

# STRATEGIC PLAN

2023-26

**POWER  
THE  
FIGHT**



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# CEO INTRODUCTION



**BEN LINDSAY**  
CEO and Founder

I am immensely proud of what Power The Fight (PTF) has achieved over the last four years. To date we have financially supported 60 families giving away £30,000 to families impacted by violence. We have trained over 13,306 practitioners in understanding the issues that impact young people and we have directly supported more than 417 young people through our Therapeutic Intervention Peace (TIP) school programme. Developed in response to our research report, TIP is central to our work, and directly addresses all three of our strategic goals by improving mental health and wellbeing, effecting change in educational settings and informing further research and advocacy.

Our Strategic Plan for 2023-26 gives clarity on the direction of Power The Fight, setting out what we will deliver, and how we will build on the great work started in 2019. We will prioritise long term work at a hyper local level,

enabling us to develop our relationships with local communities and services.

In addition to directly working with young people and families to reduce violence affecting young people, Power The Fight takes a systems approach to challenge the societal inequalities which can lead to increased violence in communities. Acting as the conduit between communities and policy makers (see Figure 1), we create co-produced/co-designed long-term strategies for sustainable structural change. By engaging with local communities, offering therapeutic care, mentoring and individual support to young people and their families (see Figure 2) and supporting other organisations to do the same, we can advocate to influence policy, strategy, and key decision makers to, over time, create systems change.

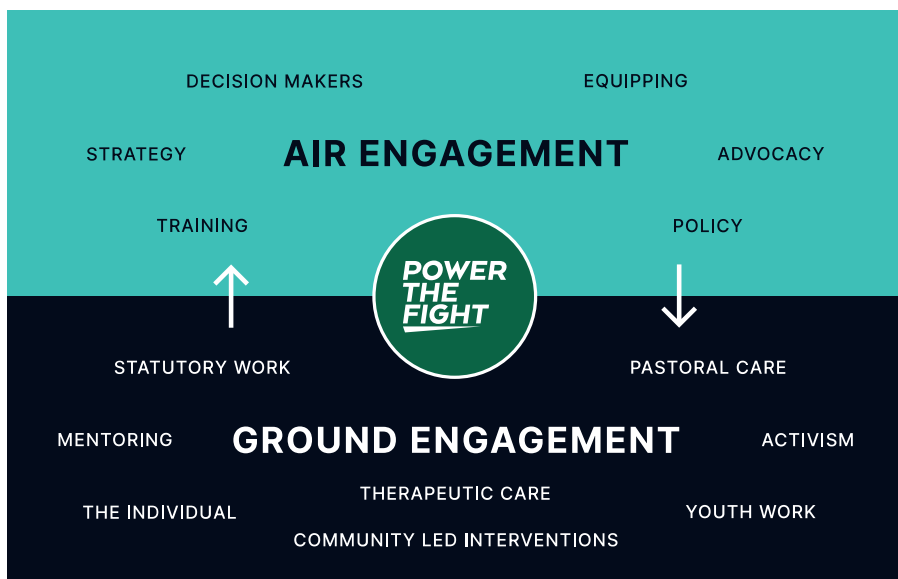
We understand that the landscape may change over the coming years but the challenges of Covid-19 have shown that we are able to adapt. Our vision remains the same: To empower communities to end violence affecting young people. Whilst this vision is ambitious there is an equal recognition that we cannot do this alone and will continue to work alongside sector experts, strategic partners and the community to reach our vision.

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**Thank you for your support and please continue to journey with us as we look to the future.**



[ FIGURE 1, COMMUNITY EMPOWERMENT CYCLE ]



[ FIGURE 2, AIR AND GROUND ENGAGEMENT ]





# EXECUTIVE SUMMARY

The work that we have delivered since 2019 has impacted young people and their families in a positive way. Our vision now and for the future is to continue our TIP model and delivery, keeping this hyper local in several schools enabling us to bring together our expertise and experience from our delivery at a local level, informing our delivery at a macro level in other London Boroughs. Training will remain part of our core offer in the next 4 years and beyond.

