

YOUNGMiNDS

Paul Hamlyn
Foundation

Youth Strategic Investment Fund
Partnership Summary 2017–22

YoungMinds

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Contents

1 Fund overview

The Youth Strategic Investment Fund is a high value programme that supports the development, sustainability and impact of youth-focused organisations with a track record of working with young people to achieve positive change.

The Youth Strategic Investment Fund (YSIF) targets a small number of organisations each year that align with Paul Hamlyn Foundation's priorities and are currently funded through the Youth Fund.

It is designed as a strategic investment that will:

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

“
We hope that by sharing our collective reflections on the Youth Strategic Investment Fund we can improve our own practice, amplify the learning from this partnership and contribute to conversations about the role of funders in strengthening organisations that ensure young people can thrive.
”

Moirá Sinclair, Chief Executive, Paul Hamlyn Foundation

1 Fund overview

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

- **A core grant in the range of £100,000 per annum (up to £500,000 over five years)** to support senior leadership and/or specific developmental posts that create the capacity for the organisation to evaluate, implement and embed strategic development.
- **A restricted annual budget of £30,000 (up to £150,000 over five years) to spend on development priorities** that are agreed with the Foundation, for example: short-term commissioning of consultants, skilled developers and researchers.
- **The appointment of an independent consultant as a 'Critical Friend'** to the Chief Executive as they navigate strategic development. The Critical Friend can also support other organisational leaders and trustees.
- **Access to a learning community of senior colleagues** from across the YSIF portfolio, providing networking opportunities between senior staff and convening activities to address common strategic development themes.
- **A relationship manager for the Foundation** who works with the partner organisation from invitation to the Fund through to exit and evaluation, and who meets regularly with the CEO to co-ordinate the full package of support and monitor the organisation's strategic development journey.

The investment targets strategic development for the organisation in at least two of the following areas:

1. Quality:

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

2. Reach:

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

3. Scale:

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

4. Influence:

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



2 Fund approach

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

“
It's difficult to overstate how transformative this partnership has been. It has helped us to build a resilient organisation aligned with young people to meet their needs and support their mental health.
”

YoungMinds

1. Ownership

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

2. Partnership

The Fund adopts a collaborative approach, working closely with funded partners to identify priorities for strategic development throughout the funding period. This requires regular engagement between the organisation's senior staff and the Foundation. It seeks to build relationships of trust that, while remaining fundamentally supportive, can withstand critical challenge in pursuit of a shared vision for working with young people to achieve positive change.

3. Flexibility

The Fund is tailored to support the complexities of organisational development and the organisation's ambitions to achieve growth in impact. A bespoke package supports the leadership of each organisation in a responsive, timely and flexible way, focusing on strategic development, and acknowledging that things change during the lifetime of the investment.

4. Dialogue

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

3 Why YoungMinds were invited to join the Fund

Paul Hamlyn Foundation had funded YoungMinds since 2015 and during the initial two year grant observed the pivotal role YoungMinds were fulfilling through the provision of high quality mental health advice alongside campaigning with young people for systems change that would better meet their mental health needs.

YoungMinds were approaching their 25th year anniversary on invitation to join the Youth Strategic Investment Fund and had undertaken an external review of their services and strategic position in the sector. This had identified both opportunities and barriers to growing their impact as it looked towards the future. In response, they set out a goal of creating the 'step change needed to scale up our work in order to better meet the needs of more children and young people with mental health issues than ever before.'

The team at YoungMinds had worked closely with young people to create a three year plan for growth that was fully supported by its Youth Panel and Board of Trustees. They presented a clear vision for refreshing their mental health advice through enhanced digital delivery and scaling impact through amplifying the voices of young people to address the systemic issues that prevent young people from accessing mental health support. This was accompanied by a plan for internal transformation that would enable their growth ambitions and made them an ideal partner for a longer-term strategic investment in organisational development.

