



About this Report:



In 2023 Francis C Scott Charitable Trust celebrated 60 years of supporting and funding work with young people across Cumbria and the district of Lancaster. To mark this milestone, the Trust invited local young people to distribute £60,000 on its behalf and through a partnership with Cumbria Youth Alliance and Lancaster District CVS.

In June 2023, thirteen of the young people attended an exciting introductory weekend training residential with Think Forward CIC. Throughout April and May 2024 Think Forward were commissioned to interview some of the young people still involved as to the learning experience and their view of the impact the Break the Mould project had on the individuals involved.

In May 2023, 20 young people from across the region were invited to lead the way in designing and delivering a grants programme to distribute the £60,000 for the benefit of young people in the area.

This report highlights the outcomes from the interviews with the young people and the partners involved.



Foreword: Helen Carter Director Francis Scott Trust

In 2023 the Francis Scott Trust celebrated 60 years of grant making with the trust distributing over £40m to support positive work with young people across the area of Cumbria and Lancaster and district.

There's a wider movement towards funders and other grant giving organisations to consider how young people are involved in the grant giving process and so it was natural for Francis Scott Trust to start thinking about what this could be like for the Trust.

Celebrating 60 years of grant giving seemed to us to be the perfect opportunity to test how and what this could look like for the Trust. In addition to bringing grant-holders past and present, supportive, critical friends and other stakeholders together for the celebration of 60 years of grant making, the Trust embarked on supporting a grant making programme, for young people by young people delivered in partnership with Cumbria Youth Alliance and Lancaster District CVS.

It was from these discussions a Youth-Led Grant programme 'Break the Mould' was developed, a programme that would bring together young people from across the region and for them to identify the priorities, objectives, processes, selection and distribution of £60k for young people's projects.

The programme was our first piece of work to directly involve young people in the distribution of our funds. The priorities and learning from the project will feed into the Trust's next strategic review, informing our own understanding of what is important to young people, and how we will incorporate youth involvement in the future of our grant-making processes.

This report focuses on the learning and the impact for the young people who engaged with the project and will offer some valuable insights for the future.

Project Summary:

The 'Break the Mould' Project was financially supported by the Francis Scott Trust with the project delivered and executed by Lancaster District CVS in partnership with Cumbria Youth Alliance. The project embodied the partner's and trust's commitment to exploring authentic youth participation through sharing the responsibility of distributing funds for the benefit of youth groups and young people in Cumbria and Lancaster District. Following recruitment of young people aged 16-25 from across and beyond the partners and trusts networks the Project started with a training residential for young people. As well as the usual team building and getting to know one another activities, the group mapped out existing youth provision across the region, identified priorities, explored grant giving processes and opportunities, discovered other grants already available for young people across the region, started to identify roles and responsibilities as well as communication channels. The group, supported by a project coordinator, continued the process after the residential with a core-group emerging which continued to be actively engaged and lead on the project through to its completion.

This pioneering grant-making programme empowered young people by actively involving them in priority and criteria development, decision making and the grant-giving process, distributed £60k to various youth-led projects across the district based on the objectives and priorities established by the young people involved.

This Project is not only a celebratory milestone but also provides important evidence in shaping the future strategic direction of the Trust and other partners. By engaging directly with local young people, there emerges a deeper understanding of young people's needs and aspirations. As young people themselves established priorities and criteria for other local young people's bids, they gained meaningful insights into their own, and others, personal development.

These will be significant in informing the Trust's Strategic Review and partners long-term strategies so that planning and decisions remain relevant and impactful.



Why did the project happen?

- 2023 Francis Scott Trust celebrating 60 years of grant making
- To create and deliver a programme where young people have autonomy in the distribution of Francis Scott Trust funds
- Identify priorities and learning that can inform the Trust's next strategic review
- Give the organisation the opportunity to experience having young people directly involved in the grant giving process
- Demonstrating a commitment to improving youth involvement in the activities of the Trust and the processes
- To promote young people as creators and not just consumers
- To work in collaboration with key partner organisations
- The interest and motivation of partners

Evaluation Report

Insights and Areas for Future/ Further Consideration

This section highlights the key themes identified in the interviews with the young people, staff and managers involved and offers insights, learning and areas for improvement.

Theme 1: Recruitment

Young people for Break the Mould were recruited largely through the delivery partner's established and long-standing relationships with other organisations across the region involved in the young people's sector. Recruitment was coordinated by the newly appointed project coordinator for Break the Mould.

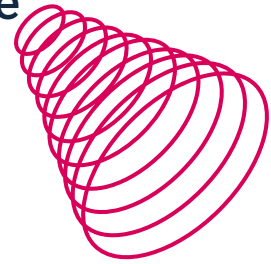
There were initially 5 young people registered from the Lancaster district and 16 more widely across Cumbria. From the 21 recruited young people, 14 attended the initial training residential. Following the residential a group of 9-12 continued with the project with a core group of 8 young people following the project process all the way through.

It was felt there was still some hesitancy around the COVID legacy which may have affected recruitment. Whilst the initial project information event was well attended, not all of those attending signed up for the residential. This was due to work and existing commitments, the timing of the residential as well as the usual uncertainty and anxiety of young people coming together who didn't really know each other.

It was well publicised that participants who attended the residential would be rewarded with a £100 and through the interview responses it became evident that this was actually counterproductive for long term commitment to the Project. Similarly a lack of full information regarding the level of commitment required may also have led to a degree of drop-off amongst early participants.



From interviews with young people



“I remember being in the CYA office and someone sharing information about it over to me and I thought that sounds good”

“there was about half the group who was really experienced in that area of things and half who wasn’t, which I just felt like there was a big imbalance there and it made some people feel very not in the know and some people were like, I don’t know why, I’ve got more knowledge on this than everybody else and then taken on all of the workload.”

