrades and researchers.
- The appointment of an **independent consultant** as a 'Critical Friend' to the Chief Executive, senior leadership team and Board of Governance as they navigate strategic development.
- Access to a **learning community** of senior colleagues from across the YSIF portfolio, providing networking opportunities between senior staff and convening activities to address common strategic development themes.
- A **relationship manager** for the Foundation who meets regularly with the partner organisation to co-ordinate the full package of support, share learning insights and monitor the organisation's strategic development journey.

The investment targets and monitors strategic development where an organisation has identified a focus in at least two of the following areas:

1 Quality

Strengthening their services and consolidating their position as a leading organisation within their field of practice.

2 Reach

Enabling greater engagement for young people in an established service through the development of projects, methods or technologies.

3 Scale

Replicating a project or service through, for example, geographical expansion, social franchising or digital technologies.

4 Influence

In terms of shaping sector-wide practice, advocating for systems change and/or enhancing policy approaches in work with young people.

4 Fund approach

Four principles guide the Foundation's relationship with funded partners:



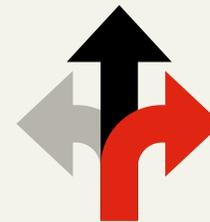
1 Partnership

The Fund adopts a collaborative approach, working closely with funded partners to identify their priorities for strategic development throughout the funding period. It seeks to build relationships of trust that, while remaining fundamentally supportive, can withstand critical challenge in pursuit of a shared vision between stakeholders for working with young people to achieve positive change.



2 Ownership

The Fund works alongside an organisation's own plans, goals and ambitions to grow its impact in work with young people. It seeks to support these plans through providing financial resources, commissioning expert advice and offering guidance that will strengthen the organisation to achieve its expressed mission and purpose.



3 Flexibility

The Fund is designed to support the complexities of organisational development and the organisation's ambitions to achieve growth in impact. A bespoke package of support is tailored to support the leadership of each organisation in a responsive, timely and flexible way. The focus is maintained on strategic development but priorities are reviewed quarterly and acknowledge that things change during the lifetime of the investment.



4 Dialogue

The focus for engagement, monitoring and feedback is conversation and dialogue. The regular cycle of face to face meetings and continuous communication enables responsive decision making to support each organisation's needs. This approach allows for learning to be actioned and applied in the 'here and now' using a record of continuous dialogue rather than waiting for any formal reporting points.



“
The dialogue with the relationship manager has felt like there is a genuine commitment and investment from the Fund in supporting StreetDoctors which has been a precious gift to us in our development.

”
StreetDoctors

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Why StreetDoctors were invited to join this Fund

Paul Hamlyn Foundation funded StreetDoctors through a two-year capacity building grant when the charitable organisation was in its infancy.

The Foundation had observed how, by 2017, StreetDoctors had built an impressive volunteer base of 375 trainee medics, had grown the delivery of its programme to 15 cities across the UK, and trained in excess of 3,500 young people with the skills and knowledge to save lives.

StreetDoctors were approaching their five-year anniversary on invitation to join the Youth Strategic Investment Fund in 2018. At this point, they had undertaken an external review of their model to consolidate their rapid growth and maximise their impact. This had identified both opportunities and barriers to scaling impact in the future.

In response, they set out a goal of building a sustainable organisation that could service a diversified volunteer network and secure their reach in to the locations where StreetDoctors were needed the most.



The team at StreetDoctors had also grown increasingly aware of the need to amplify the voices of young people they were meeting through training sessions. The team presented a clear vision for ensuring young people with lived experience of violence were integral to informing and influencing their work.

In addition, StreetDoctors were ambitious in seeking to address the causes of youth violence through growing its advocacy work and promoting trauma-informed approaches to engagement with young people affected by violence.

Organisational and strategic development needs

StreetDoctors identified three areas where the Fund would provide the resources that would enable them to consolidate growth and impact, these were: leadership and strategic influencing capacity; the use of impact data and evaluation; organisational development and strategic planning. They evidenced a sound foundation for progressing on a 'transformation step change' that made them a good fit to benefit from the package of support available through the Youth Strategic Investment Fund.

Anticipated impact

StreetDoctors planned to grow impact through a combination of:

1. Reach: through targeted expansion into areas where young people would benefit the most from training.
2. Quality: through strengthening volunteer support and diversifying the volunteer base.
3. Influence: through amplifying young people's voices and advocating for trauma-informed practices.

StreetDoctors aimed to increase their reach to over 6,000 young people each year, expand their volunteer teams in areas of greatest need, introduce extended development and accreditation routes for up to 200 young people each year, and make an active contribution to 'changing the narrative on youth violence'.