Organisational and strategic development needs

YoungMinds identified four areas where the Fund would provide the resources that would enable them to develop their capacity for wider impact, these were: business planning; digitisation; continuing professional development for the staff team; and enhanced governance. They presented detailed and realistic plans for the transformation project with an appreciation of how organisational change would grow their impact. They were also clear how young people would inform this change and continue to shape their work.

“
The Foundation had observed the pivotal role YoungMinds were fulfilling through the provision of high quality mental health advice.
”

Anticipated impact

YoungMinds planned to grow impact through a combination of:

1. Reach: through enhanced digital services that would increase online and Helpline engagement
2. Quality: through enhancing youth engagement and implementing feedback
3. Influence: through national campaigns and lobbying policy makers alongside young people

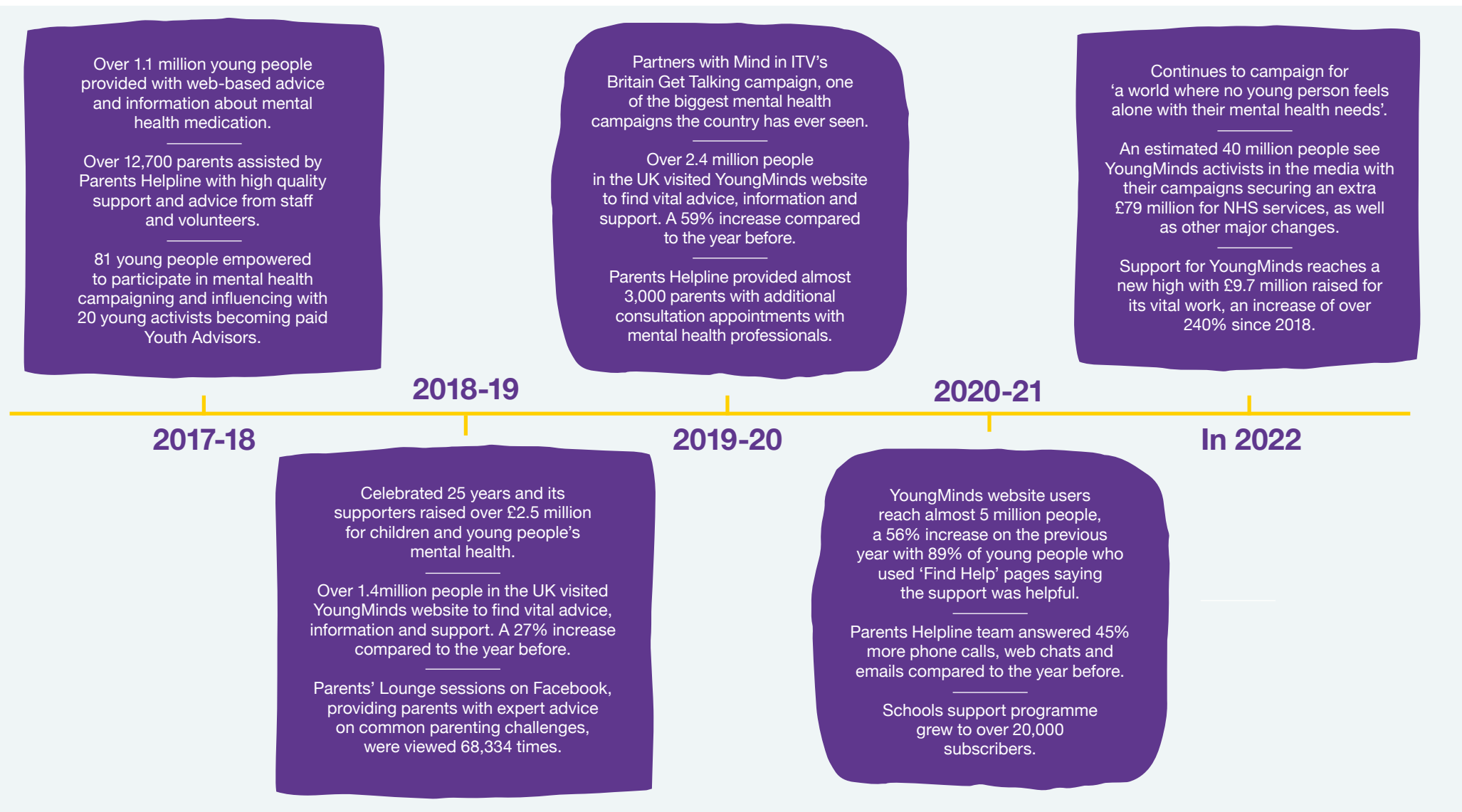
YoungMinds aimed to increase their Helpline capacity by one third, to double the number of young people accessing online mental health advice, and ensure that young people's mental health needs were publicly recognised and being actively addressed by policy makers.