“I think and the sort of the fact that they had like a residential and that social side I think if it hadn’t had that social side if it’s all online I probably wouldn’t have done it I think that social side got me to do it.”

“Bearing in mind how wide the spread is geographically? I think we found it and it’s not just this programme. Our university course started with 18 of us and it dropped to 12, so we lost 6 people and they were fully fledged adults, you know they were still dropping them.”

“so it was just the main thing was that it really was not advertised what it was going to be about and how much work and commitment it was going to require.”

“I also wanted the opportunity to do some volunteering and, like, gain a bit more experience and, like, do something that would actually help other people because I wanna do something like that in the future.”

“So I used to work in admin for charities, but I’ve never kind of been involved in, like, the, like, grant side and fundraising and things like that.”

“But I don’t know if offering £100 was the best way to get buy-in. You want young people that are invested for the idea of it, not for the monetary value of it. Although I’m not sure if everyone took £100, I wouldn’t know.”

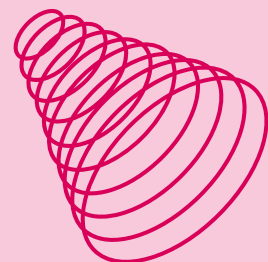
Areas for Future/Further Consideration



Recruitment was challenging due largely to the geographical spread of participating partners. This may have been compounded by an overall failure to predict or grasp the full implications of the project for young people and for staff involved in its delivery.

From interviews with young people Summary of why Young People participated:

- As an extension to their existing youth participation and engagement
- Parental persuasion
- Bored and looking for something to do
- For personal development and to get out of a personal comfort zone
- CV development in terms of career progression
- Supporting existing friendships
- Extending friendship group
- Doing 'good' and making positive change
- Financial reward
- Skill development
- To better understand process of allocation of funding for projects
- To better understand charitable processes



Theme 2: Confirming project expectations and clarifying understanding of 'youth-autonomy'

Project Strengths

- Authentic empowerment of young people
 - The emergence of a committed core group
 - Young people identified priorities, developed the criteria for the awards of grants, invited applications, shortlisted and advised, communicated with applicants, allocated and delivered funding to successful applicants
 - Genuine autonomy*
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Areas for Future/Further Consideration

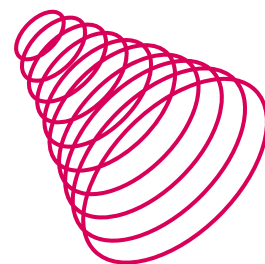
- Financial incentive to be received for completing the whole project (it was felt this effected drop off)
 - Staff and young people need a clarity and common understanding of what youth participation means and the anticipated level of commitment which is required
 - Staff and young people need a foundation and common understanding of what youth participation means, Whether the balance of autonomy/support requires adjustment
 - eg *on occasion too much autonomy where support and guidance would have been beneficial
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From interviews with young people:

"I guess from a youth worker standpoint, you know that none of this would happen without the adults in charge. So I guess that's my outlook on it. But as a young person involved in the project, I almost felt like we were giving so much power and so much autonomy in it that for some of those young people that was a bit too much."

"autonomy was great for some people, not so great for other people."

"But also that clarity of the commitment in the first place, what you're signing up for."



Theme 3: Participation and inclusion



Project Strengths

- Diversity of geographical recruitment, age and youth work experience and curiosity
- The residential as an initial platform particularly as a team builder
- Emergence of a core group of young people who remained committed to delivering the complete project

Areas for Future/Further Consideration

- Meeting the challenge of Cumbria's geography and consequent demands in bringing people together in a physical meeting
- Continuing to widen the diversity of the group to truly represent the region
- Reviewing an appropriate time for launching a major youth work project
- Acknowledging and reducing the drop off in numbers following the residential

From interviews with young people:

“And then people just didn’t start showing up from the beginning. And it was an immediate drop -off. So I don’t know the circumstances. I know there was one young person that didn’t necessarily feel comfortable within that setting.

But they did come to the evening where we spoke through the grants. But that young person was being supported in a different way, opposed to what everyone else was. Which is fair enough, I understand, if you’re not comfortable with that situation.

You’ve got to make adaptations. But the immediate drop -off, I couldn’t give any reasons for. I don’t know if it was because it was right before the summer holidays. And finishing school, that could have been an identifying factor.”

“So at the time, yeah, and not having the residential just before GCSE and Mccks and all that kind of stuff. I’m sure if the residential was a month or two earlier, and then there was time to get in a couple of additional sessions before the summer holidays, you might have gotten better attention.”

“I’ll keep the others engaged especially like early on when they were starting to drop off it’s like how would how can you be helped so if it was definitely gonna keep them engaged and then if they were maybe struggling sort of just talking to them and saying like we can do this instead like there is other ways of working around issues yeah so really consulting and thinking of it it’s a little bit what’s the involved in others is there any of that one take responsibility for resolving problems yeah yeah”

“we made sure like everyone was involved in the process it wasn’t like one person’s opinion and it was like a discussion going on”

“handling other people’s emotions because I think there was a lot at first it was very much people who were protective. They read their project and they were like yeah I want this one and this one’s my project and they were like fully going for it but you have to learn to detach yourselves from the ones you’ve read and just be able to, like, everyone comes to a good decision as a group rather than just saying this one’s mine and I like this one.”

Theme 4: Communication



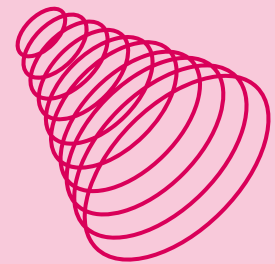
Project Strengths

- Young people organised themselves, established communication channels, division of tasks
- Smaller working groups

Areas for Future/Further Consideration

- Greater level of staff support at times eg smaller working groups sometimes lacked true task division resulting in individuals taking on greater level of work and responsibility Confirming communication with the funders
- While the residential built the group there was drop in communication immediately afterwards when momentum was high

From interviews with young people



“I think, it was set for all experiences, all ages, not all ages, all experiences and all abilities, yet it wasn’t really looked into if these young people knew about funding and knew what they were getting themselves into, which is why so many people dropped off the project.”