These ambitions were articulated in a five-year strategic plan launched in 2018 that would be tracked through annual impact reports. The Youth Strategic Investment Fund supported a further strategic review process in 2022.

“
StreetDoctors had identified both opportunities and barriers to scaling impact.
”



6 Achievements

Since becoming a charity StreetDoctors have trained over 25,000 young people to be street doctors in their own communities; grown and renewed annually a volunteer team of 400 young healthcare volunteers to deliver the StreetDoctors training programmes; and expanded their reach across 18 cities in the UK where young people face the highest risk of youth violence.

Impact

StreetDoctors have monitored the impact of their activities and published annual impact reports that detail the reach and response to these activities. The reports include case studies of young people, volunteers and partner agencies that have benefitted from StreetDoctors work. Independent evaluations have validated their impact data from the three primary stakeholders that indicate:

For young people

- 96% of young people understand the consequences of violence.
- 93% know what to do if someone is bleeding.
- 92% know what to do if someone is knocked out.
- 83% of young people are willing and able to act in a medical emergency.

For volunteers

- 98% said volunteering had increased their understanding of working effectively with young people.
- 97% said StreetDoctors had improved their facilitation skills with young people.
- 86% said they felt more confident in a clinical environment as result of volunteering.
- 82% said they felt their wellbeing had been supported by StreetDoctors.

For delivery partners

- 80% rated the delivery of sessions as 10 out of 10.
- 60% rated the suitability of the content as 10 out of 10.
- 100% said they were extremely likely to work with StreetDoctors again or recommend StreetDoctors to another organisation.



Case example: Tommy

15-year old Tommy* from Bristol Youth Offending Team was with his friends when he saw a boy staggering from a stabbing injury and two men run off into a car. One of his friends started filming on a phone, but Tommy offered to help and called the ambulance. He started to apply pressure to the victim's wound and kept reassuring him he would be okay. Tommy followed the first-aid steps he had learnt at a StreetDoctors session, and the police and paramedics said this contributed to this young man being alive today.

Influence

StreetDoctors set out plans to expand their influence in their 2018-23 strategy. They were ambitious in seeking to influence policy on youth violence prevention and in advocating for a trauma informed public health response. Influencing work included:

- Invitations to roundtable discussions at 10 Downing Street.
- Featuring in a BBC Panorama programme on knife crime.
- Short film productions that have reached over 1 million online views.
- Growing partnerships and advocacy with agencies such as Police Now and Citizen Aid.

Awards

The work of StreetDoctors has also been recognised in a variety of ways:

- 'Best Collaborator Award' from London Community Foundation (2019).
- 'Youth Education Award' from the Violent Crime Prevention Board (2020).
- 'Advice and Guidance Award' from Children and Young People Now (2020).
- 'Health and Wellbeing Award Winner' from GSK Kings Fund Impact Awards (2023).



Case example: Aleesha

Teenage Aleesha* was at a friend's birthday party in London when she heard a bang and saw a young boy on the floor by himself, his leg covered in blood. He had been shot in the leg and stabbed in the hand. Aleesha had been to a StreetDoctors session the week before and remembered what to do. She quickly asked someone to put pressure on his leg while she put pressure on his hand. She stayed with him until the ambulance arrived and kept reassuring him that everything was going to be ok. He is still alive.

A selection of notable milestones during the Youth Strategic Investment Fund:

- 5,205 young people were reached through 932 sessions with 319 delivery partners.
- Stepwise grows to involve 57 young people, 36 gaining certification.
- Young people and staff meet with PM Theresa May at a Downing Street Roundtable event.

- Continuing with reduced capacity during Covid-19 restrictions, 2,096 young people were reached (62% digitally) through 325 sessions with 160 delivery partners.
- Create a short film '8 minutes to save a life' which gained 155,000 views on Tik Tok; and the National Lottery commission a short film involving a StreetDoctors volunteer with lived experience that achieves over 1 million views through Ladbible.
- A design process begins in co creation with young people to enhance StreetDoctors training to include trauma-informed mental health content.
- Begin working with the Police Now graduate programme looking at barriers to acting at the scene of a violent attack in relation to interactions with the Police.

2019

2021



2018

2020

2022

- StreetDoctors reaches a new high of 430 healthcare volunteers working in 21 teams and across 16 cities in the UK.
- 4,039 young people reached through 810 sessions with 150 delivery partners.
- 40 young people take part in pilot of an extended training programme (Stepwise) providing first aid certification to young people, access to information about healthcare careers and training to co deliver StreetDoctors sessions alongside volunteers (29 young people achieve certification).