These ambitions would be captured in comprehensive annual impact reports, detailing achievements throughout the duration of the investment, and inform a further strategic review process during the Youth Strategic Investment Fund support.

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Achievements

A selection of headline achievements during the Youth Strategic Investment Fund



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Achievements

Achievements in the words of those that have benefitted from YoungMinds development of digital, online and Helpline services for parents:

From a parent supported through YoungMinds email service and then a callback from a Professional Adviser:

"I would just like to thank you for the help you have given us for our daughter, the help advice and care you have given has been a god send. We were desperate seeing what our daughter was going through and the dark times we've experienced. My wife and I were totally out of our depth and felt helpless which was impacting the whole family. Without the help you've given ALL of us I dread to think what would have happened..."

...We've had a break through with our daughter within 24 hours and it's down to your help and advice. You are the first counsellors to not just help our daughter but to speak to and help us too. We can't thank you enough, we've had tears of happiness instead of tears of despair. Your organisation is needed now more than ever after the last year. God bless you all and thank you."

From a parent who accessed support through YoungMinds Webchat service:

"Thank you so much, you have given me more resources and information than anyone has in the past 4 years since I've been trying to help him."



4

Achievements

From a parent who accessed the practical YoungMinds website advice and received a call-back from a Professional Adviser:

"I just want to say a massive thank you to you brilliant people for being there when I didn't know where else to turn. My 14-year-old son has been having a horrible time of late and I came across your website online when looking for ways to help him. Your wonderful team were so understanding and kind from the minute I called and the counsellor who called me tonight was so lovely and gave me so much helpful support and advice. What a brilliant thing you do, thank you."

From a parent who received support through YoungMinds Parent Helpline Webchat service.

"I tried the chat service and [your adviser] was very helpful and responsive, not only with practical advice but also with kindness and understanding which I think is amazing to get via a Webchat! It was also good that it was quick, as I think if you feel vulnerable you might easily give up if you don't feel you're getting 'heard'."



5 Adapting during Covid-19

The investment in YoungMinds included a period of profound societal level challenge with the onset of a global pandemic in early 2020.

When Covid-19 forced the UK into lockdown YoungMinds put young people at the centre of their response. Their first action was to reach out to young people through a survey in March 2020. This set the groundwork for the organisation's ability to respond quickly and change its content to meet the urgent concerns that young people shared.

A 'Coronavirus Hub' of digital content for young people was launched in April 2020, pulling together all relevant Covid-19 information into one place, including existing YoungMinds content to make it easily accessible to support young people's needs throughout lockdown.

YoungMinds were also conscious of how a crisis can shift and shake the priorities of an organisation and, in response, created an 'impact filter' to

ensure that every organisational decision stayed focused on its core purpose. This established three guiding filters:

- We need to be there for young people now during this crisis
- We need to still be here in the longer term as this crisis is likely to create more and longer need
- Our staff are our biggest assets

These filters drove YoungMinds decision making, ensuring its financial resources were made available for where they were needed the most despite the uncertainty around the pandemic's impact on fundraising revenues. The first priority led to YoungMinds investing in better forecasting rather than reducing services. Using this filter, decisions were taken to temporarily freeze recruitment and pause some non-frontline projects.

