Pipelines & Pathways: Research Report

Understanding young changemaker journeys
25th October 2024

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Consultant team
This project was led by Oli Whittington and CJ Tayeh, with strategic support from Rakesh Sheth.

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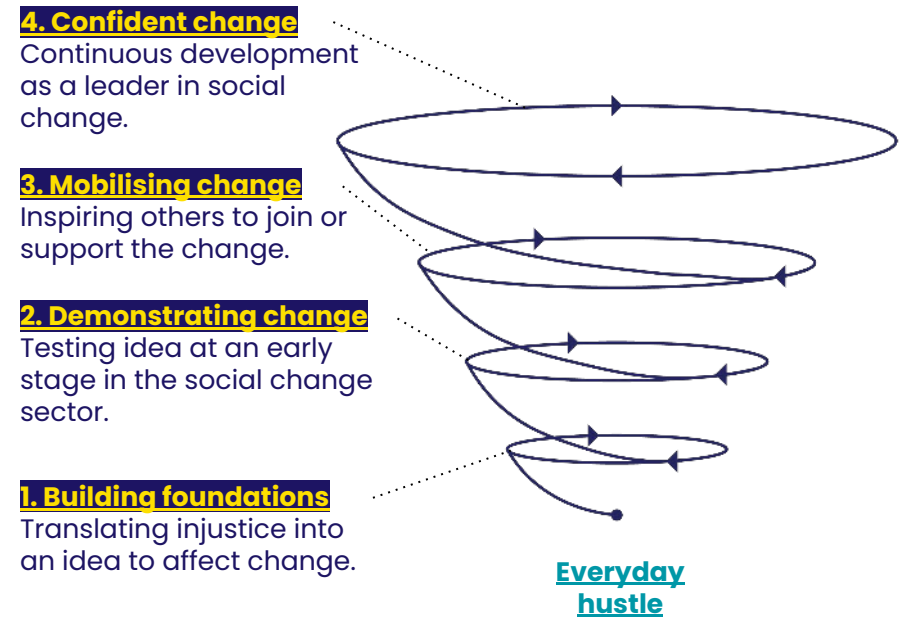
The Pipelines and Pathways research set out to: 1) understand and codify a changemakers journey; 2) understand how to better support changemakers and their development; and, 3) recommend how current and future programmes could adapt to meet this deeper understanding of youth-led changemaking. This is a summary and navigation tool for the findings detailed throughout this document.

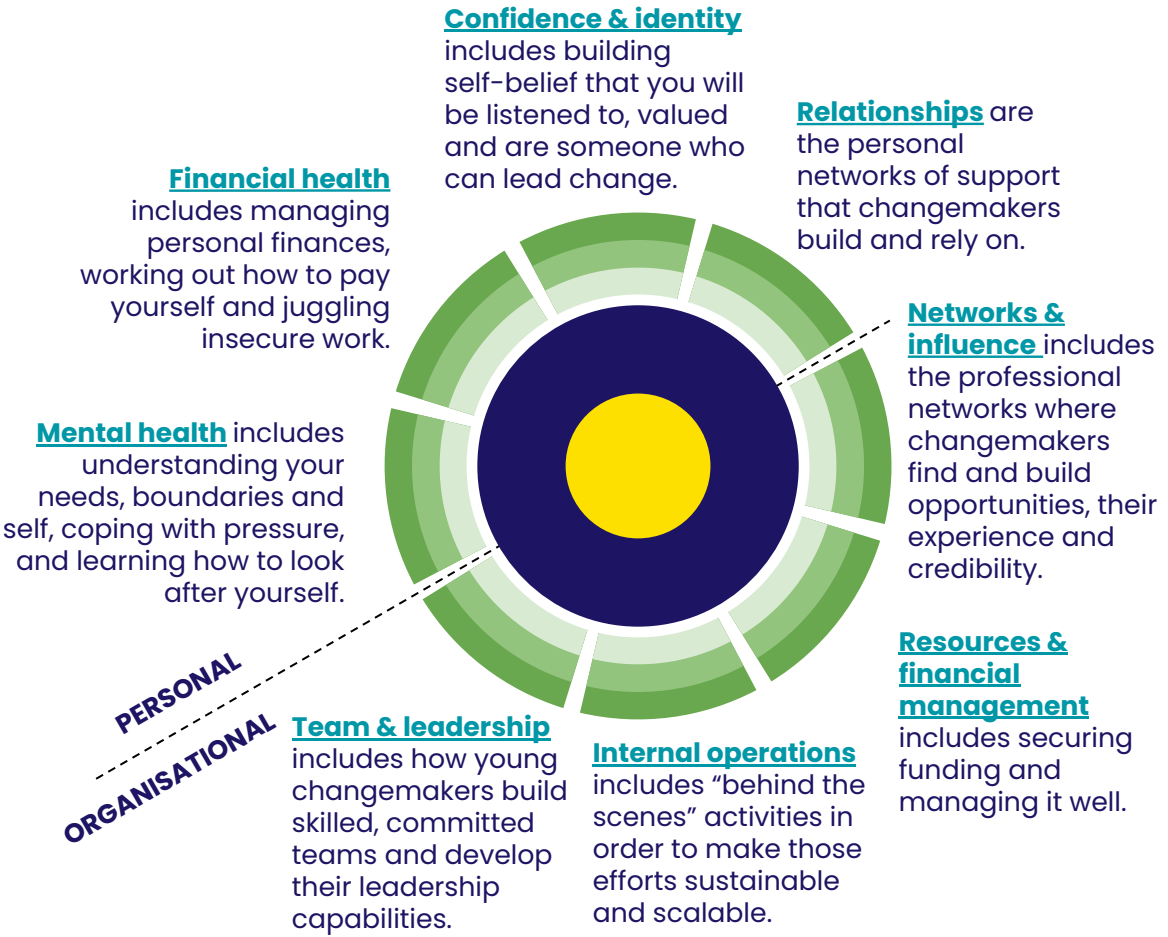
Understanding changemaker journeys

No one journey is the same. Changemaking is an iterative process without a clearly defined destination. While every journey started with the lived experience of injustice and a deep motivation, anger and commitment to change this, what followed was often a cycle of building confidence by developing, testing and reflecting on a mission, idea, or change. The changemaker journey therefore maps four common cycles people experience, with each cycle a destination in and of itself.



Executive Summary
Changemaker needs

Understanding changemaker needs
We identified eight personal (relating to personal development) and organisational (relating to professional and organisational development) needs which reflect what changemakers have to balance along their journeys. While the journey sets out common cycles a changemaker goes through, this needs tool can be used to track the way the needs differ at different cycles in a journey. When one of these needs are neglected, changemakers often finish or pause their activities because of burnout or the collapse of their idea. These needs are related to each other and should be considered holistically when supporting young changemakers.



Executive Summary
Supporting changemakers

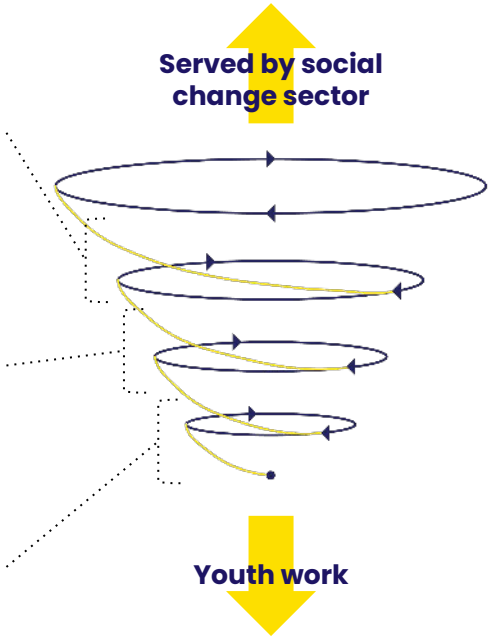
Better supporting changemakers
The Blagrave Trust began its journey to embed youth-led practice in 2018. And since 2020, Blagrave has been experimenting with investing in young people directly through four programmes, each with their own strengths and opportunities. This research has synthesised the six years of learning, alongside new qualitative research and analysis, to identify the three roles that Blagrave currently operates across.

These three roles map to the changemaker journeys and include supporting young changemakers to join the cycle through its pipeline, to deliver the change through effective stewarding, and to transition to the next cycle through its pathway. Across all of these roles, Blagrave must be conscious of and support the diversity of needs that different changemakers will have at different moments along their journey.

Role 3: Mobilising change
Identifying amplified changemakers, and supporting them to mobilise and sustain their change beyond Blagrave.

Role 2: Demonstrating change
Identifying platformed changemakers, and supporting them to demonstrate and amplify their work.

Role 1: Building foundations
Supporting changemakers to activate, build foundations and platform their work.



Executive Summary
Recommendations

How current and future programmes can adapt
As with any framework, the journey, needs and roles identified through this research are imperfect. They are a simplification of a deeply complex process dealing with intersectional issues and experiences of changemakers. Even so, this simplified view structures next step opportunities for Blagrave to explore in its continuous journey of refining how to better serve young people.

- **Strategic reflections:** Blagrave need to set a clear direction forward, clarifying who you are here to serve, what journey you are taking young people on, and how to resource change effectively.
- **Focus existing programmes on two roles:** In its existing format, Challenge and Change best serves changemakers *demonstrating change* and Pathways Fund best serves those *mobilising change*, while ecosystem partners – typically place-based – are best placed to serve changemakers *building foundations*.
- **Maintain what makes Blagrave unique:** Building on successful experimentation, Blagrave should now formalise their work and practices across programmes, developing standards and guidelines to ensure continuity across programmes and mitigate the risk of bias.
- **Develop a suite of support:** The success of Blagrave's programmes is rooted in the relationship-centred approach of its managers, but support could be more effectively offered if responding to the needs of the changemaker rather than the programme they are on.

This report sets out a framework to be evolved and adapted based on continuous learning from the Blagrave Trust and the young people you serve.

1

Background and context

Goals and research questions

The Pipelines and Pathways research was commissioned in July 2024 with the goal of better understanding and codifying changemakers journeys in order to better serve their needs, as described below:

1. *To refine, expand, and/or update the **current terminology** used to define the different **stages of a young changemaker's development**.*
2. *To increase understanding of what is needed to **support changemaker progression** at each stage.*
3. *To clearly articulate the **differences/similarities between current programmes** based on the above two outcomes and recommend how the programmatic offering for supporting young people to lead change could be improved.*

This research therefore centred on research and evidence from young changemakers, their experiences and needs in making the change they care about, building on extensive research conducted to date and new insights through interviews. This research has been conducted mid-way through the 2022-26 strategy[1], providing an opportunity to reflect on how Blagrave can effectively support the young people they serve.

To achieve this research goal, we framed three research questions to be answered through our mixed methods approach:

1. What are the journeys that young changemakers make and how can these be codified?
2. What helps or hinders young changemakers from making change along their journeys?
3. Where and how could Blagrave play their best role along a young changemakers journey?

Overview of our approach

The Pipelines & Pathways research builds on a body of growing knowledge and experience of supporting and funding young people directly to lead the change they want to see. This includes the Blagrave Trust's own journey from funding youth-focused organisations to investing in young people directly. To capture and build on these learnings effectively, we took a mixed methods approach to the research, including:

- 39 internal and external documents reviewed, including feedback from young people who had participated in the Challenge and Change, Pathways Fund, and the Opportunity Fund.
- 7 young partners interviewed through semi-structured, hour-long conversations.
- 6 young partners synthesising and feeding back on the research.
- 2 ecosystem partners that support young people in the early stages of their changemaking journey.
- 3 sector partners including advisors and leads of other funds.
- 5 Blagrave staff interviews.

Limitations of the research

This was a focused research project that ran between July and October 2024, and as such, we prioritised exploring the youth-led partners within the Blagrave network rather than those who are not currently reached. This resulted in the following limitations:

- We spoke to a majority of changemakers in the middle stages of their development – building an idea out and starting to setup an organisation.
- Most of the people we spoke to have or are setting up a Community Interest Company (CIC).
- The geographical spread reflected Blagrave's reach today (urban and mostly London).
- We only spoke to those who had an awareness of the Blagrave Trust and the work they do.

Aspiring, Emergent and Established

The Blagrave Trust developed an initial test framework that segments young changemakers journeys into three categories: Aspiring, Emergent and Established. They suggest that young changemakers have varying capabilities and needs as they grow their experience and pursue the task of enacting social change.

These categories are defined below and were used to segment the changemakers we spoke to in this research, referenced throughout this report:[2]

Aspiring - those with ideas, but very little to no experience of doing the actual work, who need the most amount of support in developing their ideas into action.

Emergent – as those who have some experience in doing work for social justice but may struggle to access financial and other forms of support to develop their work and ideas.

Established – those who have a track record of impact, strong networks, and are mostly looking for financial resource to ensure they can sustain work that is already happening.

As the Blagrave Trust supports young people with direct lived experience of the injustice they are trying to address, this framework also represents changemakers' evolving relationships with their lived experience. We heard from some changemakers about the value in realising and naming the systemic drivers for oppression and disadvantage, and that as changemakers progress in their journey, they develop strategies to harness rather than be limited by their trauma or experience. For Blagrave staff, this was often referred to working with young people speaking from the 'scar', rather than the 'wound'.

Blagrave's journey towards investing in young people directly

The Blagrave Trust began its journey to "become a youth-led funder" in 2018.[3] Blagrave's current mission is

"To bring lasting change to the lives of young people; investing in them as powerful forces for change and acting upon their right to be heard in pursuit of a fair and just society"[4]

Their approach is structured around three strategic pillars,

1. Increasing civil society's accountability to young people (SO1)
2. Investing in young people to create change (SO2)
3. Investing in better youth policy (SO3)[5]

The second pillar has been described by more traditional UK funders as "radical," "bold," and even, "risky", with some of the opinion that funders are poorly placed to support young changemakers in a relationship-centric way.[6]

Young changemakers, however, have a different view. They describe the Blagrave Trust's direct-to-youth investment as "amazing" , and the trusted relationships underpinning this funding as "understanding, helpful and caring… which is rare" within the funding landscape.[7] [8]

Blagrave developed SO2 by closely collaborating with young people, planning, piloting, and iterating in partnership. They recruited youth worker expertise and brought young people in as paid advisers and trustees. The result is a model rooted in trust, shared learning, and a deep commitment to youth led-change.[9]

"Why don't we say young people know what they want to change, what they want to protest about, what they want to be heard about. The one thing they don't have is the one thing that we do have, which is resource."
Blagrave team

2

Young changemakers journeys

Building confidence as a changemaker

"Can you please describe, in your own words, your journey towards making change?" This was our opening question with the changemakers that we spoke to, and while every journey started with the lived experience of injustice and a deep motivation, anger and commitment to change this, no one journey was the same. Instead, what followed was often a cycle of building confidence through developing, testing and reflecting on a mission, idea, or change.