“maintaining that relationship and that momentum, again, is a common thing for Cumbria, anyway, Cumbria, working across such a big district and when you bring people in together, and that’s really a real regular problem. I suppose if it was done as either just a Lancaster project or just a Cumbria project, it would have been easier to maintain and meet up, because you were, I mean, two hours just from Lancaster alone, about, just to meet up, and you could meet up halfway in the county, but after the main road, it’s all small dirt tracks, farmer’s tracks and anything.”

“It was quite good, and we’ve all had, like, a WhatsApp group to chat in as well. So things kind of been put in there, and everyone, like, scheduling group meetings. And so it still worked quite well.”

“Another issue that really dropped people’s engagement was the time that we waited for communication to the young people after the residential was over so the residential finished and I was like tapping my fingers going so when it’s I’m gonna tell us what we need to do when we need to get started. The project Coordinator went on annual leave just after the residential and so we had nothing from him for about two weeks and then he was like ‘hi guys we’re ready to start’. “I was like it’s a bit late now I think everyone’s kind of lost interest”

“So we got lots of regular emails, keeping us updated. That was really good how we didn’t it wasn’t just the residential and then it stopped. It was constant updates. We also had lots of meetings, which I found useful.”

“Even with the group chat, there were some people who didn’t wanna speak up in the meetings, but they would still message in the chat. And I thought, like, that was okay, like, as long as you’re involved. You know?”

“I think keeping that momentum going, is it, once the residential is finished is really important.”

Theme 5: Staffing & Support



Project Strengths

- Partners able to provide staff to backfill and pick up once project coordinators contract ended
- The residential
- Initial good level of staff support

Areas for Future/Further Consideration

- Appointment of staff is key
- Coordinator - time limited contract
- Not a clear understanding of what was required for the coordination of the project (time and tasks)

From interviews with young people:

"I don't know if another residential would have been beneficial or not. What I think would have been beneficial is if some form of, at least after the summer holidays, an actual in -person meeting, to whatever degree that would have been, and I don't know if a bit more, I know they sort of wanted to leave it to the young people to coordinate everything, but when you're starting a new, what was a relatively new programme, I don't know if they should have been, maybe a bit more oversight."

"It was well supported by the staff. So if there were ever any issues, you just sort of email them, they would help you resolve it."

And it was quite well -supported because if there's any issues, then they would be able to deal with it. So if you said, oh, no, this isn't really working, then they'd say actually we'll try and figure out how to work it."

And a lot was well, it was like a team. It was very much because someone's struggling. Another person should come in and support them and try and do their best to support them."



“So my participation was supported by the project coordinator when they were still working with Break the Mould. Very much like he was always available to speak to if I ever had any issues, any concerns”

“I felt like because I was one of the older people and I would say I was probably one of the more experienced because I’d just done a three -year university degree in social enterprise leadership I felt like I was trusted quite a lot to be able to nurture other people and guide other people I suppose like if I needed help I’d ask but it wasn’t really many times that I felt like I needed that support”

Theme 6: Process Management



Project Strengths

- Young people’s relationship, connection and responsibility to the project and the funded projects
- Young people decided on the criteria and priorities for the grant giving to demonstrate genuine youth-led process

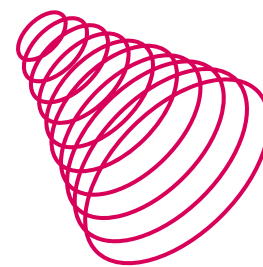
Areas for Future/Further Consideration

- The partners understood the process commitment was potentially long-term but may not have understood the resources and time needed to complete this pilot
- Unclear consideration of platform/plan for the youth-led grants programme to continue
- Some young people got the impression that once the grants had been distributed it was the end of the process (disappointment of YP)
- Some young people were disappointed that the project was to end once grants were distributed whilst others were not aware of this

From interviews with young people

“To be honest, I felt like there was a lot of people participating, a lot more than others, me being one of them. I wasn’t unhappy with this, I felt like the workload fell onto the people who wanted that workload and who were willing to commit the time and it fitted in with their work schedule anyway.”

“For most of the young people, they didn’t know what funding was, they didn’t know what their sector organisations were, and it wasn’t outlined at the beginning of the project what the responsibility was, it was just the residential.”



“we negotiated we weighed up the pros and cons we kept our commitments and because of that those skills I learned we were able to compromise and then prioritise all the things we had to do the less amount of people we had to do them and because of all the skills we learned leading up to it when we did face those issues it wasn’t so difficult to navigate them”

“I felt like all the skills we’ve learned together over that project really came out in that decision-making meeting, which I think staff were there writing notes on but I thought that was brilliant and it really showcased how everyone had learned the same skills and learned to apply them to this common goal.”

“I don’t really feel like celebrating because I want to get everyone still involved with seeing the impact that this money has had.”

“But I think it is a case of the people like myself, the OJ Thomas, who were doing the majority of the workload because we understood it and it wasn’t that much out of our way. We still want to give that voice, the confidence that we have, can be passed on to young people who are not as confident as us.”

“Like, someone might not be great at doing that, but then, like, some people were really good at, like, the technology, and, like, some people are good at the marketing, and everyone else can do different things, and everyone contributed in a different way. Cool. Which I didn’t realise at first. Yeah. Brilliant.”

“Like, they just wanted the residential rather than the Yeah. The clarity of the commitment was really important, I guess.”

“but I never kind of seen, like, how much goes into it. Like, the amount of time we spent, like, finalising the criteria and, like, what we were looking for, what we wanted, what we didn’t want. We really spent a lot of time, like, going through it and kind of, like, getting to the finer details of it.”