We are a charity which tackles violence affecting young people, we create long-term solutions for sustainable change and act as a link between the community and policy makers.

Through our TIP programme, training and online resources we seek to reduce youth violence and knife crime.

We focus our work alongside three strategic goals.

1. No family or young person impacted by violence affecting young people feels alone – our aim is for the young people we are supporting to report and demonstrate improved mental health and well-being.
2. Services for young people, families and the wider community are culturally sensitive and inclusive – to achieve this we aim to demonstrate that the professionals we train have an increased knowledge of cultural sensitivity.

3. The voices of communities impacted by violence affecting young people are at the centre of policy and programme change – we are building an alumni group as well as hosting further Mental Health sessions for parents and the community (such as Responding Together to Knife Crime group based in Wandsworth, South London).

Research and evaluation has primarily been through our TIP programme since 2020 and is crucial to our work and being able to demonstrate impact. This in turn will enable us to secure further funding for long-term sustainability.

As a trauma informed organisation we have a focus on employee wellbeing. We aim for all staff to feel well supported in their work and to be involved in the development of the approach. Our front-line TIP practitioners enable us to fully understand the horizon and context in which our work is being delivered with young people, including what is working well and what needs to improve. This will help us to offer the right training to different sectors and individuals who are working directly with young people. We are a responsive organisation, whilst staying true to our core vision and values.

## OUR PURPOSE

A charity which tackles violence affecting young people, we create long-term solutions for sustainable change and act as a link between the community and policy makers



# OUR VALUES

1

## EXCELLENCE

Offering the best training and resources for the battle against youth violence.

2

## SUSTAINABLE

Equipping individuals and organisations to work effectively with young people and their families to see lives transformed over time.

3

## HOLISTIC

Recognising the complex and varied factors contributing to youth violence.

4

## COLLABORATIVE

Partnering with organisations which demonstrate models of best practice in the fields of youth violence, government, faith groups, charitable, statutory and informal support.

5

## EMPOWERING

Working with those impacted by youth violence, being responsive to their wishes and enabling them to be part of the solution.

6

## CULTURALLY SENSITIVE

Understanding the local context of the communities we are serving and supporting.

7

## IMPACT FOCUSED

We demonstrate our impact through our TIP approach, researching, monitoring and evaluating and producing material that will enable others to meet the needs of their community.

8

## INNOVATIVE

We are a responsive organisation, whilst staying true to our core vision and values.

## STRATEGIC GOALS

**We seek to end violence affecting young people.**

**We are doing this through three clear goals:**



1

## STRATEGIC GOAL

No family or young person impacted by violence affecting young people feels alone.



2

## STRATEGIC GOAL

Services for young people, families and the wider community are culturally sensitive and inclusive.



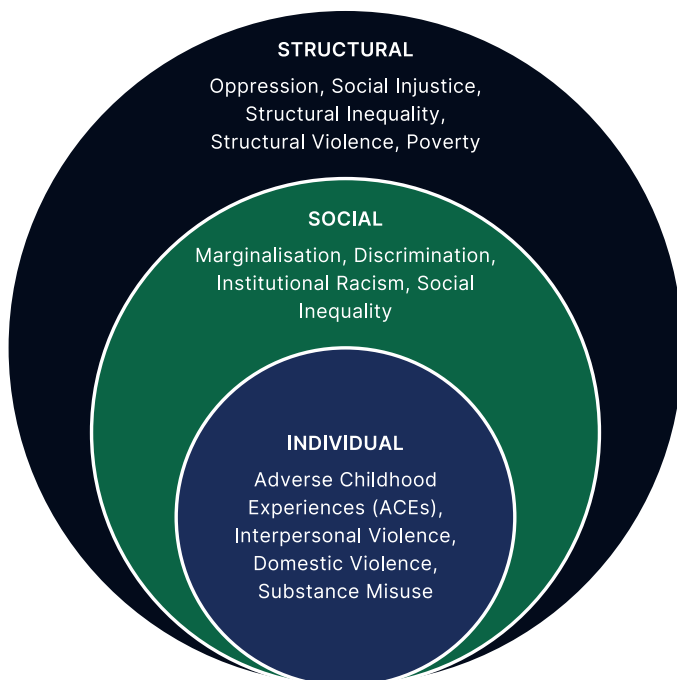
3

## STRATEGIC GOAL

The voices of communities impacted by violence affecting young people are at the centre of policy and programme change.