No matter the amount of experience a changemaker has, building confidence in the next challenge was a continuous cycle that required energy. The changemakers we spoke to described how systemic oppression impacted their ability to build confidence, and wider learning from programmes highlighted how building confidence is often undervalued, with changemakers rarely celebrating successes.[10]

"It is so fluid. One day building self-belief may be 20% because events shake me and other days i'm 100%"
Emergent Changemaker

Mapping changemaking journeys

Mapping the common stages of changemakers' journeys from foundational research and interviews surfaced that no one journey is the same. While there are many different theories of how to build social change, changemaking is an iterative process without a clearly defined start and end state. It requires constant work, fighting the dominant narratives that exist on those structurally oppressed.

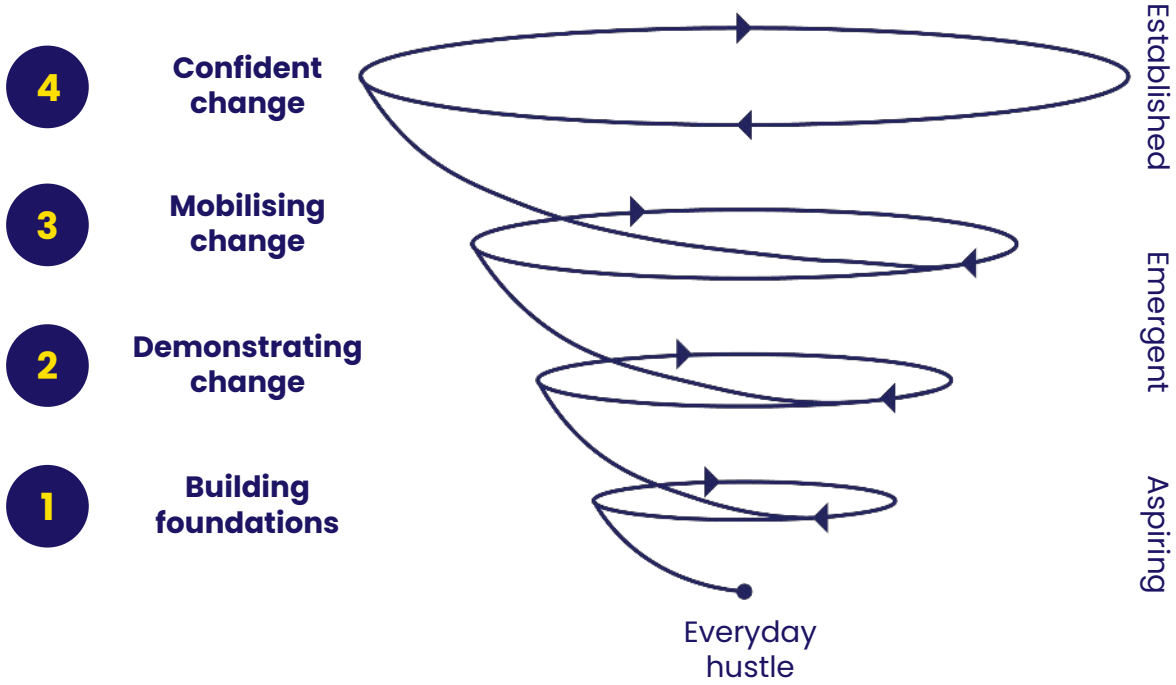
"I can't see myself being established - it feels really weird and not reflective of my experience … Others might look at me and say that I'm established but I would never say that"
Emergent Changemaker

"What I was doing before [Blagrave] was testing, and then I got the opportunity from Blagrave, but that was still more testing out, and then after finishing that it still feels like testing out just in a different way … it's kind of loopy"
Emergent Changemaker

As such, building from the linear representation of changemakers journeys, such as *Inactive, Step up to leadership and Maintain and Sustain* framing[11], and the *Aspiring, Emergent, Established* framework[12], we developed a journey that centres on the continuous cycle of building confidence in individual or collective ability to create change. This is both the inner confidence and the confidence and support from others in the sector.

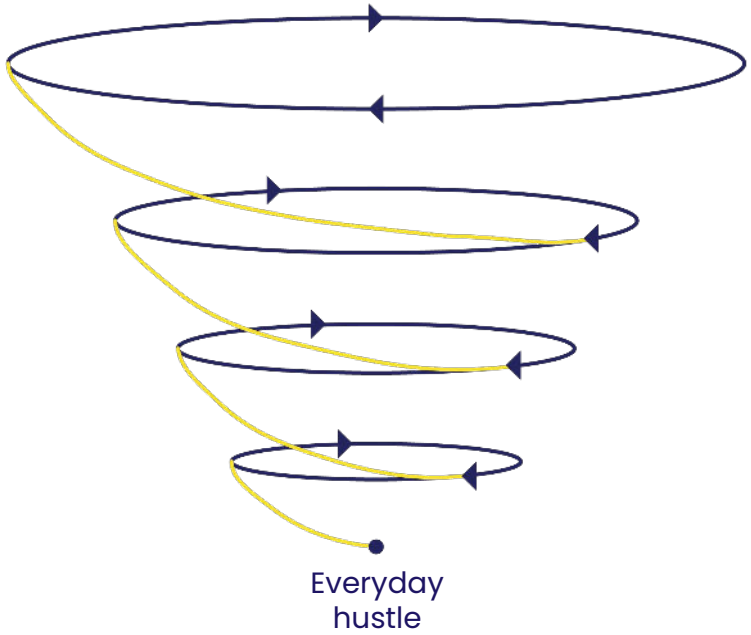
Section 2 sets out the cycles of young changemakers journeys, as well as the enablers and barriers that changemakers face. Section 3 sets out the needs that changemakers balance across all stages of their journeys.

Four cycles of a journey



The Changemaker Journey maps out four common cycles people experience along their journey. Inspired by the spiral curriculum, which describes learning as "an iterative revisiting of topics, subjects or themes"[13] and captures the cyclical nature of development. Each level is a destination in and of itself, and depending on the type and scale of change that changemakers are trying to make, there may be a need to continue affecting change at the same level continuously. These four cycles map onto the aspiring - emergent - established framework, with emergent including both demonstrating and mobilising change.

The paths between the cycles



In addition to the four cycles in a changemakers journey, we heard about four common paths that support changemakers to transition from one cycle to another. These are often helped or hindered by funders and others in the sector, and are crucial steps in building a changemakers capacity to affect the change they want to.

These paths, and how funders can facilitate them, are described alongside the cycle in this section.

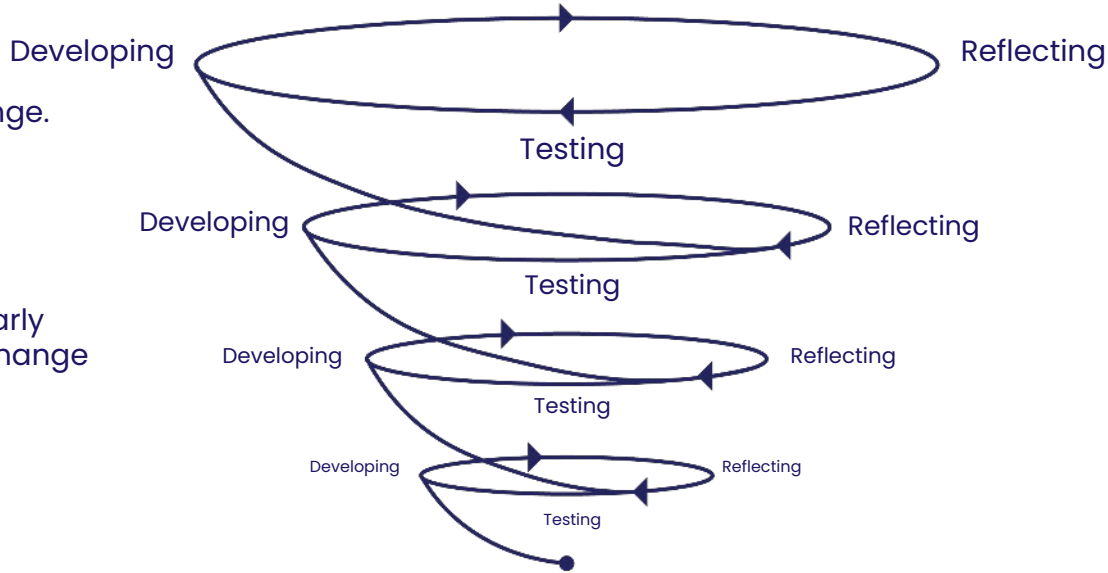
Overview

4 **Confident change** p.35
Continuous development as a leader in social change.

3 **Mobilising change** p.31
Inspiring others to join or support the change.

2 **Demonstrating change** p.26
Testing idea at an early stage in the social change sector.

1 **Building foundations** p.22
Translating injustice into an idea to affect change.

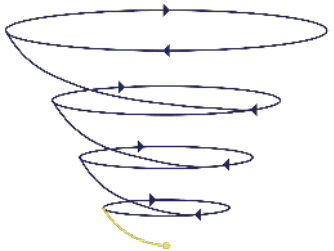


Everyday hustle p.20

The start: Everyday hustle

The starting point for every young changemaker begins with their experience of life – for those who Blagrave support, these are changemakers who have experienced systemic injustice, oppression and disadvantage. For some, the everyday hustle is a traumatic experience, a continuous resistance against a system that oppresses them. For others, the everyday hustle is a part of life in which they've learnt to make the most of.

For young people who decide to affect change, there is often a moment of realisation to the possibility of making change. The first step towards the *building foundations* cycle is therefore when changemakers activate their awareness and desire to make change. While research[14] highlights preconditions that make it more likely for young people to *activate* their changemaking journeys, including social and economic security, networks, belief in being listened to and the potential for impact, there are many young people that begin their journeys without this.



"To exist while disabled is a radical act"[15]

"I was like, why do I never see myself or representation in me or people like me out there? But where is the platform for people like me?"
Emergent changemaker

"Sometimes you don't want to [make change] because challenging systems of oppression is so tiring, but it feels like it is more of a 'calling', you wish this problem never existed to begin with. So we are … [doing] something about the issues we face because we have to and no one else is doing anything"
Emergent changemaker

Pathway enablers and barriers

The moment a changemaker realises they can affect change and decides to start their changemaking journey.

How funders and partners can enable activation

- Facilitating exposure to new ideas and possibilities for change, helping young people become aware of opportunities for making a difference.
- Creating spaces for connection with other changemakers, allowing young people to meet peers who can introduce them to what's possible.[16]
- Providing access to supportive environments, particularly following trigger events like Black Lives Matter[17], where young people can begin to develop and refine their ideas with guidance and resources.
- Offering opportunities to articulate and explore systemic issues, helping changemakers connect personal experiences to larger societal problems.

"A friend asked me to write for their uni project, and I was like, hold up – this is actually quite nice"
Emergent changemaker

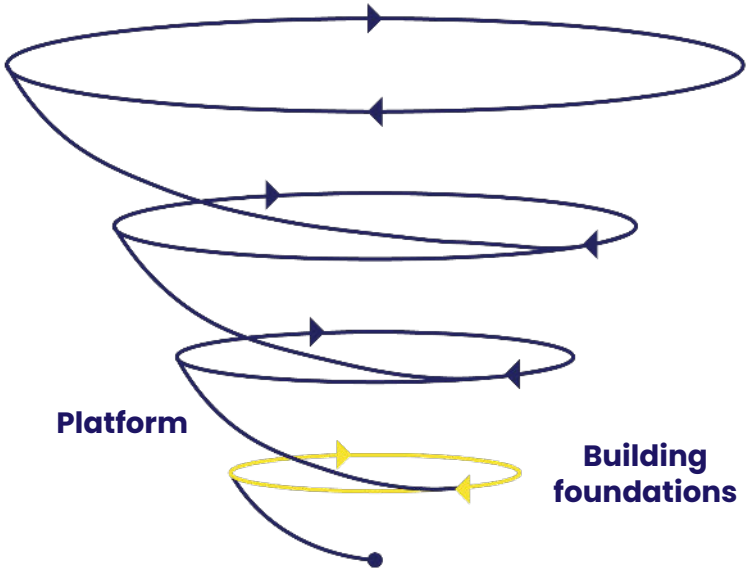
How funders and partners can address barriers

- Developing targeted outreach strategies, ensuring resource reaches diverse individuals/communities
- Fostering inclusive, empowering environments that challenge oppressive narratives and affirm identity, belonging, and ability to make an impact.
- Building confidence ensuring that changemakers feel heard, valued, and capable of driving change.
- Providing flexible financial support,[18] addressing the pressure of financial insecurity, while accommodating responsibilities such as caregiving by giving changemakers the time and space to focus on their changemaking work.

1. Building foundations

Growing self-belief that you* are someone who can affect change by translating injustice, lived experience and anger into an idea or mission.