- Transitioned to digital delivery due to Covid-19 and – while this limited its operational capacity – 2,219 young people were reached through 241 StreetDoctors sessions with 175 delivery partners.
- Launch first online education campaign, #ApplyPressure, demonstrating the top tips of what to do at the scene of a violent attack.
- New research is commissioned by StreetDoctors that identifies young people want support with the mental health impacts of street violence in addition to first aid training.

- Make a strong recovery after the challenges of the pandemic, with its core programme reaching 4,714 young people through 582 sessions with 300 delivery partners.
- Implement a new regional operations model, extending work with partners and volunteers across the UK.
- Stepwise is relaunched and engages 73 young people with four new partner agencies.
- Through a multi agency partnership, StreetDoctors develops a new interactive E-Learning App to increase access to training for young people who are unable to engage face to face.

7 Adapting during Covid-19

The investment in StreetDoctors included a period of profound societal level challenge with restrictions imposed due to Covid-19 throughout 2020-22.

As Covid-19 spread across the world, it was apparent to StreetDoctors that this would have a seismic effect on young people, the services provided to them and the volunteer StreetDoctors – all healthcare students – that found themselves at the frontline of the fight against Covid-19. This section of the partnership report recognises the resilience of the organisation as it navigated the unfolding realities of living through a global pandemic.

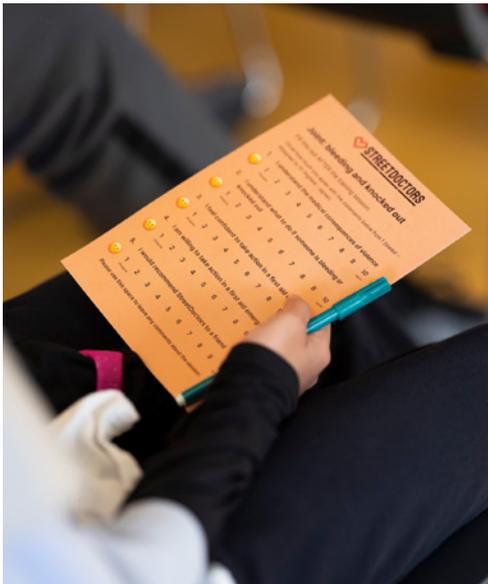
For StreetDoctors the pandemic was described as ‘exceptionally challenging’ as it stripped away its capacity to work through healthcare students in the delivery of life-saving training for young people. This period was also described as ‘frustrating’ as it required a pause to StreetDoctors delivery programmes and ‘worrying’ because of the unknown implications of health concerns and a loss of routine communication with delivery partners.

As StreetDoctors work is founded on empowering young people through interactive confidence building activities through volunteers and delivery partners, it felt like – for a while – that this whole model was at stake.



Despite the initial shock, the team at StreetDoctors regrouped around the challenge and developed creative responses for providing hope as it traversed the uncharted landscape of restricted activity. The team adapted its programme for young people to a fully interactive online offer, delivered virtually by a diminished but committed group of healthcare volunteers.

StreetDoctors pressed on with sharing the message of hope and social action through the circulation of short films across social media platforms.

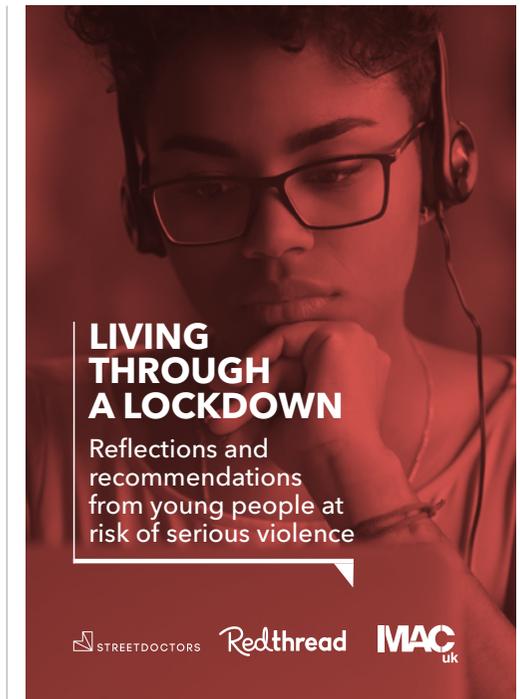


The team also created a new comprehensive online training programme for inducting new healthcare volunteer trainers, something that had only ever been delivered face-to-face in the past, and provided healthcare volunteers with a range of wellbeing support online.