Theme 7: Grant-Giving

Project Strengths

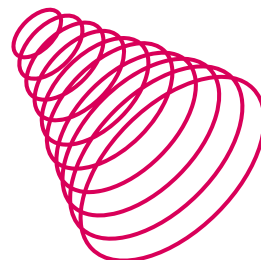
- Young people still involved took long-term responsibility extremely seriously and felt for those whose applications were not funded
 - Young people really felt connected with funded projects
 - Due diligence of grant allocation process
 - Rigorous grant giving procedures
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Areas for Future/Further Consideration

- Unclear plan for evaluating the projects that received the grants
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From interviews with young people:

“my main issue has been with the whole project is that as soon as the money was given out everyone’s like oh we’re done but I’m still emailing all the organisations going let us know your timeline so we can all get out some visits and do some monitoring and evaluation because from my experience that is a very important part as we know of making organisations accountable for the funding as well as outcomes as well it’s really baffling me because everyone is acting like the project is completely finny”



“And then from there, even though some of the projects we looked at were great, we had to be like, no. You don’t fit our criteria. And it was hard to do, but, you know, once we’d set that criteria, we had to stick to it. ”

“that was one of the things that came out the residential weekend, is that we, I think we made a massive list of things, we managed to condense down and group a couple of them together, and we made it very clear that it was to sort of go from 16 to 25, well about 24, and you know, if young people, younger, were involved, sort of, review their applications and I thought, there was some applications that we said, actually no, they’re out of our range, there was one application we questioned because they were applying for support for 16 to 18 year olds, but they said they also worked with younger, so we questioned whether or not would the funding also go to them, because that wasn’t the requirements, but the priorities for the fund came out of the residential weekend, and then we just refined it into what we wanted, but it very quickly became that age, group 16 to 25, and then those priorities were the ones that stuck, because we thought that was the most need for the area.”

Theme 8: Skill Development by participants



Project Strengths

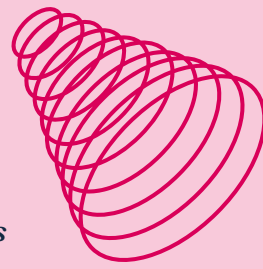
The range of skills developed by the young people included (see the skill cards below)!!

- Processing information and analysing problems
- Focussing attention
- Self awareness
- Championing change
- Communicating expectations clearly
- Influencing decision makers
- Working in a team
- Involving others in the decision making
- Motivating others
- Make and keep commitments
- The art of compromise
- Explain myself clearly
- Expressing genuine interest in how others feel
- Dealing with the unexpected
- Handling other people’s emotions
- Harnessing other people’s skills
- Remaining focussed on the key issues
- Involving others in decision making
- Communicate aspirations
- Helping others to communicate effectively
- Influencing others
- Adjusting leadership style to suit others
- Structuring presentations
- Understanding that not everyone needs to know everything all of the time and straight away
- Knowing when to ask for help
- Career path and change
- Personal Development and participants adapting to accommodate each other
- Career development and opportunities

Areas for Future/Further Consideration

- Would an initial baseline skills assessment of young people involved be useful?
- Clearer Identification of team roles?
- Lack of clarity of benefits and uptake of ‘ME Tool’

From interviews with young people



“I think seeing the bigger picture on things and being able as to where the funding comes from and how things work was very insightful and nice to be on the opposite side of things instead of just receiving funds down the chain and then enacting those funds.”

“I’ve seen that other people’s point of views, but then it’s definitely been, like, the admin side of it, because I’ve definitely been, like, sorting the groups out, and I was the main person, especially at the beginning, when I had the time, like, I was the person getting all the names, doing, sort of, like, getting all the groups sorted out, getting all the polls sent out, and I was definitely more the admin of getting all the groups in, figuring out where everyone wanted, and I was, obviously, catching up on certain people who, like, maybe weren’t interacting, just a little private message, definitely trying to keep those engaged, especially earlier on.”

“I feel I think I’ve learned about, like, the community, like, sector and what you can what it’s a lot more you can get into if you want, and there’s lots of opportunities to volunteer, and I’ve also learned about all the different amazing things that are happening, like all the different experiences and stuff that and funds that you can get.”

“I feel like I’m more able to do that now because with the whole group there was so many conflicts but I felt like you know there was never much tension because everyone had a common goal and we all had discussed those values on the residential which was really beneficial discussing our values as a group and then these skills that we learned would get our yeah that fits in with our values as a group we’ve all decided we’re gonna can’t remember what the values said exactly but you can imagine they were good ones and so reflecting on those values when handling conflicts helped us to deal with them appropriately.”

“It was definitely a nice stepping stone towards getting the apprenticeship. Then when I went into the apprenticeship, it was very much like, I’ve already done a lot of similar stuff to what I’ve already done here.”

“Overall it’s been brilliant and there was one of these cards that really spoke to me. Where is it? Explaining myself clearly”

“I think I’ve become a lot more, like, confident at talking to people because I was one of the youngest people, and at first, I was a bit like, this is a bit weird, but by the end of it, like, I felt fine and, like, could talk in the group and stuff.”

“Harnessing other people’s skills because, like yeah. So some of the people in the group were very much, like, confident at the whole talk, and then, like, b, They were very loud and sometimes I felt like it was, like, they were way better than everyone else, but then you learn that everyone else has got different skills.”

“I’m quite like a dominant person I lead in quite a lot of things and a lot of the time I’m quite stubborn so if I think my way is the right way like I would push for that but with this because it’s been complete lack of team effort I’ve had to listen to others people’s involvement in the project so it was a group process wasn’t it yeah yeah Coach and others I think that comes back really it’s similar to helping others to communicate.”

“Showing interest in other people’s ideas and opinions I think I thought cover this but saying that a lot of times I have an idea I want my idea to happen but actually listening to taking time to listen to other people’s I think I didn’t consider that I didn’t consider that so that should have been useful opening my eye to actually my opinions not the best.”