*You as either an individual or a collective

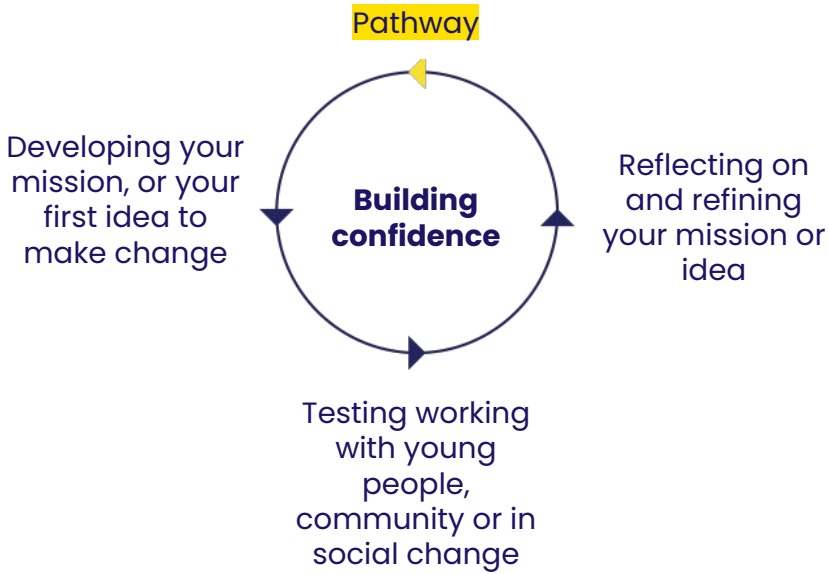


Building foundations

Every changemaker described an experience (e.g. in response to a trigger event[19]), or a collection of experiences over several years, where they built their foundations as a changemaker – for most people we engaged, it was the latter. This often looks like building a personal or collective mission to make change against an injustice experienced, as well as the ideas to drive the mission forwards.

During this early cycle, changemakers often tested out their ideas for affecting change in a light touch way, including running a free event, receiving a micro grant to test an idea, or working as a part of another organisation that works with young people or social change. This experience provides the environment in which changemakers can reflect and refine their personal mission and ideas for change.

"I took a lot of my own anger that I had about my lived experience and channelled that into a bit more passion and taking that anger and making it a bit more productive so it's not just within myself"[20]



Building foundations

Enablers

- Early champions that recognise the potential and celebrate the strengths of changemakers and their lived experience.
- An environment to experiment with an idea at a micro scale.
- Young people who encourage and validate what they are doing is and will make a difference.
- Belief of being listened to or valued.
- Foundational skills in campaigning, youth work and organising, storytelling and safeguarding.

"My experience of joining youth organisations from a young age is what allowed me to even begin to think that I can do something about oppression. So in a sense I had some form of a platform to influence change for young people"
Emergent changemaker

Barriers

- Oppressive narratives challenging a changemaker's identity, belonging or ability.
- The desire to follow more conventional models of success, for example developing your career and personal wealth.
- Lack of community or lack of safety.
- Low confidence in themselves and their impact, leading to insecurity to make change.[21]

"I was talking to the CEO, and he said, your speech at the AGM was really weak... Maybe you shouldn't be the one who does the speech at the party conferences. And I remember having this moment, like, I cannot believe you're telling me as a woman of colour, not to do something."
Established changemaker

Pathway enablers and barriers

The moment a changemaker is offered the opportunity to develop an idea, either with an organisation, through funding, or with volunteers.

How funders and partners can enable platforming

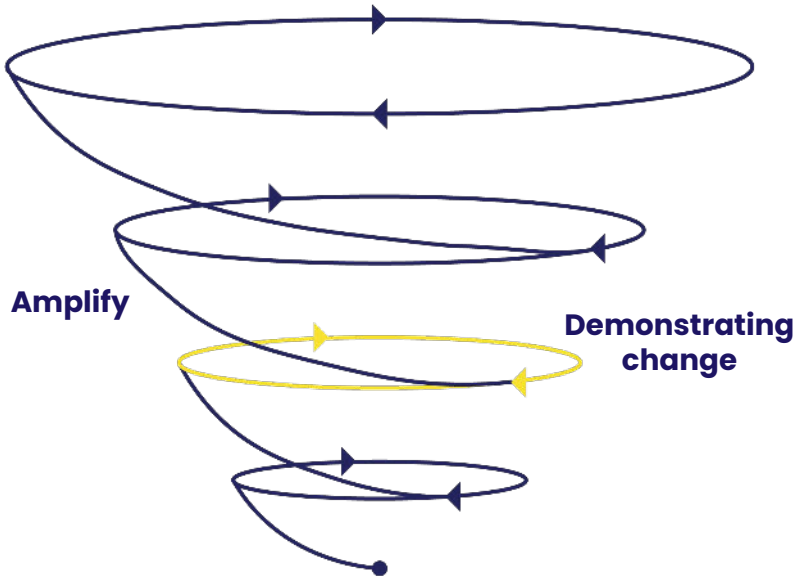
- Providing an in-system champion to help them navigate the sector, connect with opportunities, networks and organisations that will help them develop their work.
- Offering economic security, flexibility and trust, allowing changemakers the freedom to experiment, take risks, and navigate uncertainty without the pressure of financial insecurity.
- Providing guidance, capability-building and skill development to grow young changemaker confidence and social and financial capital.
- Providing access to capital.

How funders and partners can address barriers

- Expanding access to networks, especially for changemakers in underserved geographic areas or those without connections to opportunities or organisations.
- Providing cohorts and communities which build changemakers' confidence and reinforcing their belief in their ability to create change.
- Building meaningful partnerships and relationships with young changemakers so they feel secure and supported.
- Supporting changemakers with funding applications, particularly positioning of their work and language used in the sector.

2. Demonstrating change

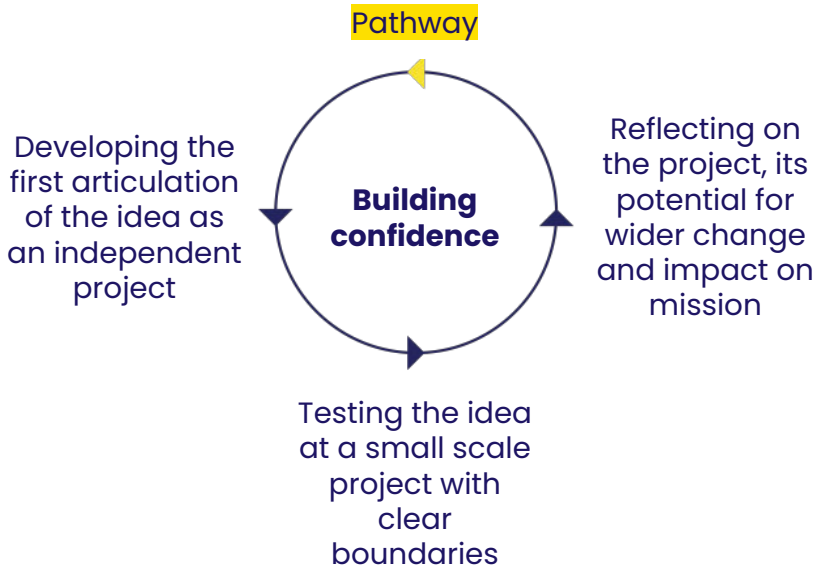
Stepping up to an opportunity to test an idea at an early stage and starting to do the change the changemaker has imagined.



Demonstrating change

Building on foundational experience of working with young people and in the social change sector, changemakers that demonstrate change are often delivering an idea as their independent project for the first time.

This demonstration tests fundamental questions about the idea like – is it something that can be delivered, does it benefit people, do others in the sector think it has value? Some changemakers may demonstrate the change and seek to repeat the idea, or seek to scale who the idea reaches and the number of people they reach. If the changemaker is looking to scale the idea, then the impact of this demonstration needs to be amplified to others in the sector.



Demonstrating change

Enablers

- An organisation or space to test running an idea at a small scale, practicing working with others, managing a budget, etc.
- Receiving funding in a timely manner to pay for people's time or expense costs.
- Access to training and mentors for specific youth, changemaking and entrepreneurial skills.[22]
- Collaborators to develop and deliver the idea with.
- Affirmation and support from young people they are trying to benefit.
- Having a in-system champion to support your growth and a flexible friend along the journey.

"Our first active project at school, the effect on the young people... I don't know, it was just beautiful."
Emergent changemaker

Barriers

- A lack of resources to deliver vision.
- Funding paid late.[23]
- A lack of experience or access to skills to deliver the vision and manage the project.
- Fear or impact of reprisals, criticism and ridicule from funders, others in the sector, changemakers and their personal networks.
- Burnout from attempting to deliver change in a system that is working against it.
- Lack of support or affirmation.

Pathway enablers

The change is recognised and championed by others, driving changemaker motivation and wider investment in the idea and individual.

How funders and partners can enable amplifying

- Supporting young changemakers to understand the depth and breadth of their impact by reflecting back positive feedback and encouragement from their peers, people they support and the wider sector.
- Storytelling support and generating visibility for work within the media, other funders and potential partners, often with the help of a champion.
- Facilitating network development and supporting navigating the sector, enabling changemakers to promote their impact and access more resources.
- Build social capital of changemakers by promoting everyone funded, and why you as a funder / partner have confidence in their ability.

"It was definitely a huge whirlwind in a sense. Now everyone started looking at us and seeing us and we won awards, and it was a huge shock!"
Emergent changemaker

"It's opened a lot of doors. … being able to walk into a room and be like 'I'm funded by this Fund' gets people looking at you like 'okay, let me hear what you have to say, I like what you're trying to do,' before they've even heard your idea."[24]

Pathway barriers

How funders and partners can address barriers

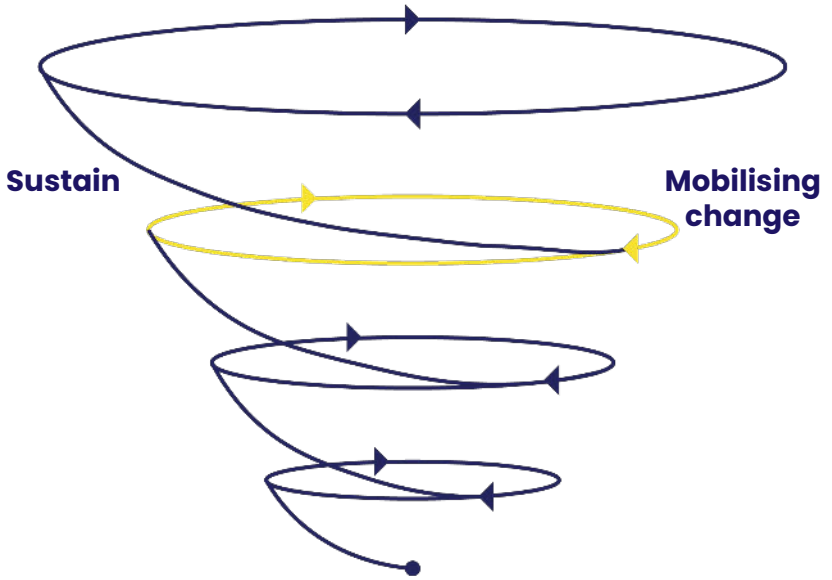
- Expanding access to networks, especially for changemakers in underserved geographic areas or those without connections to opportunities or organisations.
- Facilitating diverse cohorts and communities which build changemakers' confidence and reinforcing their belief in their ability to create change.
- Building meaningful partnerships and relationships with young changemakers so they feel secure and supported.
- Providing access to mental health support services and promoting the risks and signs of burnout, providing safe pathways for those who need it.
- Making the implicit explicit, by providing clear, transparent guidance on the unspoken norms and requirements for operating within the sector, ensuring that changemakers are equipped with the knowledge they need to navigate funding processes and engage with funders effectively

"The type of testing with Blagrave is like, you're being given all of this language and things to describe what you're doing … now that I've tested it knowing how funding works, it's like figuring out what would I want to do if I that if I get that new opportunity"

Emergent Changemaker

3. Mobilising change

Inspiring others to join or support your changemaking activity, usually by developing those activities to reach new people, areas or communities and building your organisational infrastructure and funding to support this work.

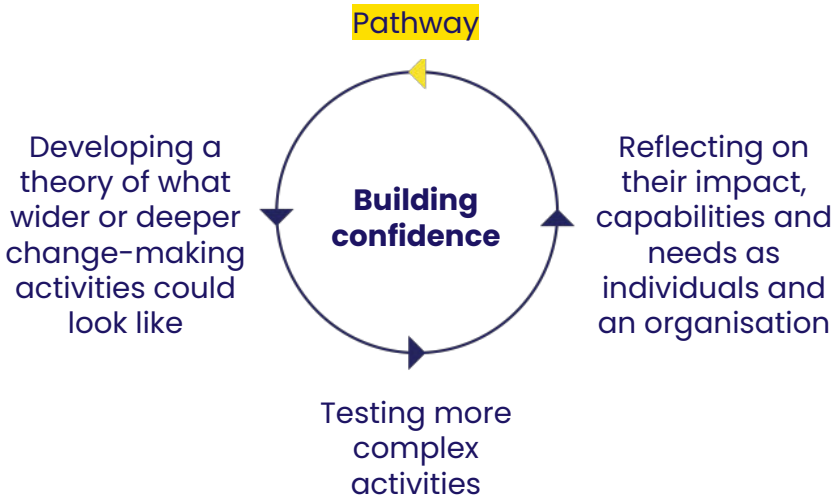


Mobilising change

After having demonstrated that change is possible through the smaller scale implementation of their idea young changemakers often seek to scale or deepen their impact.

This usually happens by developing a theory about what their idea could look like with more people involved and with greater resource. This idea is an extension of their previous experience and in line with larger funding opportunities and contracts that are available in their sector.

Their ambition and ability to go wider or deeper depends on whether they can mobilise resource for that purpose, and the success of the idea is often tied to the 'enduring commitment' of the changemaker.[25]



Mobilising change

Enablers

- Larger, longer-term funding committed to growing a changemaking initiative or organisation (not necessarily directed towards benefiting the individual changemaker).
- Access to knowledge, skills and advice in growing an organisation or scaling an initiative.
- Leadership capabilities to both inspire, influence and direct other individuals and organisations to partner with them.
- In-system champion to support the changemaker with organisational decision-making and system-level objectives.
- Network of aligned peers, relevant organisations and communities.
- Spaces to work from and collaborate in.

Barriers

- Bogged down in administrative issues for building an organisation.
- Difficulty managing a team and delegating tasks that were previously carried out by the changemaker themselves.
- Balancing personal responsibilities and lack of time to dedicate to project/organisation.
- Lack of consistent collaborators - not for want of willing people, but being unable to pay them.
- Leaders dropping out of the organisation.[26]
- Funding sourced being insufficient for the work and people required.