In reflecting on the experience of the pandemic, StreetDoctors CEO – Lucie Russell – spoke of being “truly humbled by the amazing commitment and sheer tenacity demonstrated by our staff team and volunteers over these two years.” There was recognition that this required a team effort, with trustees also providing “much wisdom, space for reflection and planning support.” Funders too were described as ‘a bedrock of support’ in providing flexibility to use funding where it was most needed or to extend funding windows.

However, the last word on surviving the pandemic goes to the young people who weathered this unique period of history. StreetDoctors partnered with violence reduction charities Redthread and Mac UK to survey young people who used their services to find out how lockdown affected their lives and their communities, and how we as a nation could better support them.

The report: ‘[Living Through a Lockdown: Reflections and recommendations from young people at risk of serious violence](#)’, offers insight into the experiences of these young people and what this means for support agencies and policy makers as we emerge from Covid-19.



Living through Lockdown report: StreetDoctors, Redthread and Mac UK.

8 Spotlight on strategic development

This funding partnership was framed around a ‘transformational step change’ for StreetDoctors as it sought to consolidate from a start-up organisation and become an established charity that could both scale and sustain its impact.

StreetDoctors had experienced a period of rapid growth from its registration as a charity in 2013 to its point of entry to the Fund in 2018. It had demonstrated a remarkable increase in reach across the UK with limited resources. However, there was a recognised need to embed longer term strategic planning, grow staff capacity and implement support infrastructure that would secure its future impact.

Like many charities, StreetDoctors would usually look to its existing staff team for help in progressing change, often asking more from an already stretched team. With the help of the Fund’s investment it was able to commission and/or employ additional skilled and expert personnel, leading to a step change across four priority areas:



Strategic Planning

StreetDoctors embarked on a strategic planning exercise as the foundation for the step change process with support from the Fund's development budget. The vision for StreetDoctors was set-out in its 2018 Strategic Plan and clear objectives were identified with the support of a business development consultant. This would form the backdrop for driving and monitoring development for the duration of the Fund's support. The strategic plan set out six strategic goals with a tangible description of 'what success looks like in 2022'.

The strategic planning provided the impetus to drive forwards and, despite the interruption of Covid-19, StreetDoctors made progress across each of its six strategic goals. Notably, StreetDoctors has secured the necessary resources to finance these developments, increasing income resources from £250,000 in 2017 to in excess of £650,000 in 2022. This provides a strong foundation for sustaining its impact as it looks forward to the next 10 years.



Leadership and Management

StreetDoctors utilised the core investment and development budget to support a process of enrichment and expansion in its leadership and management capacity. The development budget was utilised at the start of the partnership to commission a bespoke leadership development programme, to support the transition of a new CEO and Chair, and to evaluate team capacity to achieve strategic goals.

The Fund resourced recruitment to new senior leadership and project management posts. It also contributed to a consultancy fee for a fundraising specialist, and to support a governance review that was targeted to strengthen the Board of the larger and more ambitious charity (including wider representation of lived experience at Board level).

The focus on leadership and management has been pivotal to the progress made by StreetDoctors in striving towards scaling impact. However, this process has also faced challenges throughout the partnership. There was a change in CEO towards the end of the first year in the Fund, movement across the wider team as a result of career progression and difficulties with onboarding new staff during the pandemic. The current CEO and Board have learnt from and consolidated these changes, creating a team fit for purpose in delivering its future goals.

Support Infrastructure

StreetDoctors had identified infrastructure development as a priority for securing the quality and sustainability of the volunteer delivery model. The growth of volunteers, and the annual recruitment, recycling and retraining of volunteers was stretching rudimentary systems that had been adopted as a smaller organisation. StreetDoctors drew on the Funds development budget to review, rewrite and digitise its systems in support of volunteer activity and to assist management of relationships with delivery partners.

This required a root and branch evaluation and development programme over a three-year period and delivered improvements in:

- new processes for securing safeguarding compliance;
- upgraded systems for volunteer and activity data capture;
- partnership toolkits and customer relationship-management systems; and
- an integrated website package and brand refresh.

Impact and Evaluation

StreetDoctors have been determined to understand the impact of its programmes and to work with researchers to inform the development of its work. This was an objective in the 2018 Strategic Plan and has formed a constant narrative throughout the funding partnership.

The development budget was utilised to commission Trust Impact to evaluate outcomes from StreetDoctors training programmes, to clarify its Theory of Change and to refine and shape its mission. StreetDoctors also worked with a researcher from Keele University through a partnership with West Midlands Police to better understand the long term outcomes of the training programme and with ClearView Research to gain insights on what new training content young people affected by violence needed, alongside the views of delivery partners.