“I’ve benefited loads, man, I, yeah, I’ve had a lot of things on the outside, so I’ve finished my college course and I did my N .V .Q. in youth working around the same time, it was really interesting to see, to be level three, I’ve just got my certificate, gosh, so it was really interesting to see, like, to be youth worked instead of being a youth worker, because I’ve not been in receipt of any, like, what would you call it, like, provisions for young people, I’m usually on the other side of it, so it was really interesting for me, it made me feel really supported as a young person, and as an individual who was passionate about their community, yeah, I felt like it really gave me the opportunity to have a voice, I felt like there was a place for me as well, I got to meet black people.”

"I think learning to accept other people's ideas and being open to change as well."

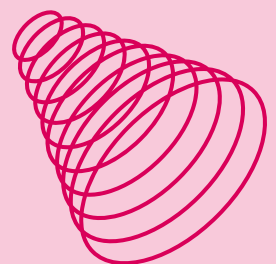
"So you've been proactive in influencing Yeah. And trying to influence change and motivation and momentum. Yeah? I feel like I was good at that. Adjusting my leadership style to see the situation because I don't always take charge with things. I normally kinda sit back and just think, oh, well, they'll do a better job than me. So I kind of did try with some things to, like, speak up and take a little bit of leadership when we were all together and stuff. Which, yeah, normally, I don't do. Them. So, yeah, pretty scary."

"I suppose the biggest learning was just learning about everyone else on the project for me, I like meeting new people and getting to know them and so being able to regularly meet up with people albeit usually online and talk with them and listen to their views, especially for people that are doing it for similar reasons. Like wanting to see change. Once you see it working you want to see more young people lead things and that was for me that the biggest thing about learning was just meeting them and learning about everyone."

"More so like because I've had that stepping stone to practise it, now I feel like I've found a bit more confidence knowing that I can do it, so taking it forward but still being able to expand. Like I said, although it wasn't directly from the break but being able to interview people, then doing posts and things that I wouldn't have previously done, that was like a step in stone in being able to do that and now I know I can do that and continue to progress in it."

"I don't know exactly what I want to do in the 3rd sector, but I just know I want to help people."

"Focusing attention. Yeah. I've thrown out quite a bit of some important things I need to pay attention to. Yeah. It's got a little bit better."



The following skill cards were developed following the young people identifying 3 specific skills they had learned through their involvement with this project.

BREAK THE MOULD



Beth

Skills Developed through the project:

- Processing information and analysing problems
- Focussing attention
- Self awareness

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Thomas

Skills Developed through the project:

- Championing change
- Communicating expectations clearly
- Influencing decision makers

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Layla

Skills Developed through the project:

- Handling other people's emotions
- Harnessing other people's skills
- Remaining focussed on the key issues

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Theo

Skills Developed through the project:

- Working in a Team
- Involving others in the decision making
- Motivating others

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Kacpe

Skills Developed through the project:

- Explaining myself clearly
- Dealing with the unexpected
- Expressing genuine interest in how others feel

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Lizzie

Skills Developed through the project:

- Make and keep commitments
- The art of compromise
- Explain myself clearly

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Jade

Skills Developed through the project:

- Involving others in decision making
- Communicate aspirations
- Helping others to communicate effectively

BREAK THE MOULD

Francis Scott Trust

BREAK THE MOULD



Alice

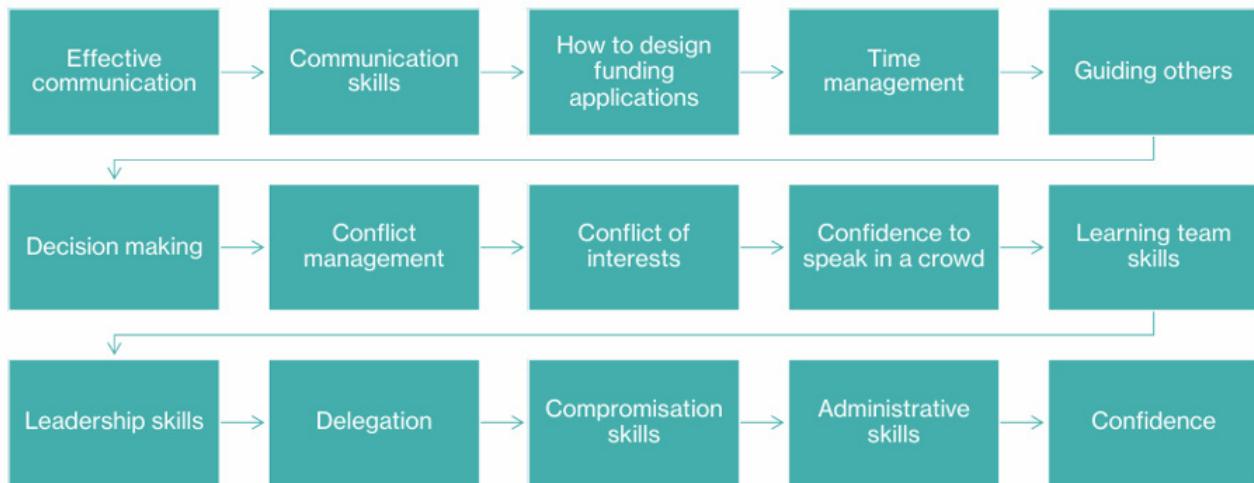
Skills Developed through the project:

- Influencing others
- Adjusting leadership style to suit others
- Structuring presentations

BREAK THE MOULD

Francis Scott Trust

Young people for the celebration event identified the following skills developed through being involved in the project:



“Being on something like ‘Break the Mould’, it was a mix of different people from across two counties of all different identities and how they are approached and their pronouns and all of that it was nice just to see bits of you know a diversity somewhere. You know be able to see that there were other young people from different backgrounds that want to enact change and hopefully their identities that they feel would also”



Partners Reflections:



Yak Patel - Chief Officer - Lancaster District CVS



Why we became partners and the benefits:

Community engagement and participation has been our bread and butter for a good part of 50 years. Our core values are about authentic participation, it's about community engagement, community involvement, their voice, their lived experience and they are our experts that feed our practice and drive our direction. So when a chance came to us to explore how we could involve young people in a youth grant giving project I was super excited, because it absolutely just fitted in with everything that we believe and do here at Lancaster District CVS.