**Power The Fight's strategic goals are underpinned by our intention to end violence that affects young people through a whole system intervention that operates at individual, social and structural levels.**

As **Figure 3** shows, the causes of harm and violence can be found at each of these levels, while also being interrelated, and so any intervention must reflect this multi-level dynamic. **Figure 4** outlines how Power The Fight's work addresses the root causes of violence at all three levels as well as highlighting the need for this multi-level strategy to include research, feedback loops and co-production that connect those on the 'ground' and in the 'air' (see **Figure 2** on page 3).



**[ FIGURE 3, CAUSES OF TRAUMA/HARM AND FORMS OF VIOLENCE IMPACTING YOUNG PEOPLE ]**

CAUSES OF TRAUMA/HARM AND FORMS OF VIOLENCE IMPACTING YOUNG PEOPLE	
INDIVIDUAL	<p>ACES</p> <p>Everyday Violence</p> <p>Domestic Violence</p> <p>Substance Misuse</p>
SOCIAL	<p>Marginalisation</p> <p>Discrimination</p> <p>Institutional Racism</p> <p>Social Inequality</p>
STRUCTURAL	<p>Oppression</p> <p>Social Injustice</p> <p>Structural Inequality</p> <p>Structural Violence</p>

PTF STRATEGY OF INTERVENTION		
INDIVIDUAL	<p>Co-developed therapeutic groupwork</p> <p>1:1 sessions with young people</p> <p>Art therapy</p> <p>Supported referrals to services or therapies</p>	<p>Each level of intervention is informed and advised by the others, through feedback loops.</p>
SOCIAL	<p>Cultural sensitivity training</p> <p>Co-produced reflective practice spaces for practitioners and professionals</p> <p>Co-produced reflective practice spaces for parents and families</p> <p>Auditing, consultancy and incident response support</p>	
STRUCTURAL	<p>Meet and engage with policy makers</p> <p>Increased academic scholarship of PTF team</p> <p>Extensive evaluation and research to inform evidence based practice</p> <p>Provide accessible mental health services for those most impacted by structural violence</p> <p>Promote systemic change</p>	

[ FIGURE 4, HOW PTF'S WORK ADDRESSES THE  
ROOT CAUSES OF VIOLENCE AT ALL THREE LEVELS ]

We aim to reach these goals through:



1

**SUPPORTING YOUNG PEOPLE  
AND FAMILIES**



2

**TRAINING AND RESOURCING  
COMMUNITIES**



3

**ADVOCACY FOR SYSTEM CHANGE**

# STRATEGIC GOAL 1

No family or young person impacted by violence affecting young people feels alone.

We will SUPPORT YOUNG PEOPLE AND FAMILIES to come together to end violence affecting young people in their communities.

## MEASURE OF SUCCESS

We will see a reduction in violence affecting young people in the Boroughs that we are directly working in (in schools), with our evidence-based TIP programme. Our TIP model has been able to demonstrate an increase in wellbeing and mental health for young people and families who we have engaged, as well as contributing to a reduction of school exclusions.

## WE WILL KNOW THAT WE ARE ACHIEVING THIS BY:

- 50% of young people with improved mental health and wellbeing.
- 70% of parents/carers report increased understanding of issues around young people's wellbeing and SYV.

“

[I learned] coping mechanisms... how to cope with my stress.

- Young Person

“

[I learned] how to calm down and ways to cope.

- Young Person

“

I have noticed that they are communicating more with me. They are opening up about how they feel and what they are struggling with... They are calmer and less anxious and performance in Science have improved. They are always looking forward to the workshop sessions.

- Parent





# STRATEGIC GOAL 2

Services for young people, families and the wider community are culturally sensitive and inclusive.

Through TRAINING AND RESOURCES we will educate, equip, engage and enable communities, working alongside statutory and strategic organisations, to be part of the solution to the issue of violence affecting young people in the UK.