Research and evaluation has informed developments in:

- The enhancement of training to include the mental health impact of youth violence.
- The development of methods for young people's lived experience to better represented.
- The redesign of training session evaluations and data capture to evidence impact.
- The launch of a Volunteer Advisory Panel to give volunteers a more formal voice in operations and governance.

“
The YSIF package of support has enabled us to take a step back and develop a strategic overview of what is working, what needs improving and what more we could do.

”
StreetDoctors

9 Future strategic priorities for StreetDoctors

StreetDoctors used support from the YSIF in the final year of the Fund to produce an ambitious new three-year strategic plan (2023–26).

The vision set out in the plan is for ‘an end to street violence affecting young people’ through a mission ‘to empower young people affected by violence to keep themselves and others safe and be part of the solution to street violence’.

The plan sets out three strategic priorities which have been co-created by StreetDoctors staff team, trustees and volunteers including a series of workshops involving young people affected by street violence.

StreetDoctors three strategic priorities are:

1 Integrity

Developing programmes to continue empowering young people.

This includes continuing to review and develop both the current and future face to face and digital training programmes in co-creation with young people that build their knowledge, confidence and willingness to act to reduce the impact of street violence.

This will complement StreetDoctors personal development programmes that increase young people’s skills and aspirations. StreetDoctors will also build on its impact monitoring to ensure delivery services work to reduce and prevent street violence.



2 Impact

Being there for the young people who need StreetDoctors the most.

This includes growing StreetDoctors place-based regional delivery model in order to reach young people who need support the most. StreetDoctors will partner with more youth, education and criminal justice providers in each region. It also includes developing partnerships to further increase delivery, including bringing in new cohorts of trainers to support volunteers (such as youth workers and young people with lived experience), multiply partnerships (training organisations to deliver StreetDoctors programmes) and e-learning packages.

Working in this way, StreetDoctors aim to increase its impact with young people who need support the most and ensure it has credibility as an advocate for young people affected by violence.

3 Invest

Building foundations that are resilient, compassionate, diverse and inclusive.

This includes implementing measures that sustain the quality of StreetDoctors work, the further professionalising of the organisation and its operations and the safeguards in place for young people and volunteers.

StreetDoctors will work to secure multi-year funding to service this plan and ensure continuing good governance keeps the organisation on track.

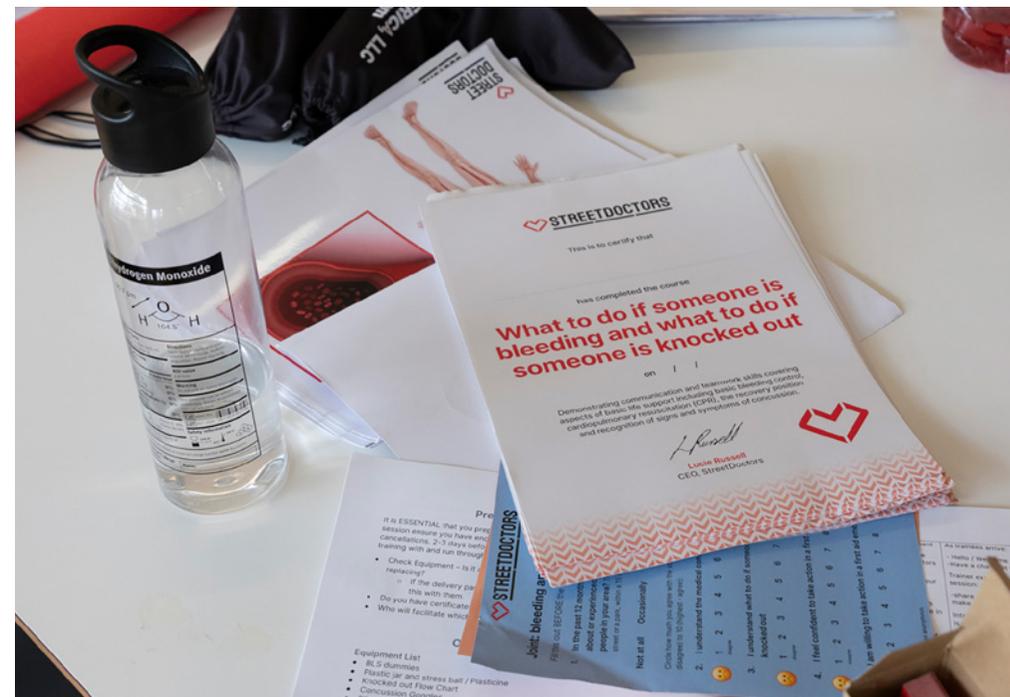
StreetDoctors will also work to improve equality, diversity and inclusivity in all it does, and ensure it strives to be an equitable organisation in all areas of its work.