"We're now able to get our comfort zones more, reaching a different limit to make a different type of community as well expand a bit more in the country."
Emergent changemaker"

Pathway enablers and barriers

Building experience in changemaking that shapes a recognised profile, a high quality network, and access to long term capital.

How funders and partners can enable sustaining

- Providing safe spaces to learn, reflect and improve from failures, as well as a platform to restart to build deep experience.
- Supporting young changemakers to understand the depth and breadth of their impact by reflecting back positive feedback and encouragement from their peers, people they support and the wider sector.
- Providing access to a mentor, or in-system champion to encourage the work, support decision-making and facilitate connections.

"I think an established changemaker does look like a lot of different things to a lot of different people, depending on how you want to drive that change forward."
Ecosystem partner

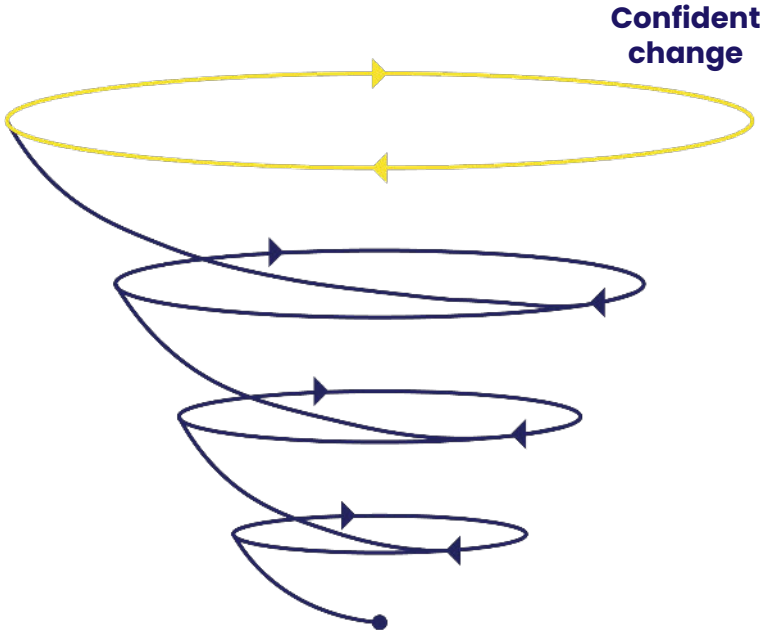
- Supporting the development and maintenance of a network and their social capital.

How funders and partners can address barriers

- Providing access to mental health support services and promoting the risks and signs of burnout, providing safe pathways for those who need it.
- Supporting critical analysis to improve change work and navigate the system.
- Creating peer networks to support those underrepresented, particularly those from a working class background.

4. Confident change

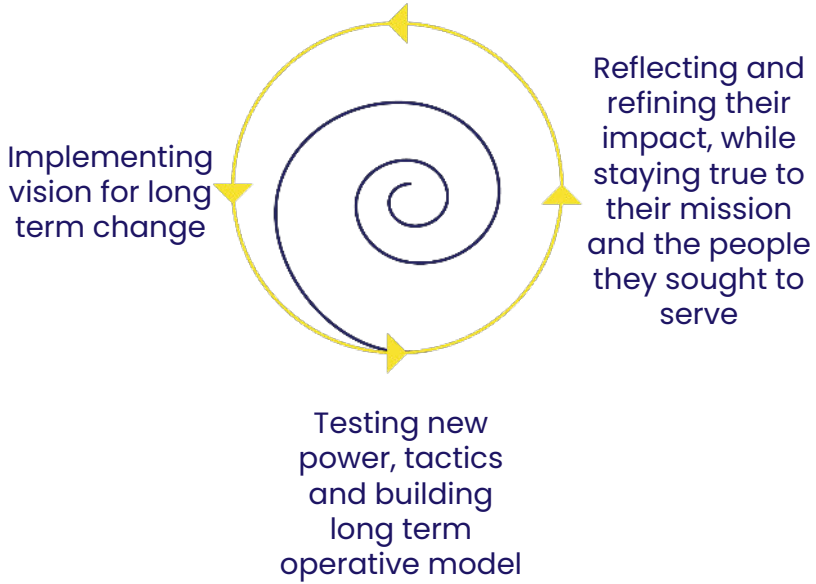
Confident changemakers have self-belief in their ability to create change and have access to high quality, long term resources, including capital, an experienced team, sector-focused networks and supportive peers.



Confident change

After meeting the challenges of mobilising change, young changemakers gain greater self and organisational confidence. Their know-how and experience puts them in a better position to be able to gain larger, longer term funding through diverse sources – reducing the uncertainty that they faced in the earlier stages of their journey.

As confident changemakers, they hold more power within the system - but are also part of the system. Outsider tactics that they once wielded might feel harder or riskier to execute than insider tactics. However, the cycle of building confidence is continuous, and while at this stage of the cycle changemakers are able to navigate the system, they still need to continually test and reflect as they step into new contexts.



Confident change

Enablers

- Building personal and collective power to create change, with the ability to build a strong base of support on their journeys.[27]
- Being comfortable to be further from the change and managing organisational challenges like fundraising and governance.
- Tapping into networks with complementary skills, resources, or influence.
- Access to capital and organisations with capital - including building up their own reserves strategy to gain organisational resilience.
- Managing their own capacity and having appropriate skills and capabilities on their team.
- Access to mentors relevant to this stage of the journey and as well as experts and advisors.

"You need to believe in yourself, and you need to build a resistance growth mindset in order to achieve that…"
Established changemaker

Barriers

- Struggling with self-belief - if previous activities have been too mentally or physically exhausting, they won't be able to enact confident change.
- Lack of social (networks) and financial capital - without access to longer term, larger scale contracts or funding, changemakers will not be able to confidently carry out their vision for the future.
- Critical skills gaps or inability to recruit skills, which prevents them from delivering on their bigger ambitions.

"It is very much stepping into your power. It is holding leadership and holding compassion for yourself as a leader. And also, particularly within this climate, being okay with your organisation shutting down."
Established changemaker

3

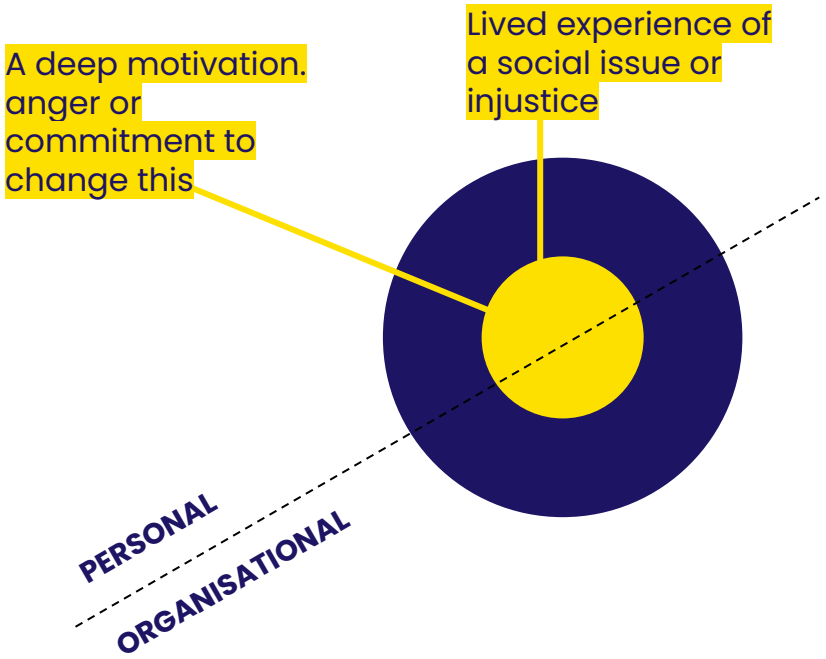
Young changemakers needs

Foundations of a changemaker

Blagrave changemakers share similar foundational experiences, aligning closely with the Blagrave Trust's mission to support young people who are both experiencing and challenging injustice in their personal lives and within society.[28] Young changemakers had lived experience of a social issue or injustice, which gave them greater understanding to implement change.[29]

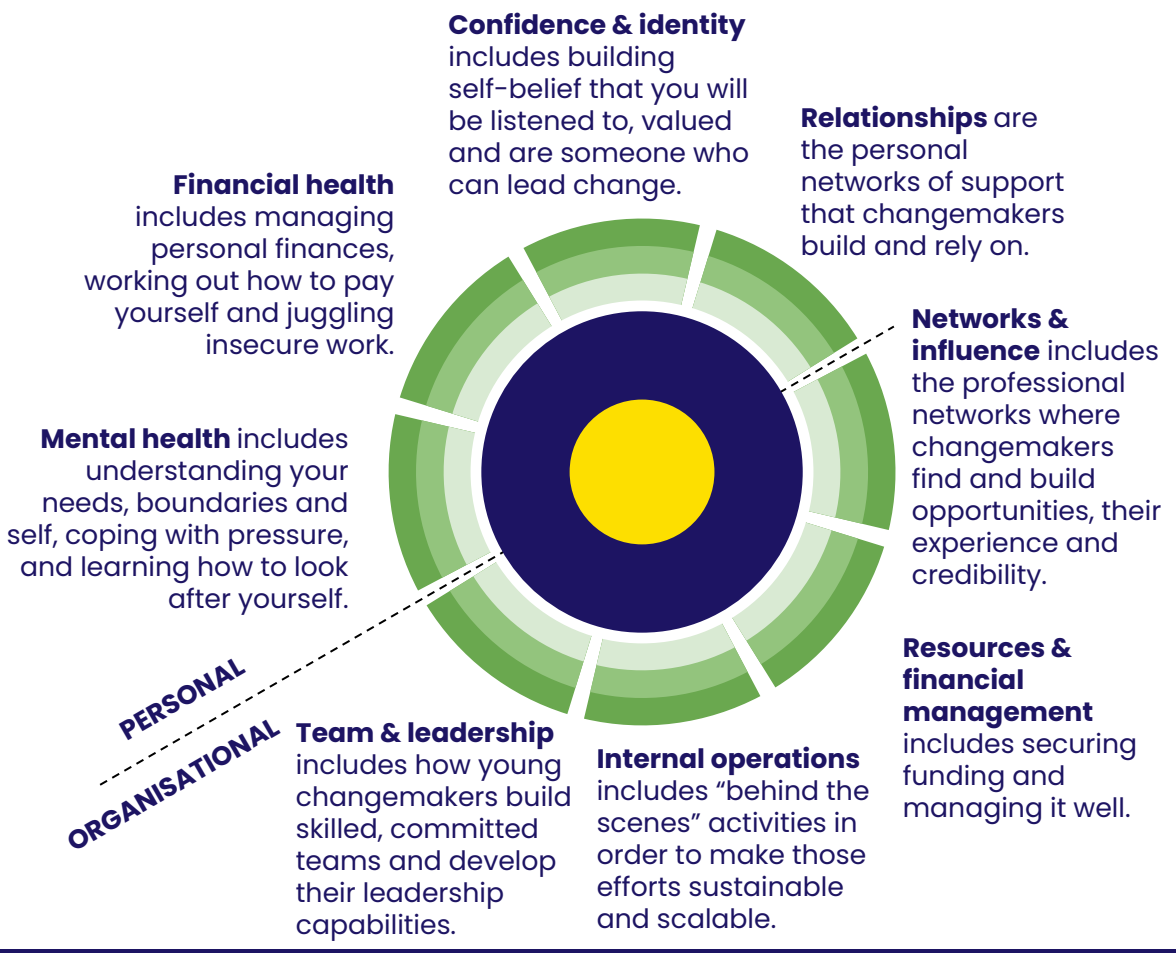
Young changemakers also had a deep motivation, anger or commitment to enact change, which powered their drive to make a difference.[30]

Throughout our research, we also identified the personal and organisational needs of young changemakers. Personal refers to needs related to the individual and organisational refers to the professional needs of the group, collective or constituted organisation (often CICs).



The 8 needs

The 8 personal and organisational needs reflect what changemakers address and balance along their journeys. These needs did not change consistently at each stage of the journey, but instead need to be continually supported in order to sustain the changemaking. It's important to note that these needs are related to each other and need to be considered holistically when supporting young changemakers.



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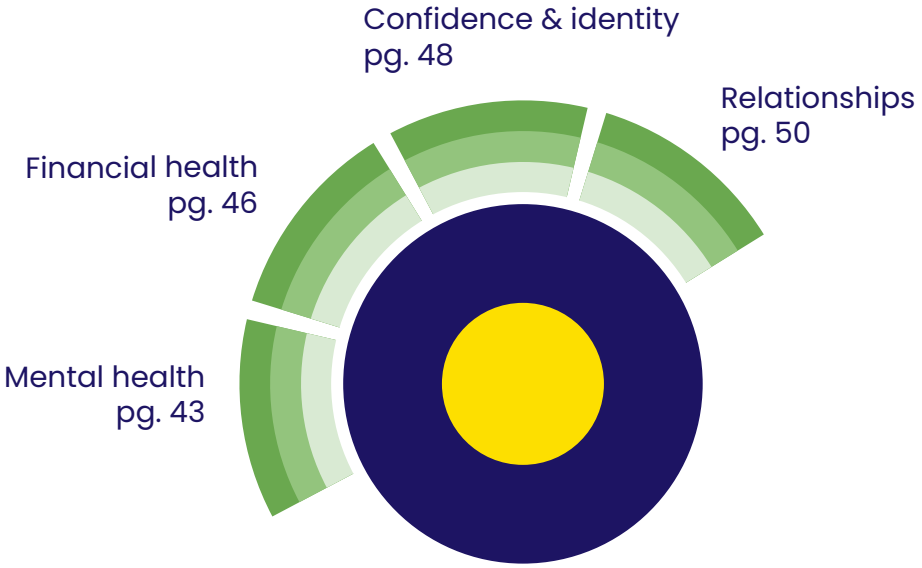
Personal needs

Personal needs



Mental Health

Definition: Balancing your mental health as a changemaker includes understanding your needs, boundaries and self (including neurodivergence), coping with pressure, and learning how to look after yourself to maintain your energy and equilibrium. Feeling capable, rested and hopeful was essential to making good decisions, being resilient to setbacks and rejection.