YoungMinds remained very clear that they could not reduce the service delivery aspects of their work during a time of heightened mental health crisis. Its projects and services were resourced to move quickly to digital delivery, including its training programmes, support for young activists and its work with the Youth Panel. Demands for the Parents Helpline increased by almost 50% during the pandemic requiring the introduction of a new call-queuing system. Additional tools were launched to enhance access to services including Webchat and a digital assistant called 'Helpfinder' that asked simple questions to take parents and young people directly to the information they needed.

More widely, YoungMinds continued working closely with professional advisors to identify trends to shape their Coronavirus response and to consult

at high levels of government on the response to young people's mental health needs. YoungMinds continued to produce seasonal reports throughout the pandemic on the impact of coronavirus on young people's mental health.

“
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Spotlight on strategic development

The funding partnership between YoungMinds and the Foundation has focused on what ‘levers’ would enable a step-change in scaling its impact.

YoungMinds were already a respected provider of young people’s mental health advice with a successful Parents Helpline, a growing schools-based support programme, and were making strong inroads in to championing young people’s mental health causes. Through dialogue, it became clear that the levers for a step-change in these areas were to commission skilled and expert support to enable growth in impact.

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

Leadership and Management

YoungMinds utilised the core investment and development budget to support a process of enrichment and expansion in its leadership and management capacity. The development budget was utilised at the start of the partnership to commission external consultants in developing a bespoke leadership development programme and to evaluate team capacity to meet growth ambitions. The process informed new appointments at senior leadership and project management levels. It also contributed to evaluation of more equitable and inclusive Human Resource policies, and was utilised to support a governance review that would strengthen governance for a larger and more ambitious charity (including two new roles for young trustees).

In sum, this increased the capacity of YoungMinds to lever the growth journey and led to increasing revenue by 240% over four years, from £2.9m in 2018 to £9.7m in 2022. In turn, this enabled growth of engagement across YoungMinds portfolio (web, projects and campaigning) by almost 450% in the same period.

Digital Engagement

YoungMinds had identified digital engagement as the primary method for extending reach in its support for young people and trusted adults that support them. In consulting on this development with its Youth Panel and digital experts, they helped YoungMinds lever a ‘digital first’ approach. This required seeing its work through a different lens and shifting thinking to better serve young people where they needed help the most.

Focus shifted from seeing the website as a place to showcase the organisation to an asset that could provide practical, actionable support and advice: a digital service. This resulted in an overhaul of the web interface, relaunched in 2021, and the outcomes are visible in the engagement, tools and responses from digital users across its platforms:

- In 2018 2.4 million people visited the website. By 2022, 2.9m users visited the ‘find help’ pages alone.
- At key points during the Covid pandemic over 1 million users per month were seeking help
- In 2020-21, the Parents Helpline team answered 17,234 phone calls, web chats and emails
- Surveys found that 89% of young people who used the ‘find help’ pages said the support was helpful; and 74% of young people felt more hopeful about their mental health

#HelloYellow (Youth Mental Health Awareness Campaign)

YoungMinds had already established positive relationships with 963 schools as part of its support for young people’s mental health prior to joining the Fund. Part of its schools programme is to mark World Mental Health Day with a campaign called #HelloYellow, where young people and staff are encouraged to wear yellow. This was often tied to fund raising activities that, in 2018, raised £40,000 for YoungMinds and engaged hundreds of schools.