“

StreetDoctors has the most outstanding community of volunteers I have ever experienced. From local team meetings to national events, you always feel like you are part of a bigger movement where together we can make a real difference. I have become a more rounded person and feel altogether more ready to face working life equipped with so many new skills.

”

Shaquira*, Healthcare Professional



10 Partner's reflections

StreetDoctors have reflected on their journey through the Youth Strategic Investment Fund to support Paul Hamlyn Foundation to learn more about the impact of this funding approach. The Foundation wants to understand whether the Youth Strategic Investment Fund is tailored effectively and proportionate to the role that it plays alongside other funders, agencies and individuals that support any given organisation.

What StreetDoctors valued through the Youth Strategic Investment Fund:

1. Stability of long-term core investment

The security of five-years investment provided the “opportunity to take a breath, to pause, review and reflect and to then forward plan.”

As a young organisation, StreetDoctors had expanded rapidly and – like many small charities – described their outlook on joining the Fund as “hand to mouth” as they juggled from one short-term fund to another. The long-term funding was described as “absolutely invaluable” and had stabilised financial forecasting “giving us the space to think through and then act accordingly to implement a comprehensive action plan to deliver more efficiently and effectively on our core purpose.”

2. Investment in organisational development

The additional funding that targets organisational development was described as an “enabler” within the Funding approach. This allowed StreetDoctors “to bring in a range of experts to help us review, develop and improve all aspects of our work” from “becoming a trauma informed organisation, reviewing our impact and improving our systems...to improving all our current programme content for young people.” In the final year of the Fund it also “provided us with an expert consultant to help guide us through the creation of a new three-year strategic plan.”

“
The critical friend scheme has also meant our two CEO's over the past five years have been expertly mentored to support their leadership of our organisation.

”
StreetDoctors

3. A relational approach

The regular face-to-face meetings with the Foundation's relationship manager were described as “a space to feedback, reflect on successes but equally important to think together about organisational challenges.” These were “so much better than writing laborious reports” that was typically required by funders. In addition, the “continuous dialogue with the relationship manager has felt like there was genuine commitment and investment from the fund” and “meetings have been open, honest and the positive feedback we have received has felt really authentic.”



What changes the investment contributed to at StreetDoctors

StreetDoctors described the changes enabled by the fund as “numerous”, reflecting the layered approach of the Fund and its substantive contribution to a smaller charitable organisation. Areas where StreetDoctors noted substantive change attributed to the fund included:

- Organisational infrastructure covering the development of a volunteer and a customer relationship management system, the support to review and refocus the volunteer training and management strategy, and the development of a regional model of delivery with dedicated staff that is now embedded in four regions of the UK.
- Major reviews and improvements in impact reporting and a review of safeguarding frameworks and procedures.
- Investing in research to further understand the needs of young people in relation to new training, and then co creating new content with young people and external specialists.

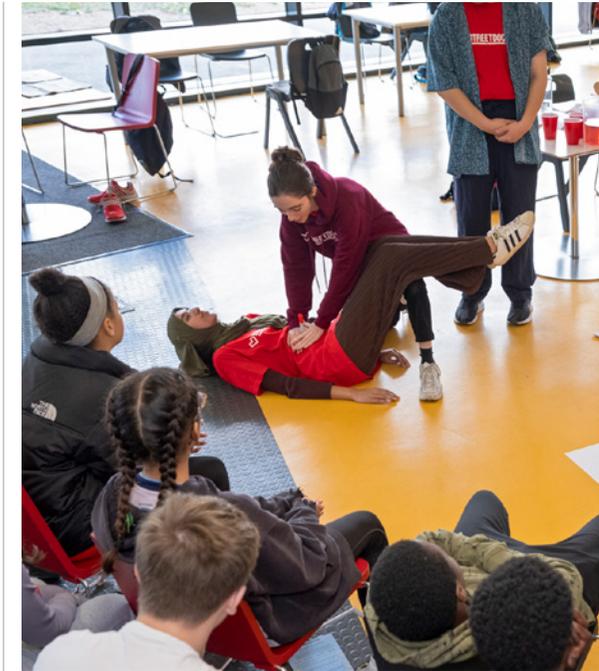
- Development of trauma informed training for volunteers as well as training for young people that has trauma informed practice at its core.
- Greatly improved communication channels and digital resources including a new website.
- The ability to process learning from a full strategic cycle, culminating in support for conceiving a new strategic plan on exit from the Fund.