## MEASURE OF SUCCESS

Our accredited training is for anyone who interacts with young people or makes decisions affecting young people, whether a parent or carer, faith group, school or college or statutory or voluntary organisation. Our training will educate, equip and engage organisations to support young people affected by violence, work together and learn from one another.

## WE WILL KNOW THAT WE ARE ACHIEVING THIS BY:

- 50% of professionals will have increased knowledge of cultural sensitivity.
- 70% of professionals will have increased understanding of violence affecting young people.
- 50% professionals will have increased confidence and self-efficacy in practice.

“

Reflective Practice has been invaluable. It has grown staff's professional practice, boundaries and increased staff wellbeing. It has now got to the stage where the staff team are shaping the space themselves.

**- School Staff Member**

“

I feel it has been very helpful to simply 'stop and discuss the what, why and how' of our role and daily experiences. We work at such a fast pace and do not often have a space to offload thoughts and feelings. I feel that the sessions have been vital for our wellbeing and recognition of the role we are employed to fulfil.

**- School Staff Member**



# STRATEGIC GOAL 3

The voices of communities impacted by violence affecting young people are at the centre of policy and programme change.

We will **ADVOCATE FOR SYSTEM CHANGE** by engaging with policy makers such as the Mayor of London's Violence Reduction Unit (VRU) and Local and Central Government, as well as ensuring that communities and individuals within those feel safer, supported and are heard.

## MEASURE OF SUCCESS

Through PTF academic research, gathering/amplifying voices and experiences from our stakeholders, we endeavour to see policy/legislation reform on the issues that disproportionately impact minority communities and those affected by violence.

## WE WILL KNOW THAT WE ARE ACHIEVING THIS BY:

- We will continue to sit on strategic boards, engaging young people through the Alumni work and development of the SLAM (South London and Maudsley) project.



# STAFF HEALTH AND WELLBEING

**Being a trauma-informed, culturally sensitive and responsive organisation means that we care about our staff.**

We will take into account the common prevalence and occurrence of trauma and adversity in and outside staff's caring professions, e.g.: coping with high levels of unpredictability, ambiguity and uncertainty with the work; murders and tragic events. We understand that reflection is an important activity and we want to give every one of our employees the space to sit, reflect and share.







# FUNDRAISING

As we have evolved, we recognise that there is a need to devise a fundraising strategy that sits alongside this strategic plan to ensure that our vision and goals are met and our impact can go far and wide. As part of this our Head of Operations is working with our Trustees to identify ways of securing funding that is, in the main, unrestricted, strengthening existing funding relationships. This approach will help us to ensure that our infrastructure is robust to enable us to then seek other funding for specific projects / project costs. In the short-medium term, we will not deliver or develop new projects, but will fine tune what we already do, embedding trauma informed and culturally sensitive practice across every strand of our work and organisation.

As we explore opportunities for growing our income through unrestricted funding, we will consider targeting funds from individual donors and from a variety of institutions; prioritising regular giving as opposed to one-off donations. We will also look to increase our corporate and local business financial support as well as increasing our high net worth individuals networks.

Our partnership with Johnson and Johnson began at the beginning of 2022 and we have signed a contract for 3 years. Similarly, the contract with Comic Relief and Esmée Fairbairn will come to an end in 2024. These three strong partnerships are very much in our vision to continue beyond the current

contracts to further demonstrate our impact and support longitudinal studies. To compliment those partnerships, our SLAM partnership which began in August 2022 is for an initial two years with the anticipation that this will become part of our core offer in South London with the potential to expand to the North, again after demonstrating long-term impact.

For training we will continue to strike the balance between larger contracts and individual training / one-off training sessions. We have learnt that individual / one-off training is less resource intensive, which has meant that we have been able to deliver and generate more income from this type of training, alongside the larger contracts, such as Cornerstone and Rise-Up.

