

2014
2018



Strategic Plan



YB·S
YOUTHBANK
SCOTLAND

YouthBank Scotland's Strategic Plan 2014-2018

Hello, welcome to our strategic plan that we developed with young people and co-ordinators from YouthBanks across Scotland. It's an exciting time for YouthBank Scotland and our plan sets out the difference we want to make over the next four years.

We are excited about what we can achieve and we hope you are too.

Vision

Young people are inspired to be active citizens and make a difference in their communities using their skills, knowledge and experience.

Mission

Involve, invest and inspire!

Through support for YouthBanks, provision of training for young people and those who engage young people, YouthBank Scotland's mission is to:

- Involve young people in decision making and grant making
- Invest in young people's potential and their ideas
- Inspire others to do the same

YouthBank Scotland is an innovative grant making and empowerment initiative run by young people for young people. YouthBank Scotland builds on young people's skills and experiences to enable them to give cash for action, funding young people's ideas for the benefit of the wider community.



*What is a YouthBank?
A YouthBank is a youth-led group that sets up and distributes a grant fund to other young people to improve their local communities*

YouthBank Scotland's Golden Rules

"We call our values our Golden Rules. They outline the way YouthBank Scotland and YouthBanks work"

- 1.** YouthBank activity has to be young people led – at local, regional, and national levels. The role of adults in YouthBank is to support and advise young people.
- 2.** YouthBank is open to all young people. We recognise that some young people may have barriers to overcome so that they can get involved – we will do our best to include these young people in YouthBank activity.
- 3.** YouthBank offers young people the opportunity to find out about each other's lives, cultures and experiences in a supportive environment. YouthBanks therefore must respect the differences and talents of all young people.
- 4.** YouthBank activity must be accountable, monitoring and reporting on how and where money is spent.
- 5.** YouthBanks should communicate clearly, using simple language (not jargon), to make sure young people have the greatest possible knowledge of YouthBank activity at all levels.
- 6.** YouthBank activity must add to the skills, knowledge and experience of young people – using a range of training, new experiences and activity-based learning, gaining accreditation where possible.
- 7.** YouthBanks need to make time to learn from what they do – to reflect on their activity at all levels and not be afraid to make changes to the way they operate.
- 8.** YouthBanks need to celebrate the achievements of young people. YouthBank is a great way for young people to develop what they can do, we need to get this message across and have fun too!
- 9.** YouthBanks must support young people to understand the YouthBank Scotland network, ensuring they are aware of the local, regional and national progression opportunities available.
- 10.** YouthBank will work in partnership with other young people, groups or organisations where there are benefits for all to learn, develop and advance a positive view of young people.

YouthBank Scotland: Making a Difference

Throughout this plan we've used this column to highlight some examples of our positive impact - enjoy!

YouthBank Scotland became an independent organisation and charitable company limited by guarantee in 2011. Prior to this, YouthBank Scotland had been supported by YouthLink Scotland, continuing the work the project had been doing since initial pilot activity began in 1999.

Since our earliest days, we have supported young people and YouthBanks all over Scotland. We have worked tirelessly to provide support, training, funding and capacity building.

Our successes come in all shapes

and sizes. Though grant-making is at the heart of everything we do, in a way it is simply a tool which helps us to develop the leadership skills of young people and help them to become active participants in their communities.

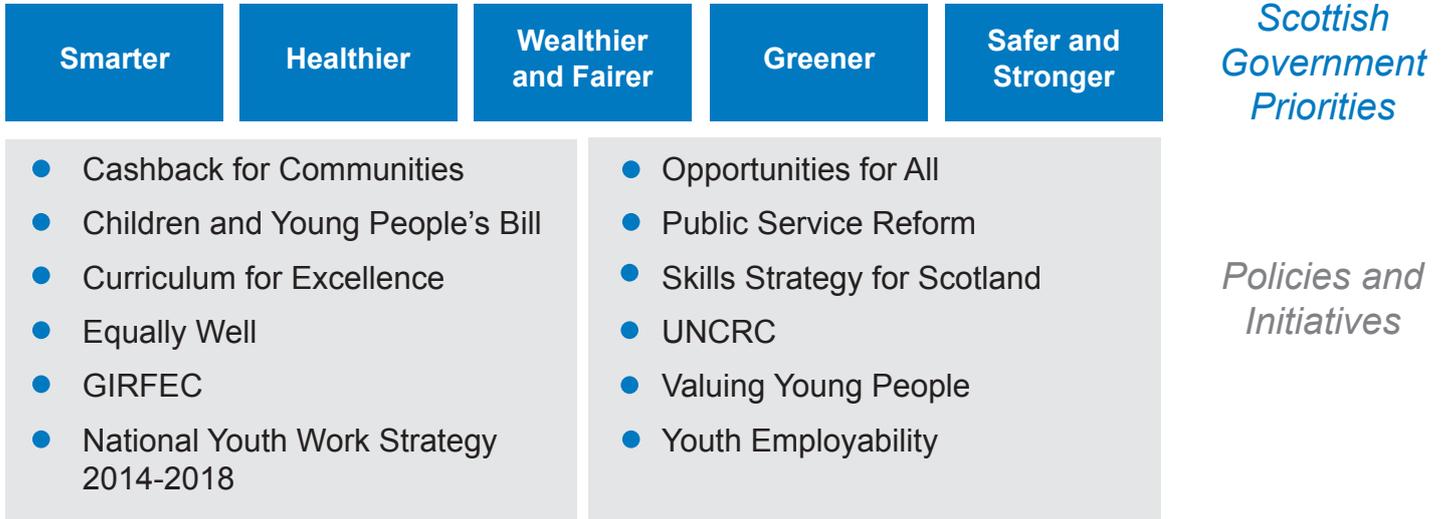
Examples of our positive impact feature throughout this report and we are extremely proud of the success that these statistics evidence, but there is so much more behind the figures which only hearing the stories of our young grantmakers can truly reveal.