StreetDoctors described how, accumulatively, these changes: “helped us achieve our mission of professionalising our work to provide a much improved service to young people, our partners and our volunteers. It has been invaluable in terms of innovating and improving our offer to them.”

What could the Fund have done differently?

StreetDoctors were very positive about the Youth Strategic Investment Fund partnership describing it as “a luxury that will be missed.” There was thanks expressed for accompanying StreetDoctors through its process of transition and transformation from a fledgling charity to a more self-confident entity.

However, when evaluating the balance of support available through the fund, it was recognised that support had focused, primarily, on engagement with the CEO and staff team. It was suggested the Fund could have developed more direct links with the Board and that more regular or direct engagement could have been helpful to the Board of Trustees as they also went on a journey of transition during the Fund’s investment.



“
The fund has also enabled us to develop an exciting new strategic plan in co creation with our staff, Trustees, volunteers and young people.

”
StreetDoctors

11 Funder's reflections on supporting strategic development

StreetDoctors are one of the first five organisations to be invited to participate in the Youth Strategic Investment Fund. The Foundation was clear when launching this Fund that it would be committed to listening, learning and changing the way it works in order to provide targeted organisational development that leads to a growth in impact with and for young people.

The Fund was designed and informed by research that highlighted the need for:

1. Long-term core funding that secures the central operating costs of an organisation.

Recognising that charity leaders often carry a heavy burden of operational and strategic leadership, with the former too frequently limiting the time for the latter. The Fund intends to create more capacity for senior leaders to focus on strategic development.

2. Targeted funding and expertise that supports organisational development.

Recognising that for organisational development to succeed it requires funding and expertise that will leverage the kind of change needed in an organisation to maximise its impact.

3. Independent and external support, coaching and advice for charity leaders.

Recognising that charity leadership can often be a lonely experience with limited access to independent and expert support that supports good decision making.

4. Peer-based learning for charities on similar journeys of strategic development.

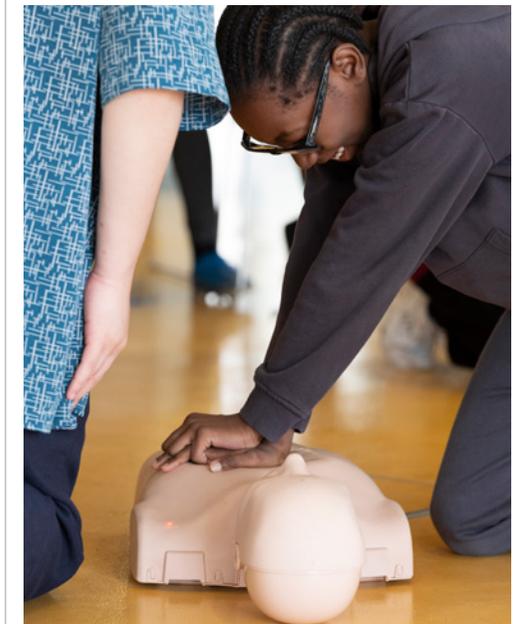
Recognising that charity leaders have expertise from lived experience that is valuable to others and that convening charity leaders amplifies learning and builds new peer support networks.

5. More collaborative relationships between funders and funded organisations.

Recognising that charities welcome funders who will partner with them to achieve and refine their expressed mission, drawing on shared-expertise, networks and resources.

Notable observation

None of these factors relate directly to a charity's frontline delivery or attempt to direct a charity in how it will deliver its mission. The focus of the Fund has been on strategic development that, in turn, is expected to lead to growth in impact for young people. The size and scale of impact is 'owned' by the charity itself of which they remain accountable to their board and beneficiaries.



The first five partners to complete the funding cycle have taught us:

- The Fund rationale, design and investment model have withstood the test of time. Each element has merit in its own right but has proven most effective when blended to form a package of support that can flex and respond to the changing needs of an organisation over the five-year investment. This focused but flexible approach has been well received by funded partners and provides the tools for a sustainable focus on organisational development.
- There is high value in a long-term but fixed-period of support for strategic development. It takes time for an organisation to fully assess its needs, identify the best use of available resources and implement change. It also takes time to build trust between the organisation and the funder. Conversely, it needs an 'end point' to focus attention on using the Fund effectively in a given period of time, currently five years, which will continue to be evaluated.