To have young people at the heart of this process, for them to become an actual part of our team, genuinely it was a fantastic opportunity. A platform to ensure that the young people of our communities were given centre stage and youth voice an integral part of what we do.

In addition, this project offered wider benefits in terms of being able to invest and support young people's projects and aspirations across the region. It was also a chance to work in partnership with Cumbria Youth Alliance and to have a different working relationship with Frances Scott Trust.

As Break the Mould comes to an end it has clearly benefited us as an organisation and our understanding and learning of youth participation, co-production but more importantly really being able to lead on our values in terms of how we involve our communities and specifically young people in decision making and in empowering them to take the lead.

Areas for Future/Further Consideration - Learning

Both for me personally and our organisation a lot of learning has come from working in partnership with Cumbria Youth Alliance. I think we have learned about effectively collaborating with another organisation to realise a project, we learned from the team at CYA especially about youth participation.

Putting young people genuinely at the forefront of decision making, I needed to be reminded about what it looked and felt like and to value its importance again.

I think the plan and the execution of the project may not have been as we had planned and envisioned and while some of this is down to the organic and authentic nature of what we were trying to achieve with the young people, there was another element of maybe not all the stakeholders having a common understanding and the prior experience of youth participation and a youth-led grant making programme. However the learning from this experience will continue to inform what and how we do things in the future.

I was also able to learn from the young people involved, from the conversations I had with them, following their personal journeys through this process, and how their commitment to the project is what really made this project a success. I think the benefit to them was significant, I think, in terms of their self confidence, their communication, decision making, and really understanding the issues about what their communities face, what young people face. I believe there was also some learning for the young people about democracy and decision making and working as a team.

Yak Patel

Chief Officer

Lancaster

District CVS



The training residential delivered by Think Forward was a real inspiration for me, gave me hope and excitement for the possibilities of the project and this down to meeting the young people, hearing their stories and feeling their energy for the project.

Biggest future learning curve for me was the business plan and timescales. Being clear of the commitment to the project, it was always going to be longer than a year, especially if we include the organisations receiving the grants. Really making sure that we fully scope the required commitments of the partner organisations, ensuring evaluation is a part of the process and having some contingency in place.

I think making sure the criteria of the grants reflects the needs of our communities. It was really important for the starting point that young people identified and decided what they wanted to fund, the criteria was reflective of what people's experiences are in our communities. The young people identified the needs themselves and then rigorously decided on what projects would receive funding. This was just brilliant for me.

Areas for Future/Further Consideration- Challenges:

I believe one of the challenges for us were issues around staffing and the time limited contract especially with the project clearly being longer than one year. This then impacted on other staffing commitments and flexibility from both teams at CYA and LDCVS.

Another challenge I believe was the momentum of the project and that of the young people. I believe we missed some key moments and opportunities in maintaining the momentum of young people's engagement and enthusiasm at times and this may have been why we experienced the drop-off.

While I believe we were aware of it at the beginning, the geography of the region and the time and logistics of getting young people together regularly was more of a challenge than we anticipated.



Partners Reflections:



Catherine Westwell - Youth Foundation Officer - Lancaster District CVS

Why we became partners and the benefits:

It's been a fantastic opportunity to work in partnership with Cumbria Youth Alliance and to extend our youth provision and ensure youth participation is at the core of our practice.

It has been great to build new relationships with the young people and the team at CYA. It has been a genuine opportunity to share what we do, deliver together and embrace other opportunities for CYA and the Youth Foundation and the youth sector generally.

I think it's been fantastic for the young people in terms of how we empower them genuinely to have a say and promote the importance of young people's voice. The young people involved really responded to each other's needs. I think genuinely this has been young person-led. Young people genuinely have made the decisions, they have decided how the money's been spent from the residential when they identified their key priority areas and that was all down to them, what age group, their categories around mental health, safe spaces etc. They identified it all and when they got together to make the decisions, for me that was the best part watching how they worked together in practice. It was amazing.

The group naturally fell into democratic decision making led and organised, by them the young people. There was lots of voting and then more voting after ensuring everyone was able to have their say.

It's benefited us as an organisation and as a Young People's Foundation. It's been positive as people can see that we're not just talking the talk in terms of young people's voice, we're actually making that happen and putting young people at the centre of prioritising and shaping what's happening in our communities. I believe that this has created a cascade of the influence of what and how we are doing things, it has been that ripple effect.

Areas for Future/Further Consideration - Learning

I believe there was an opportunity at the beginning of the project to confirm what the funders and partners understood by youth-led grants and unpacked our thinking of youth participation, so that we were all on the same page. This could have then been better shared with the young people engaging with the project.

Regularly reporting to the funder would have been really good and we should have been much more clear and transparent with the young people around the possible commitment involved. That has been a massive learning point for us and it's because we didn't know either.

The financial reward for the young people attending the residential, made us think of the ethics surrounding this and its importance. It maybe should have been for active participation throughout the whole project, although when it comes down to it the core group of young people who engaged and led the project from start to finish, were clearly not doing it for the money.

While I believe the right people were on the project and it really did work on so many levels. I believe the age difference of the participants also created some areas of learning for us. How do we work inclusively with a group 16-25 years old who don't know each other, what are the safeguarding issues, legal obligations etc. However it also created a platform for the older ones to support and mentor the younger ones.