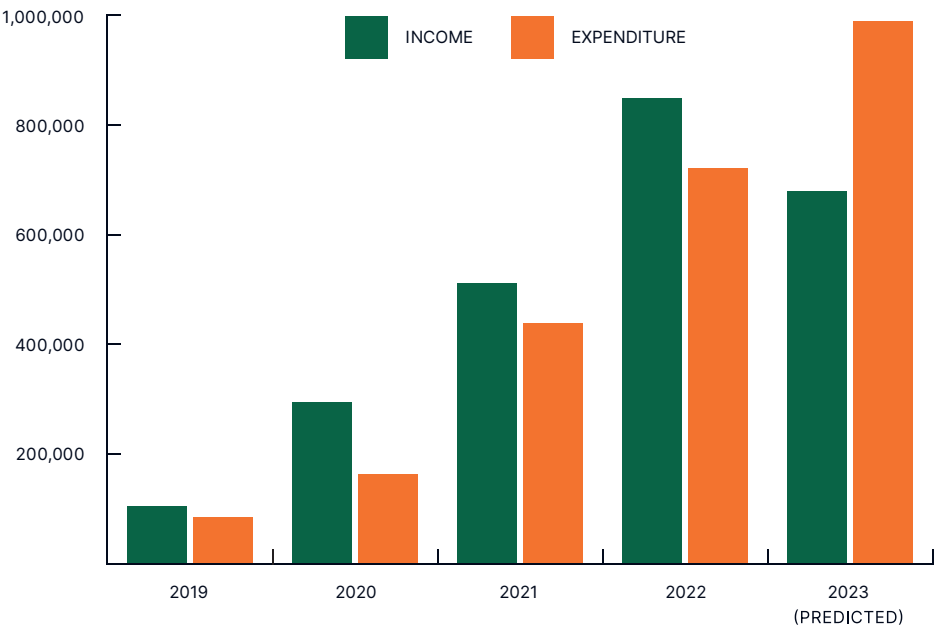
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**Long term we will start to have a focus on developing ongoing relationships with organisations who have received training to ensure that we can impact systemic change.**



# FINANCIAL OUTLOOK

Since 2019 we have seen a continuous healthy growth in overall income. Our income growth since 2019 is set out in the bar chart here:



# RISKS

Power The Fight are clear on our risks and have a pragmatic and proactive approach to minimising and where possible, eliminating the risks associated with our organisation. Our Trustees regularly review our Risk Register to ensure that we remain focussed and mitigate foreseeable risks.



# CONCLUSION

The day-to-day work of PTF is broad and varied, but underpinned by one overall intention; to successfully implement a whole systems intervention to end violence that impacts young people. The strategy of achieving this aim functions at multiple levels; individual, social and structural. The causes of harm and violence at each level are distinct but interrelated and the intervention strategy reflects this.

The causes of harm on individual young people and forms of violence that impact them often includes; Adverse childhood experiences (ACES), interpersonal violence, domestic violence (DV), and substance misuse. PTF intervention at this level includes direct therapeutic “ground” work with young people such as groupwork, 1-1s, art therapy and supported referrals to mental health services.

The social causes of harm and violence on young people include factors such as; Marginalisation, discrimination, institutional racism and social inequality. The PTF strategy at this level targets system change through cultural sensitivity training, reflective practice, parental and family support, and promoting institutional change through auditing and consultancy.

At the structural level, the causes of harm and violence impacting young people are systems of oppression, social injustice, structural inequality and structural violence. At this level PTF remains committed to the “air” strategies of structural reform, advocating to influence policy and providing extensive evidence based practice to key decision makers. The increased scholarship of PTF leadership team and investment in research and evaluation are a significant aspect of the intervention at this level, ensuring PTF are a credible and respected voice in decision making spaces.

Finally, a crucial aspect of this multilevel strategy is the communication between “ground” and “air”, ensuring constant feedback systems between all aspects of PTF work, so that each level is informed and advised by the others.

**Power The Fight**

Market Peckham, 133a Rye Lane,  
London, SE15 4BQ

Registered charity no. 1181143  
[powerthefight.co.uk](http://powerthefight.co.uk)  
[hello@powerthefight.org.uk](mailto:hello@powerthefight.org.uk)

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END YOUTH VIOLENCE EMPOWERING COMMUNITIES TO END