- That strategic development isn't always about accelerating 'growth'. A common assumption is that strategic development is about growing the size of an organisation at the expense of clarifying strategic position and impact. The Fund was, initially, called 'The Growth Fund' and – although it placed the focus on growth in impact – it was clear that this created a pressure to seek out growth opportunities when it was not always in the best interest of the organisation. The Fund was renamed the Youth Strategic Investment Fund in 2020 which better aligns the Fund's purpose in securing strategic impact.



- That codifying and valuing different types of strategic investment provides permission for organisations to use funds in the most appropriate way to achieve their mission. The Fund is developing a language and support mechanism that recognises different pathways for sustainable development. These pathways allow for strategic journeys that can be codified as:
 - 1. Consolidation:** typical of organisations after a period of accelerated growth.
 - 2. Renewal:** typical of more established organisations seeking to renew or refresh their strategic direction.
 - 3. Scaling:** typical of organisations seeking to replicate a successful model at scale.
- That building a healthy and regular working relationship between the funder, the organisation, and a Critical Friend cannot be underestimated. The Foundation committed to meeting in-person on a regular basis and providing independent support through a Critical Friend. This provides the basis for continuous feedback with support that is both proactive and responsive to ensure the full investment is used effectively. The three-way relationships between the Foundation, Critical Friend and partner organisation provides valuable insight to decision making that gives the investment its best chance of success.

12 Final remarks

Paul Hamlyn Foundation has been pleased to work with StreetDoctors throughout the investment in their ambitions to empower young people affected by street violence. They have fully embraced the opportunity presented by the Youth Strategic Investment Fund and undertaken a transformational step change in organisational impact.

The Foundation's aim for the Youth Strategic Investment Fund is that, on exit, the funded partner has good evidence of its impact in working with young people, is strategically placed within its field of practice and has strengthened its organisational sustainability.

StreetDoctors has achieved good progress across all of these aims and it is the Foundation's view that it occupies a strategically important role in the vision for 'an end to street violence affecting young people.'

StreetDoctors have been bold in recognising the organisational journey required to achieve its purpose. It has also maintained an unwavering determination – especially during the Covid-19 crisis – to 'empower young people to be part of the solution to street violence'. Why their work is needed is clearly articulated in their annual impact reports and in their new strategic plan.

This is underpinned by a considered Theory of Change and a set of values that assert 'empowerment, collaboration, inclusivity and compassion' as equal measures of success.

The strategic developments at organisational level have combined to strengthen StreetDoctors to fulfil its mission, to scale and sustain its impact. StreetDoctors occupy a unique position within the response to youth violence in the UK. They mobilise hundreds of young healthcare volunteers each year to 'increase young people's knowledge, skills, confidence and willingness to act in response to street violence.'

Their impact is evident as StreetDoctors bounced-back from the exceptional disturbance of Covid-19 to engage 377 active volunteers in 23 teams across 18 cities in the UK; reaching 4,714 young people through 582 sessions and involving over 300 delivery partners in 2022. It is also breaking ground in changing the narrative surrounding youth violence by advocating for trauma-informed responses to children and young people who experience youth violence.

“
We encourage like-minded funders to support their future ambitions.
”

However, with a vision for an end to street violence affecting young people – and while '73% of 2022 participants told StreetDoctors that they were worried about or experienced street violence in their area' – this work will require persistence and perseverance in order to achieve lasting change. StreetDoctors will need the continuing support of foundations, agencies, sponsors and individuals who share in their vision. Their success will require a collective effort from those that share in their mission 'to empower young people through training to keep safe, save lives and be part of the solution to street violence'.

We hope our investment has provided confidence in how StreetDoctors are positioned to achieve better outcomes with and on behalf of young people. We are grateful for the team at StreetDoctors for working with us in this partnership and encourage like-minded funders to support their future ambitions.

The Youth Strategic Investment Fund
Paul Hamlyn Foundation
April 2023



Paul Hamlyn Foundation

StreetDoctors
5.06 TOG Whitechapel
133 Whitechapel High Street
London, E1 7QA

Tel 07763 457 712

info@streetdoctors.org
streetdoctors.org
[@StreetDoctors](https://www.instagram.com/StreetDoctors)

Charity Registration no: England and Wales
1150925 & Scotland SC046981
Company limited by guarantee no: 08330240

*names have been changed to protect identities
throughout this document.

Paul Hamlyn Foundation
5–11 Leeke Street
London WC1X 9HY

Tel 020 7812 3300

information@phf.org.uk
phf.org.uk
[@phf_uk](https://www.instagram.com/phf_uk)
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