6

Spotlight on strategic development

This programme was identified as an area for wider reach and strategic growth. An external agency was commissioned using the development budget as a lever to increase the audience, develop the message and raise more income. The outcomes from this development have provided a lasting legacy in the growth of the #HelloYellow campaign to a much wider audience and a growth in the 360° Schools Programme including:

- A schools-based email community of over 20,000 subscribers
- Funds raised through #HelloYellow activities exceeding £550,000 in 2021
- 98% of schools taking part in #HelloYellow reporting that it made a positive contribution to their pupil's mental health
- A 20% increase in pupils sharing their mental health concerns rather than staying silent

Amplifying Young People's Voices

YoungMinds had developed a youth participation programme in 2018 that enabled 81 young people to participate in mental health campaigning and influencing, with 20 young activists progressing to become paid Youth Advisors. However, there was a vision and commitment for deepening this work though building a youth-led movement involving its Youth Panel and expanding the young activist programme to influence real changes in national policies that impact on young people's mental health services.

During the YSIF partnership, the work of amplifying young people's voices became central to the decisions taken by YoungMinds and provided the lever for influencing policy developments through a range of campaigns and influencing work. The outcomes are evident in the 2021 impact report:

- The programme expanded to include 72 activists, with an estimated audience of 40 million people seeing YoungMinds activists in the media
- Campaigning influenced government policy and funding for NHS mental health services, securing an extra £79 million
- 94% of those taking part in these programmes said they felt they had made a positive contribution to young people's mental health
- 97% of participants said their contribution made them feel better about themselves

“

I'm proud that YoungMinds genuinely uses the voice of young people to guide their approach as a charity and change the misconceptions around mental health.

”

Alex, Youth Panel Member

7 Future strategic priorities for YoungMinds

YoungMinds used support from the YSIF to refresh its strategy in 2020 and set out ambitious plans with and on behalf of young people. The new strategy 'You Matter' states its aims for a world where no young person feels alone with their mental health.

The mission for YoungMinds sets out a **bold ambition** that – 'all young people get the mental health support they need, when they need it, no matter what'. Why? Because doing so can prevent an emerging mental health need becoming a crisis. To achieve this, YoungMinds have committed to three programme goals and a longer 10 year vision:

- **Programme One: Never alone**
Helping young people look after their own mental health.

By 2025, YoungMinds want more young people to be able to look after themselves using the digital first approach. They aim to reach 2.8 million young people through digital channels and want at least 95% of

those accessing channels to feel more hopeful about their mental health.

- **Programme Two: Someone to turn to**
Making sure young people have adults around them who can really help and support them.

YoungMinds want to ensure that adults who young people turn to can recognise emerging needs and have access to YoungMinds support services. They want to build capacity to answer 50,000 calls through the YoungMinds Helpline. They want to train 200,000 trusted adults and engage 1 million trusted adults with its digital content. YoungMinds aim to reach 40,000 people via its expanded schools programme

- **Programme Three: Powerful Young Voices**

Making sure young people have the power to make change and ensure there is mental health support for anyone who needs it

YoungMinds want young people to have better access to mental health services, and for them to have a voice in things that impact their mental health. They aim to have 150,000 young people taking action with them, and 350 young people heavily involved with external facing work. YoungMinds want to ensure that young people who need support always receive it and to secure investment for Early Support Hubs.

A continuous focus on Impact:

In the final year of the YSIF programme, YoungMinds were supported to develop clear business plans for delivering on these strategic ambitions. These include a sharp focus on evaluating their impact including their 'Anti-Racism, Justice, Equity, Diversity and Inclusion Report'. This report highlighted that Black and minoritised young people face racism, prejudice, discrimination and systemic barriers to support which mean they are more likely to struggle with their mental health. YoungMinds acknowledged this reality was neglected in the past and have set out an action plan as a commitment and shared vision of where they want to get to as an organisation so that all young people get the mental health support they need, when they need it, no matter what.

8 Key learning

YoungMinds have reflected on their journey through the Youth Strategic Investment Fund to support Paul Hamlyn Foundation to learn what impact this funding approach has on organisations and what the Foundation can do to ensure support is tailored effectively.

The Foundation wants to understand whether the Youth Strategic Investment Fund is proportionate to the role that it plays alongside other funders, agencies and individuals that support any given organisation.