Key Insights

1. The power & pressure of identity
Changemaker experiences and identities are deeply rooted in the change they are trying to make.[31] This often powers the work and means that changemakers go above and beyond, but it also adds pressure and vulnerability. The boundaries between life and work are blurred for changemakers.

"Finding work, life balance, where naturally the work has so much to do with your life, and then it becomes merged, and how do you separate the two if you need to?"
Emergent changemaker

2. Selfcare isn't intuitively prioritised
Changemakers do not instinctively prioritise self care.[32] They often put the needs of others before their own, whether that's in their lives or in their organisations.

"I'm trying to serve a level of compassion for myself. It takes a lot of mental bandwidth and it also takes a deep level of self care. I've had to invest in a bunch of new routines."
Established changemaker

Mental Health

3. Burning out as the norm

Burning out, feeling powerless or disillusioned is a common experience, some people almost spoke about it as an expected moment in their journey, or "part of the job". Related to insights 1 & 2, changemakers spoke about not wanting to let others down, which pushes people beyond what they feel capable of doing and leads to overexhaustion.

"...that feeling of being exhausted and burnout ... but I can't let down the young people"
Emergent changemaker

All groups have faced burnout with 4/5 groups having had team members taking leave due to burnout. All groups noted how they have worked far beyond average contracted hours.
Pathways fund update[33]

Even though many changemakers feel that burnout is relatively normal, when describing their experiences with burnout it was often described as something that hindered their journeys and taught them hard, painful lessons.

"My change making journey was on a really good trajectory. I had lots of stuff set up and set in place, and then my mental health decided to go hard on me. I got a diagnosis and I had lots of stuff going on at home. It was just really difficult for me to carry everything by myself. I was very much on my own".
Emergent changemaker

Mental Health

Prompts for Blagrave

- How do we build in proactive mental health support to prepare changemakers for the journey ahead?
- What kind of mental health support is Blagrave well setup for and how does that impact who to work with?
- Do Blagrave have the right safeguards in place to prevent / minimise the risk of burnout?
- How could Blagrave be more explicit with young changemakers around valuing the person first and the project second?
- How could Blagrave help young changemakers hold the risk of burnout and practice non-judgment if it occurs?

Financial Health

Definition: Financial health includes managing personal finances, working out how to pay yourself and juggling insecure work. Most changemakers were used to living with financial insecurity, but balancing social change work alongside other employment added uncertainty about their financial survival, impacting their ability to focus on what is important to them.

Key Insights

1. Changemakers are most likely to be living in financial precarity

Changemakers that Blagrave support face systemic disadvantage and oppression daily, and are therefore most likely to be approaching social change without financial predictability and security.[34]

"Over 80% of the young people we work with are from the BAME community...discrimination and unemployment sit right across that group... We have high percentage of single mums trying to get flexibility"
Ecosystem partner

2. Balancing various roles

Changemakers are doing more than their social change work, often holding part-time work, freelance contracts and/or caring responsibilities to make ends meet and look after the people around them. This absorbs time and energy.[35]

"I worked pretty much overtime. I don't have an actual salary. It's literally bit by bit, which is a huge insecurity because I can't even sustain myself in a personal level."
Emergent changemaker

Financial Health

3. Financial health is prone to volatility

The difference between safety and instability is very small for changemakers. Small grants can relieve a lot of financial pressure and open up space to focus on the change that is important to them.[36] This often means that changemakers do not prioritise paying themselves or feel uncomfortable to put a value on their time.

"I wish there was a split from the outset, between personal and project payment"
Ecosystem partner

Providing predictable income that covers living expenses gives people security unattainable from anywhere else.[37]

"The life moments [not being able to pay the rent] impact on the business as much as the business moments"
Ecosystem partner

Prompts for Blagrave

- How might Blagrave support changemakers to reach personal financial security alongside their changemaking work?
- Do Blagrave want to be more explicit about financial disadvantage and class in how and who they support?
- Can Blagrave make it easier for changemakers to pay themselves and/or obtain income security?
- Could Blagrave help organisations think through or guide how to budget for staff/personal provision within projects?
- Could Blagrave account for and financially address the unpaid labour (eg. caring responsibilities) that changemakers may be performing to achieve more just funding outcomes?

Confidence & Identity

Definition: This includes building confidence and self-belief that changemakers will be listened to, valued and someone who can lead change. This view sees them as peers with non-young people in the sector, valued because of their work rather than just lived experience.

Key Insights

1. Harnessing lived experience is complicated
Changemakers are driven by their lived experience of social injustice and often learn to harness this to build confidence in their role in making change.[38] While this shapes people's identity and purpose, it can also be difficult to publicise your personal experiences when there is a risk of personal reprisal or the fear of being seen as just your lived experience.

"Doing work about [redacted] experiences working in the voluntary sector, but I didn't necessarily want to put my name next to it due to being quite candid in terms of the levels of racism systemically that we face."
Emergent changemaker

2. Imposter syndrome has an impact
Changemakers described feeling like an imposter doing changemaking work.[39] Initially this is because society conditions them to believe change is not possible and they need to build a new idea of themselves and what is possible. Feeling like an imposter can evolve through a journey, especially when changemakers have to 'sell' their stories and they feel a disconnect between the impact funders and others in the sector want, and what they feel in their life

Confidence & Identity

"It's weird being in two spaces at once – where you'll be recognised for making impact but also within yourself feeling like you're not even 100% sure the work you're doing is making a difference"
Emergent changemaker

3. Champions validate sense of self worth
Changemakers are often encouraged and supported by others with more experience in the field to expand their view of themselves and their potential for impact.[40]

"When I mentioned I was a young carer, they asked me to elaborate on that and I didn't really think so much about it. The CEO helped me recognize that strength in me. And without that [my social enterprise] would not have an origin."
Emergent changemaker

Prompts for Blagrave

- How might Blagrave encourage young changemakers to to grow into themselves?
- How might Blagrave support a new way of making change into the existing dominant system?
- How do Blagrave support and prepare changemakers for other funders and the dominant system effectively?
- What narratives are Blagrave promoting about changemaker identities? To young people, the sector and wider society?
- How does Blagrave address the complexities around lived experience and imposter syndrome that may come from this and the work?
- How does Blagrave champion young changemakers?

Relationships

Definition: Relationships are the networks of support that changemakers build and rely on. This includes friends, family, local and shared interest communities, and occasionally support from professionals like mentors. These relationships are crucial for the wellbeing of changemakers as they meet both professional and organisational challenges.

Key Insights

1. Building boundaries

Meeting others with shared identities and experiences can be liberating, opening new friendships and support networks. But many of these new relationships are essential for carrying out the work that changemakers want to drive. As this work often requires a collective effort, changemakers need to learn new skills in setting boundaries.[41]

"With personal relationships it can feel awkward to find the right way to pay people and deal with those types of situations"
Emergent changemaker

2. Community and belonging

There are three types of community important to a changemaker: the personal, which may have conventional family/friend support networks; the mobilising community, which is how they deliver change and inspire their peers; and, the communities of other changemakers, who they meet through funder cohorts and ecosystem organisations and can offer peer support. Across all of these communities, changemakers meet others with a shared experience of life, which makes the work deeply personal.[42]

Relationships

3. Asking for personal support

Given changemakers are often supporting others in adverse conditions and struggle to prioritise themselves over others, learning to ask for support is a muscle people need to build.[43] Often organisations that support young changemakers can be the first port of call. Building a diverse personal support network builds changemaker resilience.

"We are disproportionately the first people they call when they are about to be kicked out of the house, we cannot provide a service to them and our staff do not always have the capacity to fix that problem for them."
Ecosystem partner

"Catch-ups with Callum were, like, really useful for me because I felt like I was very much by myself doing this."
Emergent changemaker

"Needing to show a brave face for service users or young people as they are vulnerable and look up to you for support it can sometimes be hard to leave that space and ask for help as you're used to being the helper"
Emergent changemaker

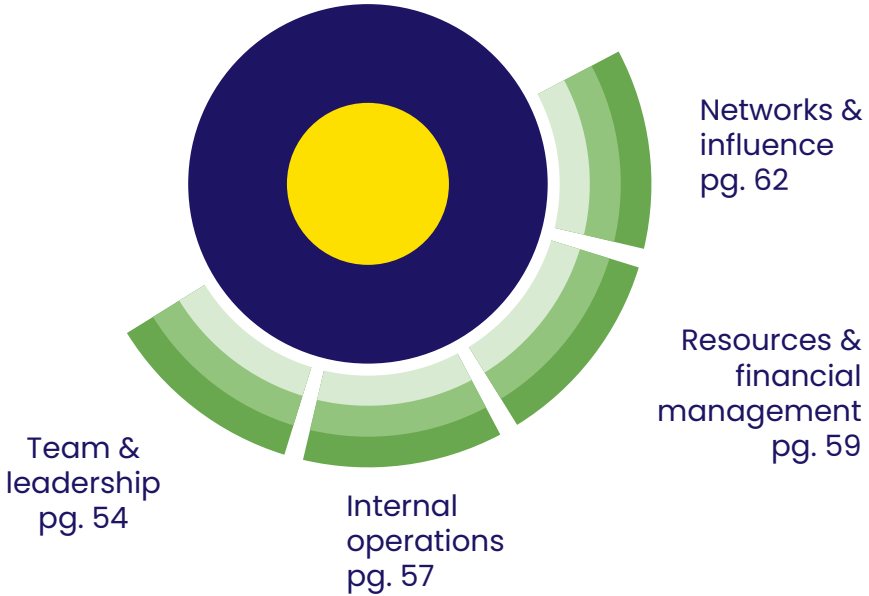
Prompts for Blagrave

- How can Blagrave enable young changemakers to understand their work and their journeys with a relationship-centric lens?
- How can Blagrave facilitate space for genuine peer relationships to form?
- What role should Blagrave play in supporting changemakers to build relationships for resilience and wellbeing?

3

Organisational needs

Organisational needs



Team and Leadership

Definition: Team and leadership relates to how young changemakers build skilled, committed teams and develop their leadership capabilities in order to carry out consistent and transformational work. It involves mobilising people, defining roles and responsibilities, designing accountability structures and navigating ethical questions around paying people.

Key Insights

1. Moving from an individual to a team
Young changemakers struggle to build consistent teams around them.[44] They often encounter people who want to contribute to their work but can't pay them, which means they rely on ad-hoc (often volunteer) labour.

"I have people who want to get involved - but I don't have the resources to pay them. So they end up taking other jobs to earn money, and then end up having very little left-over capacity to give us"
Emergent changemaker

2. Who gets paid what, why, and when
Funding often doesn't cover all the work that's being done.[45] The changemaker has to navigate questions around who's getting paid, how much and what for, when they can't actually pay for all the work that's needed.

"It's really hard to bring in funding that pays people properly"
Emergent changemaker

Team and Leadership

3. From lived experience to lived and learned experience

While young changemakers place a high value on lived experience, prioritising it too heavily in hiring decisions can lead to gaps in critical skills needed to effectively execute their vision.[46]

"We see that they've hired on the basis of lived experience which results in critical skills gaps"
Blagrave team

4. Defining roles and delegating responsibilities

As their organisations grow and develop, young changemakers must learn to define roles and delegate responsibilities to work effectively and collaboratively.[47]

"I have developed a lot of skills in managing the team, and I have learned that you need to do regular checking on your team members as well. Otherwise they're not going to feel like you show them any care. That's why I do a lot of regular checking, usually, like, once or twice a month on the team of volunteers, but also with the core team, and I always praise them"
Emergent changemaker

5. Managing added accountabilities

Young changemakers are initially accountable to themselves and their communities and as they develop, become accountable to their teams as well as their funders. Added accountabilities can be hard to hold over the long term if not properly resourced.

3/5 groups highlighted much of the work being held by specific individuals and the long-term risk this may cause when someone needs to take a break or if someone moves on.[48]

Team and Leadership

Prompts for Blagrave

- How could Blagrave enable young people to better assess and understand their leadership skills gaps and navigate possible responses to this?
- How could Blagrave best facilitate development of young changemakers' team management and accountability skills?
- How might Blagrave make observations or give advice to young changemakers around their team (eg. structure, management, contracts) in a way that balances support and instruction?
- How could Blagrave address the problem of low payment that extends not just to the changemaker but to the wider team?

Internal Operations

Definition: Internal operations describes what goes on "behind the scenes" of changemaking activities in order to make those efforts sustainable and scalable in the medium to long term. This includes work like planning and managing projects and developing policies and practices that will be meaningful to their organisations (eg. safeguarding).

Key Insights

1. Operations seen as taking away from "the real" frontline or delivery work

At the beginning of the journey changemakers rarely think too much about the work that's needed to run an organisation. It's often seen as "admin" rather than critical and important.[49]

"We became friends and he said, I want to start my own [organisation]. Will you help me with the paperwork?"
Emergent changemaker

2. The value of consistent step by step support

The operations work and organisational policy development isn't done by experts - it's done by changemakers learning on the go.[50] They work things out by asking people, or researching on google. They are afraid of getting it wrong and don't always know what's coming up next so it's helpful for them to know the most relevant next steps before they happen, so that they can pre-empt and prepare for them.

"We know we had to get policies. That was not something we'd ever dealt with in any organization before."
Emergent changemaker

3. Youth specific policies and competencies valued

Young changemakers consider safeguarding and other youth-specific skills/policies[51] as a meaningful part of their operations, whereas others are a "tick-box" activity.

Internal Operations

"We want to be the best we can be regarding our safeguarding because we're working with vulnerable young people and young adults"
Emergent changemaker

4. Funder flexibility is needed so that changemakers can learn

Changemakers founding and forming their organisations/collectives are in the process of learning to collaborate and take advice from their peers and funders. They need flexibility and support from their funders to be able to bring questions, discuss issues and seek advice without fear that they haven't done things in the right way.[52]

"I learned to take advice: if I have an idea, someone else has an idea...let's see if we can mix them, and maybe the idea might even better. I learned to lean on other's expertise."
Emergent changemaker

Prompts for Blagrave

- How strict do Blagrave need to be about policies and processes - given they are working with young changemakers who are still learning how to collaborate and receive advice?
- How can Blagrave design their support and training offers to match the quick, adaptive, practical learning styles of young changemakers?
- How can Blagrave provide appropriate step-by-step support and expertise tailored to the evolving journeys and needs of young changemakers?
- How can policy making and organisational practices be made meaningful to young people rather than seen as a tick-box exercise?