The numbers are important, but those young people are the reason why we work so hard to do what we do.

Helping Scotland to be the best place to grow up

We play an important part in helping young people to be valued, respected and active in their communities.

Our organisation doesn't exist in isolation, we are actively engaged with relevant policies and programmes. The diagram below illustrates a flavour of the initiatives where YouthBank Scotland makes a contribution.



What we will achieve during the period 2014-2018



Youthbank Network

An expanded network of active, well-supported and sustainable YouthBanks across Scotland



Skills, Knowledge & Opportunities

Young people will have the confidence, skills and knowledge to create and access opportunities and decision-making in their communities

We have identified 4 outcomes. All of our work will be designed to deliver an impact in one or more of these areas.



Promote & Celebrate

The involvement of young people and YouthBanks in their communities will be promoted and celebrated, contributing to the positive image of young people and the continued success of YouthBanks



Fit for Purpose

YouthBank Scotland is a sustainable, dynamic, youth led organisation that is fit for purpose and growth

Outcome 1: YouthBank Network



In a typical year Scottish YouthBanks distribute £250k. Grants range from £25 to £10k, but the average is around £500.

“The support’s excellent...I think it would be impossible to run without their support”

Local YouthBank Co-ordinator



Scottish YouthBanks funded 379 projects that engaged over 11,685 young people across Scotland in 2012/13

An expanded network of active, well-supported and sustainable YouthBanks across Scotland

How will we deliver this outcome?

- Work with our existing YouthBank network to develop a picture of activity and understand the support they will need
- Identify potential new YouthBanks and support their set up and development including further engagement with vulnerable and marginalised young people
- Provide accredited and non –accredited training opportunities for young people within local YouthBanks
- Support YouthBanks to develop skills and capacity to secure funding for their grant pot
- Funding: Develop a national source of funding for both grant funds and development which YouthBanks can access
- Create local, national and international learning, information sharing and participation opportunities for young people involved in YouthBanks to build their capacity
- Review and develop YouthBank co-ordinators accredited training programme
- Co-ordinate the YouthBank co-ordinators network as a forum for support, practice sharing and evaluation
- Co-ordinate and develop the YouthBank Scotland National Forum
- Co-ordinate and develop the YouthBank Scotland Ambassadors programme
- Develop a training pathway for young people from across the network to build on the skills they already gain from YouthBanks
- Support YouthBanks to engage with national policy agendas, providing advocacy to government and resources for applying policy contexts locally

What does success look like?

- Increased number of active YouthBanks across Scotland from 2014 baseline
- Increased investment in local communities by YouthBanks from 2014 baseline
- Young grantmakers in YouthBanks feel skilled and knowledgeable in grant making and decision making
- National Grant Pot secured and operational
- YouthBank Co-ordinators are skilled and supported to deliver their role
- YouthBank Scotland and YouthBanks are engaged in national policy agendas
- YouthBank Scotland and YouthBanks are diverse in their membership
- YouthBank Scotland and YouthBanks are youth led

Outcome 2: Skills, Knowledge and Opportunities

Young people will have the confidence, skills and knowledge to create and access opportunities and decision-making in their communities



How will we deliver this outcome?