Catherine Westwell Youth Foundation Officer Lancaster District CVS



Areas for Future/Further Consideration- Challenges:

One personal challenge for me, was that I was new to LDCVS and was leading on another project and then when the Break the Mould project coordinator's contract was finished I was having to pick up leading on the project in partnership with a team member from CYA. I have managed partnership projects before, but this one was an absolute partnership, with both organisations having responsibility. Allowing time for this partnership to work was not included in the original plan.

Maintaining the numbers of young people involved was another challenge, but this also represents how most groups work. I believe communication could have been better throughout but realise this takes time. When we met online and in person, everybody was fully present and engaged, but outside of this people have busy lives, and other things going on. We all have different personal challenges. The geography of the region and in bringing the group together also didn't help this.

Another challenge was autonomy and responsibility and support, on occasions we may have let young people lead too much without the required support.



Partners Reflections:



Becky Wolstenholme - CEO - Cumbria Youth Alliance



Why we became partners and the benefits:

Following an initial discussion with Helen from Frances Scott Trust about the possibility of a youth-led grant programme as part of their 60th Anniversary celebrations, she was quick to connect us with Lancaster District CVS. The opportunity to collaborate with Yak and LDCVS was there and knowing Yak also had a background in youth work, we jumped at the chance. Working with an organisation outside of Cumbria was new to us and we had already started to identify similar values and intentions and common ground and in coming together for a common purpose.

We were eager to see what would evolve with a project where young people were totally the decision makers.

At CYA young people are at the centre of our work and our approach, however we wanted to find ways to truly commit to our values and intentions and this project sounded the perfect opportunity. An approach that wasn't tokenistic, that actually empowered and brought value to the young people, the organisation and the wider community through the grants. To shift that culture in the sector of just saying that there's a young person's voice when there really isn't. To embed the breadth of youth voice, co-production and youth-led initiatives in the organisation's practice and approach.

It reaffirmed our approach of having young people on our board and through this project we have even taken on one of the young people involved and now they work for us. So it has offered us a training pathway and an authentic understanding of what youth-led means.

The young people involved have grown massively and I can see confidence, communication, working with others, prioritising, decision making being just a few of the essential skills developed through the project.

Areas for Future/Further Consideration - Learning

It has been great to have regular meetings with Yak and to learn from him and then for our teams to meet and collaborate, it has been a very rewarding and rich opportunity to learn from each other. We believed that this was a starting point, and not only for collaboration but for future youth-led initiatives and something which could build some sustainability and foundation for authentic youth voice and participation.

I think it also offered us the possibility to explore what next with some of the young people we reach. How can we find ways to continue working with them, extend our offer with a realistic and not patronising opportunity. It has highlighted progression pathways for some of the young people, who are now working in the social field.

Having the partnership and the commitment to the process from the three organisations has helped immensely with ensuring the project is a success but this has only been through ensuring young people are the decision makers. I think we have all learned to be brave through this project.

Catherine Westwell
Youth Foundation
Officer
Lancaster District CVS

The range of different young people involved in the project I feel also made it work, I observed them looking out for each other, demonstrating empathy, they grew in confidence with some of them presenting at the Frances Scott Trust 60th Anniversary celebration event, they have demonstrated skills of working together, prioritising what needs to be done, problem solving and further developed their communication skills. They were able to respond when the project presented challenges and were quick to be solution focussed.

We have learned how to involve young people at every part of the process, we even had young people involved in shortlisting and interviewing for the training element of the residential and this impact evaluation report. We want to continue this where we can.

Areas for Future/Further Consideration- Challenges:

I believe there were several challenges to make up for the group of young people and the geography of the region. The group had never really met each other, they were of a broad age range and having a wide variety of different experiences, but I can see the residential helped with this a lot. Then there was the logistics of getting the young people together with them being from the north of Cumbria, from the west and the east of the county to Lancaster in the south. We knew this was going to be a challenge, and so we were ready to do everything we could for it not to affect the process.



Partners Reflections:



Anna Witty - Youth Services Lead - Cumbria Youth Alliance



Why we became partners and the benefits:

It has been fantastic to be able to work in partnership with another organisation like LDCVS. In terms of collaboration, I feel we are now walking the talk and doing it. It is about not being precious about taking ownership of everything, shared values, being open to learn from each other and this has been more important when we are wanting young people to take the lead.

The project has given us an important lesson in youth participation, youth voice and what youth-led looks and feels like. One of the biggest benefits to our organisation is seeing the transformation of one of the young people we were working with, who was overcoming their own challenges, got involved with the project, became a board member and now a valuable part of our team at CYA. They have followed the process all the way through and it has been a joy to observe.

It has not just been this one individual as an organisation it has extended our network, informed our approach and given us the opportunity to see all the young people involved grow and develop. We have gained so much by engaging with young people in a very different type of youth work.

Areas for Future/Further Consideration - Learning

From an organisation's point of view it is a big risk to embark on something like this, but the project has proven that it can happen and be done to a high level as well. It's allowed us to share this approach across our networks and demonstrated that when we talk about youth voice and youth-led we have a reference point.

The residential training weekend helped to build the group and prepare them for the journey ahead. The learning for us and the young people was massive. The young people and the staff came back full of motivation, inspiration and momentum for the project. So learning the impact of the residential was great and maybe we should have had another one later in the project cycle.

I have personally learned from the young people's integrity and honesty when it came to looking through the grant applications we received. They were really diligent.

Areas for Future/Further Consideration- Challenges:

It has been a challenge on occasion to balance the demands of the project, the commitment of the young people, staff availability with what needs to be done. Some of this was due to communication and the geography of the group and the ability to meet more regularly.

I wonder if we maybe could have improved the level of youth participation in the grant application process and then the youth-led approach should have been present throughout the whole process. This way we could have had more influence in informing other youth organisations youth voice and youth-led approaches.