Resources & Financial Management

Definition: Resources and financial management includes everything related to securing funding and managing it well. This extends to writing bids, managing budgets, building relationships with funders, gaining knowledge of the funding landscape and thinking strategically about funding models that support core and project-based needs.

Key Insights

1. Building confidence and capabilities in applying for funding

Changemakers had varying experience and confidence around accessing funding. Some felt unphased by rejection, while others said they had asked for less because they didn't think they would get the full amount needed.[53]

"I told myself, the worst someone's gonna say is no, and how many times have you heard no in your life?"
Emergent changemaker

"When you learn about bid writing we're told about what funders want to hear, but actually I think It's my lived experience and passion for the change that makes me confident and persuasive - there should be more skilled workshops about how to put that passion onto paper"
Emergent changemaker

2. Managing budgets for change

Changemakers often start thinking about their budgets on a project-by-project basis, which reflects the small-scale testing and the high levels of insecurity and uncertainty that come with early stage change-making work. However, over time, they need to learn to think about their budgets for the longer term, as a statement of intent for the change they want to make.

All groups are worried about financial security. Funding ranges from 20%-60% of their income and groups feel the pressure.[54]

Resources & Financial Management

"I never managed a budget like this before. Like in a collaborative way, dealing with cash, dealing with accurate record keeping*... using a budget as a kind of statement of intent and priority..."*
Emergent changemaker

"It's very hard for us to do forecasting. We don't have salaries. I don't pay myself a consistent amount. Everything is quite uncertain."
Emergent changemaker

3. Bid writing responsibilities move as a changemaker develops

Changemakers do their own bid writing initially, though it is a task which can be and which does get delegated. This means that the skills changemakers build are used to review or manage the process rather than carry out all of the work.

"We now have someone that we pay to write applications for us to take some of the pressure off of me. I kind of just review them now. I'm learning all the time."
Emergent changemaker

4. People valued flexibility and trust

Changemakers valued the flexibility and trust around finances, which Blagrave gave them. It made it feel in a partnership rather than a funder-grantee relationship.[55]

"Although the project's not being run as it was before, Blagrave still allowed us funding. They were flexible in order for us to carry on for another year to run programs...unfortunately it didn't go the way it was supposed to go in terms of my journey...but Blagrave has been amazingly supportive."
Emergent changemaker

Resources & Financial Management

5. Having a good relationship with a funder makes it easier to create good relationships with other funders

Having a non-hierarchical, fair and flexible relationship with Blagrave set the tone for other relationships that young changemakers created with other funders.[56]

"Every funder I've had has led to the next one. All my funders are very different but I believe that they all care about me and the work I'm doing."
Emergent changemaker

Prompts for Blagrave

- How can Blagrave support young changemakers to address funding insecurity and support them to secure long term funding, core funding or wider modes of income generation?
- How can Blagrave enable young changemakers to communicate their passion within the confines of the bid writing process?
- How can Blagrave learn more about their partner relationships to help them recreate these with other funders?

Networks and Influence

Definition: Networks and influence refers to the professional networks through which young changemakers find and create opportunities, develop their system-level understanding and build their experience and credibility. Young changemakers are often critical of what they see - the status quo inspires them or angers them into taking action to do it better!

Key Insights

1. Inspiration through networks

Young changemakers have often been part of a group, community or organisation doing similar or adjacent work, which gives them the exposure, insight, resources or credibility to start their own project or activity.[57]

"A friend of ours set up a different organisation and they were running residential activities. It was brand new and it was just a kind of response. There was a sense of we can do that…that's within our skills set. I think we should run something for young people."
Emergent changemaker

2. Critical of tokenism/appropriation

Many young changemakers had been in situations where they felt like their stories and lived experiences were being used in a disempowering or tokenistic way by organisations in their fields.[58]

"I remember when I wrote my proposal for some big boy organisations I really wanted to work with. And I was getting some headway with working with those people, but I didn't feel like they were treating me with respect and it was quite tokenistic. So it was a challenge - do you maintain these relationships because it could look great, or do I just dead this relationship and pivot?"
Emergent changemaker

Networks and Influence

3. Vouching and connecting
Young changemakers have often benefited from the support of non-young people acting as mentors. These are people who helped them to navigate the system, either through direct support on a project or connection to funding/other resources.[59]

"She helped me recognise that strength in me. Without that we wouldn't even have an origin."
Emergent changemaker

4. Learning how to communicate with different parts of the system
Changemakers need to develop their networking and relationship building skills in order to address the system's fragmentation. It's necessary in order to reach and connect with marginalised communities, collaborate with organisations they believe are doing good work and expand their power - so they can influence funders & policy makers.[60]

"We have developed this network with different organisations... joining the dots of where the participants are and who can be in partnership or collaboration with us as we develop. We network like mad"
Emergent changemaker

5. Connections and influence of funders
Changemakers benefited from funder insight and access to peers, leaders and organisations gained from funding other organisations in their fields.[61]

"I feel like having different funders was really important as well. One is like the go to for my space and if I needed connections, you know, it's, oh, hi, could you put me in contact with this? Or do you know who's leading on this? Or oh, we've got stuff on young adults do you want to come to this? I'm like, yeah, sure."
Emergent changemaker

Networks and Influence

Prompts for Blagrave

- How does partnering with Blagrave enable young changemakers to build their networks and influence as both insiders and outsiders?
- How does Blagrave help young people to capitalise on their networks and set boundaries to avoid tokenism?
- How does Blagrave help both young people to communicate with the rest of the system, and the rest of the system be able to engage young people effectively?
- Is Blagrave able to address systemic fragmentation on a sector-specific basis?- ie. help changemakers acting within a particular sector to connect with the right people/orgs in that sector as an issue-based funder might
- Young changemakers often have a relatively established network to know and access Blagrave funding, how does this sit with Blagrave's articulation of the young people you are here to serve?

4

The Blagrave Trust and investing in young people directly

4

Exploring Blagrave's programmes

What role does the Blagrave Trust play today?

The role that Blagrave plays today in funding youth-led change is rooted in its commitment to supporting young people who are facing and tackling intersectional injustice.[62]

"We are here to serve those communities of young people, who are both challenging and experiencing injustice in their individual lives and within society…We are not here to serve those young people who are fortunate to have stable homes, privileged education, and access to significant financial and social capital."[63]

The programmes that Blagrave have therefore developed within SO2 have sought to enable young people to create change in their communities, increase the numbers of youth-led campaigns and grow the field of youth-led change by investing in them directly, all while recognising the significant barriers that their young partners face.[64] The Blagrave Trust's funding programmes intends to support young changemakers to overcome these barriers, by ensuring that they have the resource and support they need to lead long term change.

However, Blagrave's programmes have, in practice, not always fully met its intended goals. Young people have commented that Blagrave could have done more to reach individuals and groups working in marginalised communities, citing disability justice and LGBTQ+ issues as having poor cohort representation, as well as those beyond London, especially from rural areas.[65]

What role does the Blagrave Trust play today?

While the Trust emphasises lived experience expertise as a core component of its direct-to-youth funding thesis, it is paramount that this component of a young changemakers foundation is treated in a non-extractive and non-reductive way, especially given the wider tendency to fetishise lived experience.[66]

Processes and practices were not without their criticism—for example, the application process, was cited as potentially invasive:

> *"To some extent, it's kind of invasive, like 'prove to us you've suffered enough,' and I imagine there are young people who poured out their suffering for their application but didn't get the money, which feels draining and unfair."*[67]

Partners also that the application process, despite being short and flexible in numerous ways nonetheless may have advantaged applicants with strong language skills, most who had access to higher education and those familiar with the language of 'radical activism'.[68]

This familiarity is perhaps to be expected, considering that the Trust's role is more focused on supporting young people who are already on their changemaking journey rather than initiating or activating those journeys. From our interviews, it was clear that many young people came across Blagrave after they had begun taking small-scale actions in supportive, incubative environments like youth clubs or community development organisations.[69]

Challenge and Change Fund

Overview
The Challenge and Change Fund was launched in 2020 and provides up to 30 young changemakers with £2-£10K and a wraparound support offer over 12 months.[70] In total the Challenge and Change Fund has funded 55 partners, 29 in Cohort one and 26 in Cohort 2.

Who Challenge and Change is for
The Challenge and Change Fund aims to support individuals or collectives with lived experience, who are early in their changemaking journey.[71]

The Challenge and Change fund is an investment in inclusive early-stage changemaking opportunities for young people from marginalised communities who are excluded from accessing philanthropic funding due to exclusionary criteria and top-down funder expectations.[72]

The needs that this fund addresses
Challenge and Change offers young changemakers more than a funded platform for their work; it gives them space for reflection, focus on personal development, knowledge and skills development support, and connection to community.[73] In this way, Challenge and Change directs power and resource towards the fundamentals of changemaking – putting people's wellbeing and personal growth at the heart of driving lasting, meaningful change.

Co-designed with advisors, the Centre for Knowledge Equity, as well as the changemaker cohorts themselves, the Challenge and Change Fund takes a youth-centered approach, embedding the flexibility and fluidity that young changemakers need when developing their capacity and confidence in driving change, especially when constrained by broader structures.[74]

Challenge and Change Fund

The beyond funding support that is offered by Challenge and Change is significant and comprises consistent, personalised support from Blagrave's staff as well as knowledge exchanges, masterclasses, expert-led online workshops and in-person connection days to welcome the cohort and celebrate collective progress.[75]

Partners are also given the space to reflect on the broader funding landscape and the systemic impediments experienced by young changemakers.[76] This creates a way for partners to become part of reforming the funding landscape, via a direct feedback loop back to the continuous design of the fund as well as informing Blagrave's role within the sector more broadly.

The limitations experienced

Though Challenge and Change is credited with pushing the sector and Blagrave itself beyond its traditional. constraints, it is not without its limitations. The fund's success hinges on identifying young people whose experiences align with its analysis of injustice and disadvantage, but once they are found and funded, the challenge becomes ensuring meaningful, lasting support due to the fund's small size and time-limited nature.[77]

Partners have had varying experiences of the learning and training experiences that they received within the Challenge and Change programme, with feedback indicating "sessions were informative but, sometimes, too advanced, not advanced enough, too broad or too specific, depending on [project] age and stage."[78]

Partners also expressed that they would benefit from ongoing opportunities to grow their capabilities and access funding beyond the programme - particularly as their projects and grant spending rarely panned out as they had planned.[79]

Pathways Fund

Overview
Pathways Fund was piloted in 2022 and launched publicly in 2023, providing organisations with between £20-30K for three years, totalling £60-90K. This fund has grown from 4 partners in 2022, to 7 new partners in 2023 and 6 new partners in 2024, totalling 17 partner organisations.[80]

Who the Pathways Fund is for
In addition to the overarching criteria for who Blagrave seeks to serve, the Pathways Fund aims to support youth-led groups that have an established idea and some experience of delivering social justice work.

> *"This funding has allowed us to change our thinking from survival and start to think bigger and longer term."*[81]

The needs that this fund addresses
The Pathways Fund offers organisations the opportunity to mature their offer towards an established and sustainable initiative that could continue beyond the three years of funding. Unlike Challenge and Change, Pathways is more focused on supporting the development of the idea and organisation, over the changemaker themselves. For many partners, this is particularly focused on building resource and financial management capacity, but also includes organisational development and safeguarding support.[82]

Through an annual in-person meetup, partners offer peer-to-peer support, surfacing areas of focus including knowledge, expertise and skills, people and culture, a lack of resources and partnerships work.[83] Pathways Fund partners spoke about the importance of meeting others with the same questions and challenges.

Pathways Fund

The limitations experienced
While there is desire that partners represent diverse issue and geographic areas, across the 17 Pathways Fund partners, 13 of the partners have at least one member based in London.[84] In addition, there is an under-representation of LGBTQ+ (one) and disability justice (one) issues[85], with applications often failing to meet the 'youth-led' criteria.

Given the funding is distributed over three years, there is also a higher risk that the organisations disband over that time, with 50% of pilot partners having a transition in leadership which contributes to slowing down changemaking activity.[86] This raises a question as to when is the best moment in a changemaker's journey to establish their ideas into organisations that sustain for many years. However, the skills developed in the Pathways Fund for building social change organisations is applicable beyond a single idea, and as described in section 2, lessons from not continuing ideas are as important as succeeding.

The Partner Development Fund

Overview
The Partner Development Fund was launched in 2023 and provides up to 30 partners with access to £1000.[87]

Who the Partner Development Fund is for
The Partner Development Fund is for individuals and collectives who have been or are being funded within Blagrave's Challenge and Change or Pathways Fund Programmes.[88]

The needs that this fund addresses
The Partner Development Fund offers partners funding focused on their wellbeing and professional development. By ring fencing funds to be used for this purpose, the fund seeks to address the tendency of young changemakers to put others' needs before their own, prioritising their own self care and putting them at greater risk of burning out.[89]

The limitations experienced
While the Partner Development Fund shares similarities with ring-fenced schemes that have shown success—such as "use it or lose it" paternity leave—this fund encountered specific challenges related to ensuing accountability within a trust-based funding model. The fund articulated specific purposes for which it could be used and requiring receipts, which put it in tension with Blagrave's ethos of flexible, trust-driven funding.[90] While it's clear that some level of accountability remains essential to ensure that young changemakers truly invest in their own wellbeing and development, striking the right balance is key. This fund is undoubtedly innovative, and it will reach its full potential once it finds the right way to ensure partners can invest in their self-care within a trust-based framework.

The Opportunity Fund

Overview
The Opportunity Fund was launched in 2020 and provided up to 25 young people with passion, ideas and expertise for social change with a part-time living wage (monthly allowance), an expenditure budget and 1:1 support for a period of 18 months.[91] The Opportunity Fund was discontinued in 2022.