- Provide accredited and non-accredited training and other learning resources to young people outwith YouthBanks
- Develop and roll out training in partnership with YouthBanks for organisations and bodies that wish to engage young people in their grant making and decision-making
- Maintain and develop YouthBank as an innovative model of youth engagement and youth work by creating practice development and learning opportunities for youth workers and others who work with young people
- Become the 'go-to' organisation for involving young people in grant making in Scotland providing training, advice and support to organisations and young people
- Examine the feasibility of a YouthBank Scotland Kitemark scheme to quality assure participatory grant making in Scotland

Provided accredited training to 661 young people

What does success look like?

- Increase in the number of young people trained from 2014 baseline
- Increase in the number of workers/elected officials/organisations participating in training
- Increase in opportunities for young people to access and influence decision making
- Young people are involved in grant making and decision making at a local and national level

"Everyone is lovely – learnt about skills and got a qualification"

Emma

"Better team work skills"

Dale

"Gained confidence and new skills"

Danielle



Outcome 3: Promote and Celebrate



285 grantmakers active in YouthBanks across Scotland

Number of young people who have been active in YouthBanks who now play a leadership role in another community organisation: 1546

*“It's young people giving money back to the young people in the community which in turn gives the community something.... [we] prove our critics wrong”
Grantmaker, male, 18*

The involvement of young people and YouthBanks in their communities will be promoted and celebrated, contributing to the positive image of young people and the continued success of YouthBanks

How will we deliver this outcome?

- Develop and roll out a communication training package to all active YouthBanks
- Secure support for and deliver a national YouthBank celebration event to be held annually from 2015-16 celebrate the success of YouthBanks and the local projects they fund.
- Support YouthBanks to host local ‘celebration events’ for projects they have funded
- Develop materials for YouthBanks that they can customise to promote their YouthBank locally
- Develop a bank of YouthBank kit that YouthBanks can loan for use at events
- Develop a YouthBank Scotland communication action plan that focuses on the YouthBank Scotland website, social media, YouthBank Scotland DVD, influencing and networking and internal communication with YouthBanks
- Work in partnership with organisations in Scotland, the UK and internationally to further promote the YouthBank model

What does success look like?

- YouthBanks are more confident in communicating their successes and impact in their communities
- Increased volume of positive coverage
- Two annual celebration events held by 2018
- Increased number of local YouthBank celebration event from 2014 baseline
- YouthBank Scotland website operational and useful



Outcome 4: Fit for Purpose

YouthBank Scotland is a sustainable, dynamic, youth led organisation that is fit for purpose and growth



How will we deliver this outcome?

- Secure funding to deliver YouthBank Scotland Strategy 2014-17 including increased staffing to support delivery
- Develop annual workplans based on the YouthBank Scotland Strategic Plan
- Impact Assessment: Develop a monitoring and evaluation system which captures impact at a local level and which builds the capacity of young people to measure impact
- Continue the development of the YouthBank Scotland Board through the provision of training and support
- Operate within robust financial procedures and processes including appropriate Board Level scrutiny

What does success look like?

- YouthBank Scotland has the resources to deliver the organisational strategic plan
- YouthBank Scotland delivers against annual workplans
- YouthBank Scotland staff and board feel supported and understand how they contribute to the organisational outcomes
- YouthBank Scotland can clearly explain the impact of it's work
- Young people are supported to lead YouthBank Scotland

“There’s no point in having the best ideas in the world if you don’t have a solid foundation on which to build”
Board Member



The different parts of YouthBank Scotland

The Board (Head)

16 members, with no more than 4 aged over 25. Overall responsibility for legal, financial and organisational matters.

National Forum (Heart)

2 members per local YouthBank, aged under 26. They shape YBS's work and act as a link between the organisation and local YouthBanks.

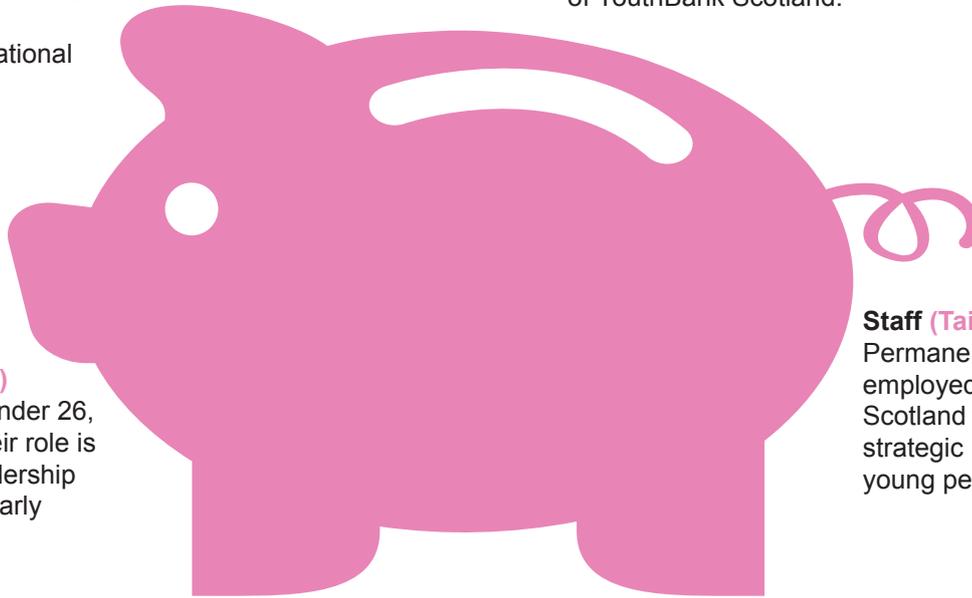
Local YouthBanks (Body)