“
One of the real joys of working with Paul Hamlyn Foundation
has been the transparency in the partnership.
”

YoungMinds

What YoungMinds valued through the Youth Strategic Investment Fund:

1. Supportive conversations

The regular ‘supportive conversations’ were valued by YoungMinds as ‘a foundation of the relationship rather than relying on written reports’. This method of engagement and monitoring was seen as less transactional than what is typically required by Funders. The conversations were an enabler to ‘fully share the reality of growing pains and the challenges’ associated with growing impact. YoungMinds found that it ‘created a much deeper and richer shared understanding between us, so that we didn’t need to present a polished version of what we were experiencing, but we could share the barriers and complexities’ with a view to identifying solutions.

2. Flexible and stable core funding

The security of long term core funding was described as ‘unlocking a new way of working for us’. YoungMinds said, ‘by covering core costs at the heart of our transformation and growth... we have been able to focus on impact over income growth.’ The flexible approach allowed YoungMinds ‘to take the time to build an impact and evaluation model to really assess how our activity is making a difference rather than solely focus on growing the scale of activity too quickly,’ enabling strategic decisions to be taken in a timely manner, especially in the context of the Covid-19 crisis.

3. Investment in organisational development

The annual budget the Fund provides for organisational development and the support of a Critical Friend were described as providing ‘the confidence to innovate in both front-line activities and trying new ways of working in teams across the organisation.’ The focus on organisational development provided the impetus ‘to invest in planning, development and consultancy support to boost or kick-start specific areas of work.’

8 Key learning

What changes the investment contributed to

- The long-term security afforded by a core grant, and the flexibility to allocate this where it was most needed, has contributed to YoungMinds building the foundations for a growth journey that has positioned the organisation at the centre of discussions around young people's mental health. The confidence derived from core cost income was especially valuable in rising to the challenge of the pandemic and it provided the platform for securing much wider financial support that provides a legacy for the continuing impact of YoungMinds.

- The investment in organisational development was instrumental in enabling the vision for scaling impact. This provided the resource to draw on external expertise that had a direct impact on leadership capacity, digital development and campaign income. It has also transformed YoungMinds way of working and appetite for drawing on external expertise and partnerships to increase the impact of their work.
- The access to expert Critical Friends throughout the partnership has contributed to the strategic refresh and YoungMind's use of coaching to develop senior leaders. This has supported a 'culture change' in how staff work together, the values the organisation upholds and the sense of shared vision.

What could have been done differently?

YoungMinds were positive about the engagement they had experienced during the Youth Strategic Investment Fund describing it as 'a unique way of working.' However, it was also this 'uniqueness' that presented a challenge for new staff that joined the organisation during the lifetime of the fund. In hindsight, YoungMinds identified that 'new Directors joining YoungMinds took time to become comfortable with the openness of the relationship, and the benefits of the coaching and learning approach.' It was suggested that a process be considered for 'inductions to share the culture and values of partnerships as well as the practical elements of the relationship.'

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The one challenge of working in this unique way with Paul Hamlyn Foundation is the need to induct staff into a different way of working with a funder.

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YoungMinds

9 Funder reflections on supporting strategic development

YoungMinds are one of three organisations to complete the Youth Strategic Investment Fund in 2022. The Foundation was clear when launching this Fund that it would be committed to listening, learning and changing the way it works in order to provide targeted organisational development that leads to a growth in impact with and for young people.



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

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

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

2. Targeted funding and expertise that supports organisational development.

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

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

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

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

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

5. More collaborative relationships between funders and funded organisations.

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

Key observation

It is notable that none of these factors relate directly to a charity's frontline delivery. The focus of the Fund has been on strategic development that, in turn, is expected to lead to growth in impact for young people. The size and scale of impact should be 'owned' by the charity itself of which they remain accountable by the charity itself of which they remain accountable to their board and beneficiaries.