Who the Opportunity Fund was for
The Opportunity Fund was intended for individuals with experiences of structural and systemic injustice and equality, funding them to engage in campaigning, influencing and social business activities in fields they felt passionate about.[92]

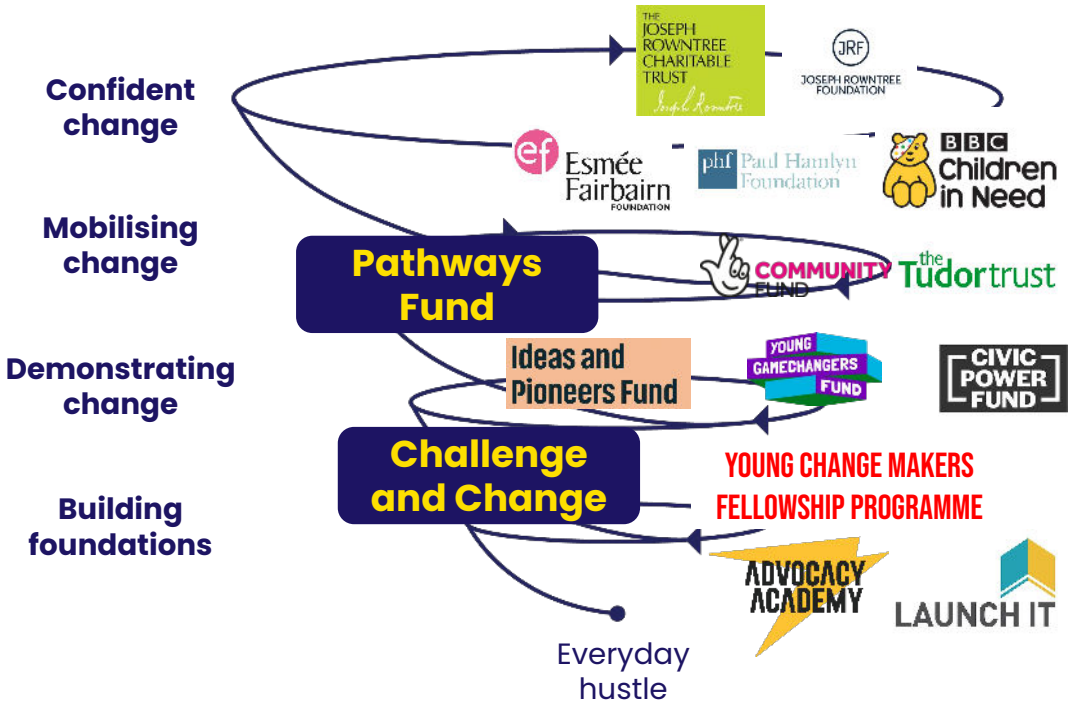
The needs that this fund addresses
The Opportunity Fund offered young changemakers financial, expert, community/peer support in medium-run timescales so that they could pursue a social business or campaign of their choice. It enabled young people to commit to and focus on their work without splitting their attention and their time on making ends meet. The opportunity was described by participants as “game changing and transformational”.[93]

The limitations experienced
The Opportunity Fund faced several limitations: its reliance on delivery partners resulted in varied outcomes for young people, depending on the organisation supporting them.[94] Aiming to support both activists and social entrepreneurs, the fund's broad focus made it difficult to establish a distinct approach and consistent learnings, complicating efforts to measure success against its core objectives.[95]

Programmes across a journey

Mapping how the Blagrave Trust's programmes support needs for young partners against the young changemaker journey aligns Challenge and Change with *demonstrating change* and Pathways Fund with *mobilising change*. We unpack recommendations for serving these stages in the journey better in section 5.

We have loosely mapped other funds that young changemakers can access to see where Blagrave's fund fit in the wider ecosystem. Please note: we are aware many of the larger funders may have specific funds that target earlier stages, however have gone with their main funding gateway criteria



4

Blagrave's strengths and opportunities

Building from Blagrave's strengths

Across this research, we observed how Blagrave has shaped and defined a new way of partnering with young people as a funder. This section highlights six strengths to build from

Genuine partnerships and relationships
The Trust's support for young changemakers is unique, not just in its structure but in the way it centers on meaningful relationships. The most valuable form of support, as consistently cited by young changemakers, was the consistent, caring, and trusted relationship they had with their grant manager.[96] The genuine partnerships and meaningful relationships that young changemakers are able to build with Blagrave enable them to navigate their journey with greater support and connection making them more resilient.[97] These relationships were frequently highlighted as providing not just guidance but understanding and stability, offering young people a reliable space to develop and navigate their changemaking journeys.

"Working with Blagrave feels like a genuine partnership… less rigid and you actually understand what we are going through and that things may change and that is okay"[98]

Embedding youth leadership
Embedding youth leadership across the design of programmes and the structure of their organisation enables Blagrave to centre their programme design around young changemakers needs and perspectives, while building trust and community within the fund.[99] Each programme also designs their support offer with learnings and input from young advisors from previous cohorts. Covering a range of topics such as systems leadership and analysis, policy influencing and advocacy, team building and leadership, and vision-building and campaign strategies.[100]

Taking on risk and being experimental
At all levels, Blagrave has and is developing a culture and values that trusts and centres on young people. This has enabled radical innovation, quick decision-making and encouraging both partners and their board to 'take a leap of faith' in their funding programmes.[101] As a result, Blagrave has been able to take greater strides – with setbacks – in the transition of power and resource to young changemakers and their communities.

Being flexible
Across SO2 programmes, changemakers have consistently commented on the importance of Blagrave's flexibility to enable them to learn and develop in an environment where they feel reassured, while they themselves are experimenting, iterating and developing.[102] This often means that changemakers can avoid burnout and spend the grant when it is needed rather than meeting funding deadlines.

Simple and good processes
The foundations of inclusive and accessible grant giving is getting the basic rights – thoughtful and simple application processes and transparent information. For changemakers, this included straightforward application forms, quick turnaround, and providing clear feedback to partners.[103] [104] times, simple, clear processes that Blagrave has adopted have been well received by young changemakers; they continue to seek to balance accessibility with detail.[105]

Centring on partner's needs
Changemaker wellbeing is as important as the change, and many Blagrave changemakers felt empowered to look after themselves with this funding.[106] Many also shared about the power of connection and reflection spaces within a cohort model as part of their support as crucial for their changemaking.[107]

Six opportunities across Blagrave's work

As this section has highlighted, there are some limitations to the experimental approach Blagrave has taken, and the following six areas provide an opportunity to embed learning.

Coordinating and tailoring support across programmes
Partners are not always able to assess and address their own knowledge and skills gaps and this makes it difficult for them to articulate the support they need.[108] As most of the structured support sessions are optional, they are not always well-attended,[109] which may dilute the impact they could potentially have. Hence, for structured support to truly be effective in a youth-centred funding context, the offer needs not only to be accessible but also desirable - it needs to take into account how young changemakers learn and what they want to learn. Young changemakers spoke about their preference for easy access to tailored support and expertise, that would address their fear of getting things wrong, particularly when it comes to taking on new tasks or responsibilities for the first time.[110]

Safeguarding training for partners remains a consistent and compulsory element and development area across all programmes. Though this reflects the Trust's own duty of care, partners have acknowledged the unique value of this expertise for building confidence and growing the scope and depth of their work with vulnerable young people and adults.[111]

A secondary challenge is how the support aligns across different programmes, especially since participation in the Challenge and Change Fund is not a prerequisite for joining the Pathways Fund. However, it was noted that Pathways Fund partners who were funded by the Challenge and Change Fund tended to better understand the relevance of long-term planning, budgeting, and

organisational development rather than thinking about their actions on a project-by-project basis.[112]

It's clear that while the structured support offered by the Blagrave Trust is valuable, it's the personal, consistent relationships young changemakers develop with the Trust that stand out. These relationships allow them to experience shared power and build confidence in a sustained and meaningful way. Importantly, they provide a blueprint for future relationships with funders, helping young people shape the kind of partnerships they want as they continue their changemaking journeys in other spheres.[113]

Continually addressing power dynamics
Funder and grantee power dynamics are complicated, and even though Blagrave surfaces this with their partners, typical power dynamics still come into play and need to be continuously considered and addressed.[114]

Making access to the funds more equitable
As noted in this section, not all those who face systemic injustice are represented across Blagrave programmes, particular specific social issues (eg. LGBTQ+, disability) and geography (eg. rural).[115] The opportunity for Blagrave is to keep building breadth and depth of access for young people working with marginalised communities.

Young people continue to face the outside world
Partners are still working within an oppressive system where they need to take on part time work alongside their changemaking work, address the performative needs of traditional funders or operate within unjust narratives.[116] The opportunity here is to demonstrate best practice and lead the field of direct-to-youth investment.

Young changemakers need physical space
The decline of youth-centred infrastructure in the UK means that young changemakers often lack the physical space they need to carry out their changemaking work.[117] The opportunity is to leverage Blagrave's resources to address this challenge.

Experimental approach could leave blind spots
An iterative approach can leave blind spots as Blagrave doesn't "see" young changemakers that don't fall within the current pipelines.[118] [119] The opportunity is to experiment with new pipelines, approaches and partnerships.

5

Recommendations for the future

5

Strategic reflections for the Blagrave Trust

Who we serve.

Before diving into specific recommendations on programmes and support, the research surfaces some key questions that require reflection, discussion and internal alignment within the Blagrave Trust.

Strategic reflection 1: Who are we here to serve?
As set out in Section 4, the Blagrave Trust intend to serve young people with lived experience of social injustice in England. Given Blagrave's funding constraints, this broad intention results in underrepresentation as not everyone across England and every social injustice issue is represented across all partners. The existing funding structure requires young people to have some understanding of changemaking and knowledge of the social change sector, biasing towards specific groups – namely those based in London and having access to youth organising or development infrastructure. This means that in its current position within the system, Blagrave is dependent on other actors in the system (eg. non-young mentors, organisations, networks, communities) to informally or formally nurture the changemaking capabilities of young people facing disadvantage and/or oppression. The Blagrave Trust's success is therefore directly reliant on other ecosystem partners reaching underserved communities.

This has led to confusion within Blagrave about what injustice is included and a subjective view on whether specific types of lived experience is something that Blagrave support. Deciding what is a priority in terms of lived experience is also fraught, it can be difficult to fully grasp the scope and nature of oppression and how it intersects with the power that changemakers build. Attempting to probe too rigorously into young changemakers lived experience of injustice risks becoming intrusive or performative, forcing people to

What journey we're taking people on.

reopen wounds rather than simply provide evidence of their scars. A broad definition therefore allows changemakers to self-determine their lived experience.

This presents the Blagrave Trust with two strategic options on who it aims to serve:

A. **Maintain a broad definition.** This enables self-determination and the potential for wide reach, but also means Blagrave will not be able to reach everyone and would need to invest in diversifying its pipeline.
B. **Focus on specific and underrepresented groups.** Identifying underrepresented groups and ecosystem partners that work with these groups to focus the reach of the Blagrave Trust.

Strategic reflection 2: What journey are we taking young people on?

The Blagrave Trust must be mindful of the types of changemaking it prioritises and supports. While the Trust currently supports activism (including creative arts/expression), policy influencing, community organising and social enterprise (CICs) by individuals and collectives, it is important that it does so intentionally. We observed changemakers establishing CICs by default as a predetermined route to making change.

Blagrave may decide to have some broad funds and some more specific targeted funds, though all funds should be explicit about the medium of change that they are supporting and therefore how support is offered. This clarity will enable both Blagrave and its partners to develop an explicit knowledge-base and set of capabilities that aligns with strategic goals.

Resourcing change effectively.

In addition, Blagrave must consider the balance between offering support for young people to choose and challenging how changemakers are making change. A key question is how much Blagrave, within any of its programmes, should push for young changemakers to follow certain practices, such as budgeting approaches or operational frameworks. While providing guidance is important, it's essential to do so in a way that respects autonomy and self-determination, not least because there is no 'right' way of making change and having a positive impact. Blagrave staff and ecosystem partners highlighted that there is a lack of examples of 'established' changemakers, emphasising that the journey to youth-led change is still in development for young people and funders alike.

"Are we worried there is a lack of established changemakers?"
Blagrave staff

Strategic reflection 3: How much resource do we invest in healthy changemaking vs. making change?
The implicit challenge for funders is how much impact can be achieved through the distribution of grants versus supporting partners to be successful. Changemakers face a competitive and depleted market for funding and are therefore desperate for more funding to be available. However, given Blagrave are working with partners in the early cycles of their changemaking journey and those who face systemic oppression, there is an ethical responsibility for Blagrave to support healthy changemaking. Blagrave also have to consider whether support should be provided in-house or selected by changemakers and paid for as a part of their grant. Whichever balance Blagrave choose to take, there needs to be honesty about how much it costs to resource this change and intentionality about the number of people and skills in the team required to deliver the strategy.

5

How Blagrave offer support

Introducing funder roles

Funders play a vital role in helping young changemakers navigate and progress through different cycles of their journey. By offering timely resources and support, they can strengthen enablers and address barriers that arise, as described in section 2. From the initial moment of activation—when a changemaker first realises their potential—to providing platforms for idea development, amplifying impact, and sustaining long-term growth, funders and other ecosystem partners are essential in stewarding and supporting individuals and collectives to achieve what they want to.