The largest part of YBS, YouthBanks can cover a geographical area, common interest or a combination of both. They are the members of YouthBank Scotland.



Ambassadors (Face)

Young people aged under 26, no fixed number. Their role is to promote youth leadership generally and particularly through YouthBank.



Staff (Tail)

Permanent or temporary staff employed by YouthBank Scotland to deliver on the strategic plan, led by the young people.

Advisors (Legs)

Professionals who provide voluntary support to the board, particularly ensuring that the young members are fully involved.

Local Co-ordinators (Legs)

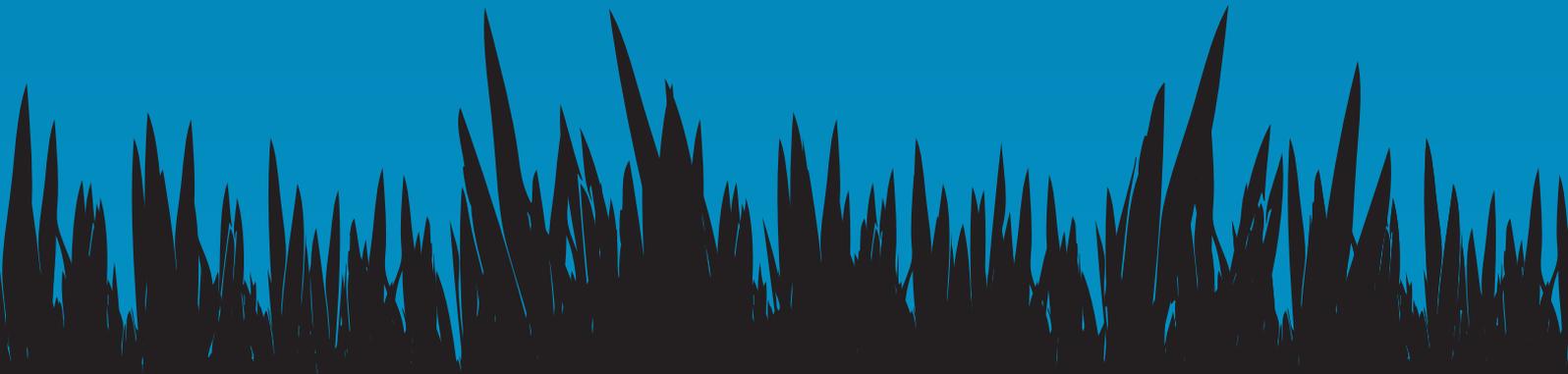
Each YouthBank has a Co-ordinator, who is a skilled professional, who understands that their role is to support young people in leading.

Our friends and supporters

We're tremendously grateful for the support of so many organisations and individuals - thank you!

First and foremost our thanks have to go to the amazing young people, past and present, the length and breadth of the country who have been involved in YouthBanks and indeed created and now shape YouthBank Scotland. You are at the heart and head of all of our vision and purpose, without you there would be no point! To our fabulous youth workers and other adult support staff, thank you for your passion and commitment to youth leadership, you inspire and enable us to evolve and develop. Thank you to the local authority services, voluntary organisations, health and housing partnerships, community groups and agencies who support and host each local YouthBank. Thanks to the local partnerships, services, associations

and trusts who invest in the grant pots that each YouthBank distributes for community good. Thank you to all YBS staff and volunteers, past and present. Finally to YouthLink Scotland which has given us guidance, support and so much more, from our days as a wee pilot project in 1999 through project evolutions to becoming an independent organisation in 2011. Now as we move forward on our own two feet (four trotters?), the future holds many opportunities and challenges but we hope those who have supported us in the past will help us walk into our future. We believe the hopes and aspirations outlined in this strategic plan will take us there, together.



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YouthBank Scotland is a company limited by guarantee (registered in Scotland No. 395382) with charitable status (charity reference SC042190).