

Pipelines and Pathways

Updated definitions and language

Context

In July 2024 we commissioned research which aimed to:

1. Refine, expand, and/or update the current terminology used to define the different stages of a young changemaker's development.
2. Increase our understanding of what is needed to support changemaker progression at each stage.
3. 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.

The **final report** was shared in the Nov board papers and is full of rich insights. The report clearly stated that the journeys of young changemakers is far more nuanced than our past language and terminology allowed for.

The researchers suggested a draft framework that was more robust, along with creating a 'needs wheel' to help us and youth-led partners reflect on how different needs can be met at each stage. Whilst this was a great starting point the team felt there was a need to continue to develop and refine the new terminology in-house.

Over the past three months, working groups of programmes, managers, SMT, and grant partners we have progressed this work and finalised the new language. In this paper, we are sharing where we have landed. The hope is we will use the language and terminology in this paper across the organisation both internally and externally, embedding the frameworks within our future strategy and programme design.

Stages of a changemaker

This will be used to help us:

- Articulate externally to current partners, potential applicants, and the wider sector the stage of changemaker that each of our programmes is designed to support.
- Track partners' journeys across different stages more robustly, allowing us to gather impact data over the longer term.
- Map which stage of changemaker our programmes and programmes of others in the sector reach and support.
- Highlight gaps in our offer and that of the wider sector, enabling us to respond to this in our future programme design and grants strategy.

Please note: You/your refers to individuals or collectives.

	Old terminology	New terminology - external
Stage 1	Aspiring young people- 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.	Inspired: The moment you realise you can make a positive change for your community.
Stage 2		Act: Creating a positive change for your community by starting or joining a group, campaign or project.
Stage 3	Emergent young people – Those who have some experience in doing work for social justice, but still need some support in developing ideas further, whether that be through resource or training, etc.	Demonstrate: Developing your work and ideas to have an impact and being at a stage where you need money and support.
Stage 4		Grow: Building on your foundations and expanding your work and reach, with a need for larger and longer-term funding and support.
Stage 5	Established young people – Those who have been doing this work for a while, who have had a lot of support and are mostly looking for financial resource to ensure they can sustain work that is already happening	Sustain: You know your work creates positive change for your community, with a clear plan, strong track record, and access to funding and support in place to sustain this.

We intend to make the above table a visual – potentially either a tube/train/bus journey style or a spiral to represent that the journey is nuanced and not a linear process e.g. *inspired* to *sustain* is not the only path. Changemakers may choose not to 'progress' and stay at one stage, or life may get in the way resulting in some changemakers moving 'down' a stage.

Changemaker needs

This will be used to help us:

- Map our future programme design and grants strategy to the needs of changemakers.
- Articulate externally to current partners, potential applicants, and the wider sector the development needs of changemakers.
- Track partner development needs at set points throughout a programme, helping partners to self-assess where they need additional support.
- Track how our programmes respond to the development needs self-identified by partners, helping us understand the impact of our support offer.

Personal	Mental health: Feeling capable, rested and hopeful is essential to making good decisions and being resilient to setbacks and challenges.
	Relationship to money: Understanding how money makes you feel and how this affects your work. Working out how to pay yourself and how you manage irregular work.
	Confidence & identity: Understanding how your lived experience impacts your work and being able to navigate this. Feeling comfortable to take space and set boundaries.
	Network & community: People you can rely on for support, solidarity, and advice. This includes friends, family, community members, peers, and mentors.
	Bespoke personal need: Insert your own bespoke personal need here. This should be something not already listed that you feel you need to support your own personal development. E.g. reflective practice, resilience, learning and education, time-management etc.
Organisational	Team & leadership: Mobilising people, defining roles and responsibilities, building a healthy team culture and designing accountability structures to sustain your work.
	Internal operations: What goes on behind the scenes to support your work: planning & managing projects, developing policies, procedures, & practices. Considering the law, your team, and the communities you work with.
	Resources & financial management: Fundraising and income generation. Budgeting, forecasting and accounting.
	Partnerships & influence: Having strong professional relationships that help grow your impact, build wider support for your work and expand what you can achieve.
	Strategy & brand: Understanding the change you want to make and your longer-term goals to achieve this. Knowing what you stand for, what problem your organisation seeks to address, and why your organisation is needed. Being able to articulate this clearly to your team, the wider sector, and the communities you work with.

We intend to make the above table a visual tool and call it the 'needs wheel', which will be a 1-5 / 1-10 spider chart with 10 axes. The hope is that this can then be used by partners to self-assess development needs and create a way to visually capture where they are.