This section covers three distinct roles that Blagrave currently operate across (as described in Section 4), with recommendations for how programmes can better serve changemakers through these roles. Within these three roles – set out on the following page – we have explored:

- Pipeline – how to reach and manage the changemakers entering this cycle of their journey
- Stewarding – how to support changemakers to operate at this cycle of their journey
- Pathway – how to support changemakers to transition to another cycle in their journey (if they choose to)

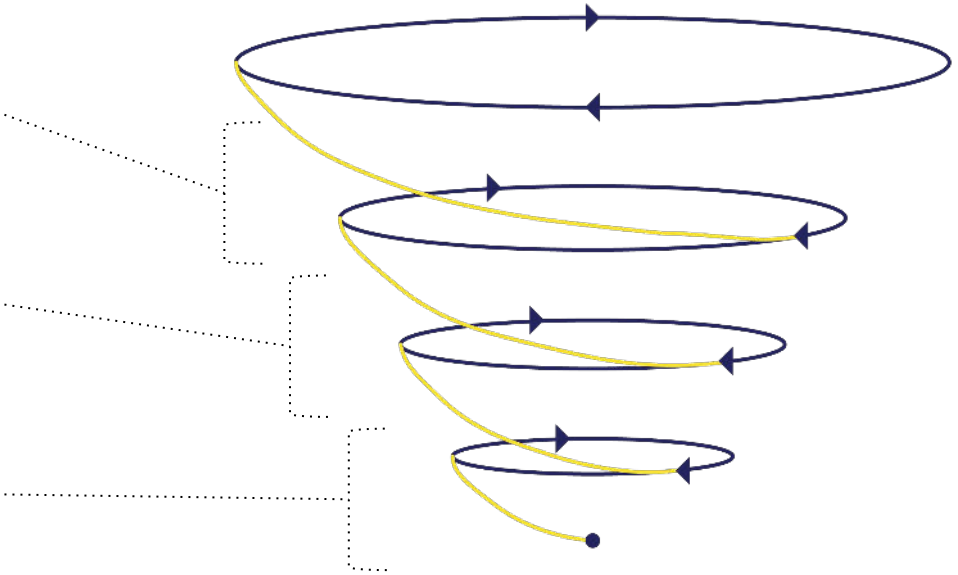
This analysis has not included the final cycle of the journey – confident change – where we would consider the majority of the sector able to serve, however, it should be noted that social sector at large needs more resources.

Roles across the changemaking journey

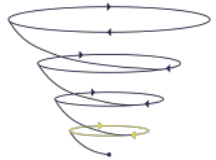
Role 3: Mobilising change
Identifying amplified changemakers, and supporting them to mobilise and sustain their change beyond Blagrave.

Role 2: Demonstrating change
Identifying platformed changemakers, and supporting them to demonstrate and amplify their work.

Role 1: Building foundations
Supporting changemakers to activate, build foundations and platform their work.



Role 1: Building foundations



Supporting changemakers to activate, build foundations and platform their work.

Where young people are at in their journey
This would include young people that experience systemic injustice but have no experience of changemaking. At this cycle in their journey, young people are likely to have recently experienced trauma and may not be equipped with the skills to manage this.

What do young people need from this role?
Young people need an environment and support to learn and grow, in the *Everyday Hustle* young people might find this in youth centres and from youth workers. Primarily from this role, young people need continuous support away from taking on social change activities as they are likely to be facing adversity in their life. However, it is also possible for young people to be introduced to social change and youth work in these settings and be provided with appropriate support (financial reimbursement, a platform and environment to test ideas, etc.).

Who currently plays this role?
This role is typically played by place-based organisations that provide infrastructure to nurture young people. Example organisations include The Advocacy Academy, High Trees, Rekindle, Launch It, and Reclaim. Some young people also access funding through Challenge & Change and similar programmes, although this is less common.

What opportunity and risk does this provide Blagrave?
Working with young people at this early stage would enable Blagrave to be intentional with geographic and issue-based reach, serving underrepresented communities and directing who has access to social change work. However, Blagrave would require an entirely different organisational infrastructure (e.g. pastoral care) to support young people in this way.

Role 1: Requirements

Pipeline - activate

- Provide youth support and development services for communities of place or identity, with appropriate youth work and safeguarding skills.
- Mental health support services.
- Continuous access and availability for young people.
- Physical and/or digital space to meet others and ‘be’.
- Networks and relationships with those creating and facilitating social change.
- Knowledge and skills about social change or youth work.

Stewarding - building foundations

- Provide the environment and support (financial and facilitative) to participate in youth or social change activities.
- Mentorship or leadership support to recognise and praise efforts.
- Knowledge and skills about social change or youth work.
- Youth work and safeguarding skills.
- Mental health support services.
- Physical and/or digital space for concepts.

Pathway - platform

- Knowledge of and access to early stage funders.
- Networks with funders of youth-led social change.
- Application development support.
- Flexibility to support changemaker with prolonged timescales of funders.

Role 2: Demonstrating change

Identifying platformed changemakers, and supporting them to demonstrate and amplify their work.

Where young people are at in their journey
While some funders supporting young people to demonstrate change articulate being the 'first funder' for young people, this research has highlighted that young people at this stage have likely already developed and tested one or more small scale ideas.

What do young people need from this role?
Young people need a safe environment to test their ideas and understand their impact. As this is likely the first time a young person has made change as an independent changemaker without the support of a community organisation, the changemaker needs access to new skills, advice and mentorship as they make decisions and an environment that supports them as they navigate failure or activities not going to plan. Young people also need support in articulating their impact to access future funding.

Who currently plays this role?
The Blagrave Trust support changemakers who are demonstrating change through the Challenge and Change programme, alongside other programmes such as the Young Changemaker Fellowship[120] and Young Gamechanger Fund[121].

What opportunity and risk does this provide Blagrave?
There are few active funds providing young people with flexible, trust-based funding, and with the relationship-centred approach as Challenge and Change, providing an opportunity to fundraise as the leading early stage funder. However, Blagrave risk confusion with actors leading role 1 if there are not clearer boundaries between *building foundations* and *demonstrating change*.

Role 2: Requirements

Pipeline - platform

- Connections with a diverse range of youth centres and workers and ecosystem partners that support youth organising.
- Promoting fund opportunities through diverse channels.
- Simple application processes and multiple and transparent windows of application (i.e. dates for when fund rounds are open and closed).
- Strong communication of what is needed and what you learn.
- Diversity, equity and inclusion reviews on applications and application process.

Stewarding - demonstrate change

- Provide the environment and support (financial and facilitative) to test an idea.
- Mentorship or leadership support to recognise and praise efforts.
- Strong relationship management skills.
- Deep knowledge and skills about social change.
- Facilitated peer networks.
- Youth work and safeguarding skills.
- Trust in young people to deliver the change.

Pathway - amplify

- Knowledge of and access to sustainable, longer-term funding.
- Networks with funders of youth-led social change.
- Support to articulate impact of early stage ideas.
- Support to develop a strategy to build impact – if desired.
- Application development support.
- Flexibility to support changemaker with prolonged timescales of funders.

Role 3: Mobilising change

Identifying amplified changemakers, and supporting them to mobilise and sustain their change beyond Blagrave.

Where young people are at in their journey
At this cycle, young changemakers have individually and collectively demonstrated their idea and are confident in its impact. They have a plan for how to sustain and/or scale the impact by establishing or growing an organisation, programme or campaign, but have limited experience in formalising their change into something sustainable.

What do young people need from this role?
Given the intensity of fundraising for social change, when changemakers receive reliable, multi-year funding, this provides the first opportunity to reflect on organisational development and operations. During the Pathways Fund, this often resulted in a drop of changemaking activity at the beginning of funding, while the end of the funding period required additional energy to focus on long term income generation.[122]

Who currently plays this role?
The Pathways Fund serves the need for multi-year, flexible, core funding for youth-led organisations. There is a lack of access to other schemes, with funds like Ideas and Pioneers being much more limited in size and scope, often resulting in changemakers relying on project-based funding and corporate sponsors.[123]

What opportunity and risk does this provide Blagrave?
There is a great need and lack of supply for this type of funding, however, it poses risks given the early-stage nature many of these initiatives will disband. This therefore requires a longer-term view on success.

Role 3: Requirements

Pipeline - amplify

- Connections with a diverse range of early stage funders and incubators for young people.
- Promoting fund opportunities through diverse channels.
- Simple application processes and multiple and transparent windows of application (i.e. dates for when fund rounds are open and closed).
- Strong communication of what is needed and what you might learn.
- Diversity, equity and inclusion reviews on applications and application process.

Stewarding - mobilising change

- Provide the environment and support (financial and facilitative) to formalise an idea into sustainable change.
- Mentorship or leadership support to recognise and praise efforts.
- Strong relationship management skills.
- Deep knowledge and skills about social change.
- Facilitated peer networks.
- Youth work and safeguarding skills.
- Trust in young people to deliver the change.

Pathway - sustain

- Knowledge of and access to sustainable, longer-term funding, as well as diverse avenues for income generation.
- Networks with funders of youth-led social change.
- Support to articulate impact of early stage ideas.
- Support to develop a strategy to build impact – if desired.
- Application development support.
- Flexibility to support changemaker with prolonged timescales of funders.

Programme recommendations (1)

Depending on the long term aspirations of the Blagrave Trust and decisions on strategic reflections, each of these three roles offer opportunities for Blagrave to increase their impact. Building on the strengths identified in Section 4, the short-term recommendations to align programmes and activities are set out below.

Develop Challenge and Change to meet Role 2: Demonstrating Change

Challenge and Change currently operates across both roles 1 and 2, however, we've identified in our research that to deliver role 1 equitably, significant resources would be required and an entirely new organisational infrastructure, specifically for pastoral and mental health support. Other ecosystem partners are better set up to do this and rather than trying to build new capabilities, it is more suitable for Blagrave – in the short term – to focus on supporting changemakers to demonstrate change.

This means that Blagrave is not a young person's first funder and to increase the reach of changemakers within the Challenge and Change programme, resource needs to be invested in supporting and building relationships with organisations that are a young person's first funder.

Equally, for Challenge and Change to support changemakers in their *demonstrating change* cycle, the programme cannot become exclusively focused on feeding the Pathways Fund. Insights in section 4 suggest that for changemakers to make a success of *mobilising change* they are best placed to demonstrate this change in various settings, slowly building individual and organisational capacity and the moment Challenge and Change is finished may not be the right time to *mobilise change*. Blagrave could therefore consider providing repeat funding to demonstrate change, or provide support to set up diverse income streams to continue their work and testing their ideas.

Programme recommendations (2)

Develop Pathways Fund to meet Role 3: Mobilising Change

The Pathways Fund provides youth-led partners with multi-year, flexible, core funding, an essential component to the iterative journey of *mobilising change* and building collective capabilities of sustaining that change. It should therefore be explicit that Pathways Fund is there to establish an organisation and about the success of the mission, rather than nurturing individual changemakers. Given this focus, Pathways Fund should also make sure that the pipeline is focused on those who have demonstrated change and are confident of its impact and committed to seeing the change through, not a rite of passage for those who have received early stage funding. This also requires the Pathways Fund to promote the opportunity with a wide range of organisations that are supporting those to demonstrate change.

Blagrave should also consider strategic reflection 2 on the journey they are taking young people on in terms of the appropriate route for young people to mobilise change, for example, this might not be through a CIC. Equally, the expectation is that upon finishing the Pathways Fund changemakers are 'ready' for the established social sector funding system, and therefore adequate time and tailored support for the type of changemaking should be provided.

Finally, given the iterative nature and skills and experience changemaking requires, these journeys take a considerable amount of time. So much so that partners are rarely 'young people' when they reach confident change. Blagrave should be intentional if this is acceptable and expected, or something they need to intervene earlier on in a changemakers life.

Programme recommendations (3)

Overarching recommendations to programmes
Across all programmes, we recommend that Blagrave:

- **Develop fund design standards and processes.** Building on the successful experimentation of investing in young people directly, the research insights in this report provide content to develop fund design standards and guidelines that will support the equitable delivery and decision-making within funds, while mitigating the risk of bias of fund managers. The material in the roles in this section, journeys in section 2 and needs in section 3 provide the baseline information to consider effective fund design.

- **Support healthy changemaking.** Whether paying yourself as a changemaker, spending time and money on self-care or managing personal resourcing and capacity, changemakers struggle to give themselves permission to look after themselves. Existing research[124], Pathways Fund and Challenge and Change changemakers identified the need for clearer guidance on how this money could be spent, and Blagrave should consider learning from the The Partner Development and The Opportunity Funds to create an effective strategy in paying young people effectively and supporting them to make healthy decisions for their changemaking journeys.

- **Maintain what makes Blagrave unique.** While supporting effective social change is, by its very nature, a continuous work in progress, the Blagrave Trust's programmes serve diverse needs and have become renowned in the sector for pioneering new ways of being and doing. As highlighted in the role descriptions, there is also a lack of funding and organisations delivering these roles, it is therefore vital for Blagrave to both continue its activities and the strengths highlighted in section 4.

Support recommendations (1)

The Blagrave Trust play a pivotal role in supporting changemakers once they have received funding. These recommendations build off the strong foundations of Blagrave's funding support offer.

Develop needs assessment and support tool

The needs wheel developed through this research and described in section 3 could become a tool to understand and direct support. We recommend that Blagrave conduct further research to understand common 'levels' of managing these needs so that young people could use the wheel as a tool to self-identify their needs and develop their support programme.

Maintain strong relationship-centred practice

Across all the research on Blagrave programmes and that which covers youth organising more broadly, relationships are at the heart of effective and progressive funding. The Blagrave Trust has developed a leading practice of this by shaping a grants team with youth work experience. A single point of contact and strong relationship should continue to be the cornerstone of how support is offered and delivered in Blagrave. However, the following recommendation sets out an opportunity to improve the diversity of support partners receive.

> "This relationship is different to all our other funders. Having a space for honesty and no judgement by someone who gets it has been really nice."[125]

Support recommendations (2)

Develop a suite of support to meet changemakers where they are on their journey
Excluding safeguarding support, the Blagrave Trust currently offer support specifically designed for each programme. As discussed in section 2, 3 and 4, no changemaking journey is the same and, as such, changemaker needs and experience vary greatly across the programmes. We therefore recommend that alongside the research on the needs wheel, Blagrave develop a suite of support that the YP can choose from to tailor their support package along their journey.

The single relationship with the fund manager then becomes a gateway to a diverse set of support on offer. This will also require the development of wide reaching infrastructure and support partners, something that could be considered in partnership with other youth funders to develop a more cost effective and needs-based support mechanism.

Resource this support effectively
All of the strategic and programmatic decisions set out in this report have resource implications for changemakers and funders. The urgency of the challenges facing society and those facing systemic oppression require Blagrave to play an active and continuous role in funding change. While we recommend that Blagrave continues its experimental approach in getting resources and support to changemakers, we also recommend that Blagrave embeds the learning from resourcing the SO2 past and present programmes to ensure that goals are appropriately met with support and resources. In order to do this, it will be necessary to reflect on which support offers should be delivered by internal vs external experts potentially building a network of externals to complement the internal.

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