9 Funder reflections on supporting strategic development



The first five years have taught us:

- The Fund rationale, design and investment model have withstood the test of time. Each element has merit in its own right but has proven most effective when blended to form a package of support that can flex and respond to the changing needs of an organisation over time. This focused but flexible approach has been well received by funded partners and provides the tools for a sustainable focus on organisational development.
- There is high value in a long-term but fixed-period of support for strategic development. It takes time for an organisation to fully assess its needs, identify the best use of available resources and implement change. It also takes time to build trust between the organisation and the funder. Conversely, it needs an 'end point' to focus attention on using the Fund effectively in a given period of time, currently five years, which will continue to be evaluated.
- That strategic development isn't always about 'growth'. A common assumption is that strategic development is about growing the size of an organisation at the expense of clarifying strategic position and impact. The Fund was, initially, called 'The Growth Fund' and – although it placed the focus on growth in impact – it was clear that this created a pressure to get bigger. The Fund was renamed the Youth Strategic Investment Fund in 2020 which better reflects the Fund's purpose in securing strategic impact. In addition, we are clearer in identifying and valuing types of strategic pathways that contribute to sustainable development. These allow for strategic journeys that may focus on consolidation, renewal and/or scaling activities.
- The importance of building a healthy and regular working relationship between the funder, the organisation and the Critical Friend cannot be underestimated. The Foundation committed to meeting in-person on a regular basis and providing independent support through a Critical Friend. This provides the basis for continuous feedback with support that is both proactive and responsive to ensure the full investment is used effectively. The Critical Friend provides valuable insight to the Foundation and partner organisation. As described by one Critical Friend, 'the independence of this role allows for the full story to be told to each stakeholder in the partnership and to support informed decision making'.

10 Final remarks

Paul Hamlyn Foundation has been pleased to work with YoungMinds throughout the investment in their ambitions to scale impact in addressing young people's mental health. They have fully embraced the opportunity presented by the Youth Strategic Investment Fund and acted with integrity throughout the partnership.

The Foundation's aim for the Youth Strategic Investment Fund is that, on exit, the funded partner has good evidence of its impact in working with young people, is strategically placed within its field of practice and has strengthened its organisational sustainability. YoungMinds has achieved outstanding progress across all of these aims and it is the Foundation's view that it now occupies a strategically important role in the vision for 'a world where no young person feels alone with their mental health'.

In developing its strategic plan during the YSIF support, YoungMinds have been bold in recognising the organisational journey required to achieve its purpose. It has also maintained an unwavering focus on this purpose – especially during the Covid-19 crisis – and it has emerged even more determined 'to stop young people's mental health reaching crisis point'. Why their work is needed is clearly articulated in the strategic plan, underpinned by a considered Theory of Change and a set of values that assert 'how we do things is just as important as what we do'.

In their 2021 Impact report, YoungMinds highlight that analysis from the Centre for Mental Health has indicated that 1.5 million children and young people will need mental health support as a direct result of the pandemic over the next three to five years, and yet two thirds of young people who need specialist support can't access it. Many young people get told they are not 'ill enough' to qualify for support. YoungMinds work to help young people look after their mental health is bridging this gap as demonstrated by their 'Find Help' website pages seeing a 62% increase in users (to 2.9 million) with 89% of young people saying the support was helpful. YoungMinds have also gone further in making sure young people have adults around them who can really help, training 1,746 professionals, providing parents support through phone calls, web chats and emails and growing its 360° Schools email community.

“
Their success will require a collective effort from those that share in their mission.
 ”

However, with a vision to work alongside young people to address the systemic issues that contribute to mental health problems, this work will require persistence and perseverance in order to achieve lasting change. YoungMinds will need the continuing support of foundations, agencies, sponsors and individuals who share in their vision. Their success will require a collective effort from those that share in their mission for 'all young people get the mental health support they need, when they need it, no matter what.'

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

The Youth Strategic Investment Fund
 Paul Hamlyn Foundation
 December 2022

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