✕✕✕ Conclusions:

The 'Break the Mould' Project, supported by the Francis Scott Trust and delivered by Lancaster District CVS in partnership with Cumbria Youth Alliance, was an innovative initiative designed to empower young people to lead the distribution of grants for youth-led projects. The project yielded significant successes in fostering youth participation and skill development while also revealing areas for improvement. Key conclusions, incorporating partners' reflections, are as follows:

1. Recruitment Challenges:

- Recruitment was hampered by the project's geographical spread and unclear commitment expectations.
- Financial incentives for attending the residential did not ensure sustained engagement, as noted by partners and reflected in drop-off rates post-residential.

2. Youth Autonomy:

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3. Participation and Inclusion:

- Continuous 'Face to Face' engagement was challenging due to geographical and scheduling issues. Despite initial enthusiasm, maintaining consistent involvement of those who signed up proved difficult.
- Partners recognised the diverse participant group but noted the need for better strategies to sustain engagement and ensure diversity.

4. Communication:

- Initial communication and group organisation were strong, but momentum was lost post-residential seemingly affecting participant engagement.
- Partners highlighted the importance of continuous, clear communication throughout the project lifecycle.

✕✕✕ Conclusions:

6. Process Management:

- While young people took their grant allocation responsibilities seriously, there was a lack of clear planning for evaluating funded projects and continuing the youth-led grants programme from the beginning.
- Partners suggested that better process management and planning could improve future project outcomes.



7. Skill Development:

- Participants developed a range of skills, including decision-making, teamwork, and leadership. The young people skill cards in this report highlight the skills developed through involvement in this project and participants were able to demonstrate how they had developed the skills and how they had used them in the project.
- Partners observed significant personal growth among participants, underlining the project's positive impact on their confidence and communication skills.

5. Staffing and Support:

- The project faced issues with the limited-term contract of the project coordinator and the lack of understanding of the time and commitment required for coordination.
- Partners noted the impact of staffing constraints on the project's overall effectiveness and highlighted flexibility in existing staffing structures to cover support.

8. Professional Pathways:

- While some participants were clearly already on a youth work, social field trajectory it was noted that many participants had secured employment in this area of work during and after the project and others identified opportunities in the voluntary sector.
- It was identified by partners that there was some benefit in supporting young people towards a youth and community work profession.

Recommendations

1. Recruitment Challenges:

- Provide realistic, clear and detailed information about the project's commitment and expectations during recruitment.
- Avoid using financial incentives as the primary recruitment tool. Instead, highlight the personal and professional benefits of participation.
- Consider alternative recruitment methods to reach a broader and more diverse group of young people.

2. Balance Youth Autonomy with Support:

- Clearly define the level of autonomy and the support available from the outset.
- Provide structured guidance and mentorship to ensure young people do not feel overwhelmed.
- Conduct regular check-ins to assess participants' needs and provide additional support where necessary.

3. Improve Participation and Inclusion:

- Schedule residential and key activities at times that do not conflict with major academic and seasonal commitments.
- Explore and confirm hybrid models combining in-person and virtual meetings to accommodate geographical challenges.
- Develop strategies to keep participants engaged, such as follow-up meetings and continuous support after initial training residential. To explore another residential midway through the project and include a celebration event for participants.

4. Strengthen Communication:

- Maintain consistent communication with participants and key stakeholders and funders throughout the project, especially after key events like the residential.
- Utilise multiple communication channels (e.g. WhatsApp, email) to keep everyone informed and engaged as well as explore digital project management tools like 'slack' and 'meistertask'.
- Ensure project coordinators are available and responsive to maintain momentum.

5. Adequate Staffing and Long-Term Support:

- Ensure project coordinators have a clear understanding of their roles and the time commitment required.
- Consider longer-term contracts for key staff to provide continuity and sustained support for participants.
- Involve backup staff from partner organisations to support the coordinator and provide continuity if necessary.

Recommendations

6. Effective Process Management:

- Develop a clear plan for the entire project cycle, including the evaluation of funded projects.
- Communicate the full scope and timeline of the project to participants to set accurate expectations.
- Consider a follow-up phase where young people can see the impact of their grant decisions and continue their engagement.

7. Targeted Skill Development:

- There could be some benefits of exploring team roles, experience and expertise at the initial stages.
- Create opportunities for participants to apply their skills in real-world scenarios throughout the project.
- Exploring and securing youth and community progression training and pathways.



Partners' Reflections and Recommendations

Lancaster District CVS:

Learning:	Emphasised the importance of youth participation and co-production, recognizing the need for clear planning and common understanding among all stakeholders. Highlighted the importance of youth-led decision-making and the need for clearer communication and transparency about commitments.
Challenges:	Noted staffing issues and the challenge of maintaining engagement due to geographical spread and logistical difficulties. Identified difficulties in maintaining engagement and balancing autonomy with support.
Future Consideration:	Suggested clearer communication about project commitments, more thorough evaluation processes, and contingency planning. Recommended confirming shared understanding among funders and partners at the project's outset and improving support structures for participants.

Partners' Reflections and Recommendations



Cumbria Youth Alliance:

Learning: Valued the collaboration with LDCVS and the focus on youth-led initiatives, noting the project's success in developing participants' skills.
Recognised the transformative impact of the project on participants and the organisation, emphasising the importance of residential training.

Challenges: Addressed the difficulties of geographical logistics and maintaining momentum.
Balanced project demands with staff availability and participant commitment.

Future Consideration: Advocated for continued youth participation in all stages of the process and more frequent residential events to sustain engagement.
Suggested improving youth participation in the grant application process and ensuring youth-led approaches throughout the project.

Francis Scott Trust:

Learning: Valued the insights from the young people as to what was needed and the priority areas for the funding.
Recognising that the learning from the project needs to be utilised to inform the direction of the Grant-giving from the Trust.

Challenges: Clarifying communication and project expectations for the partnership prior to embarking on the project.
Authentically ensuring we value the work and commitment of the project and the opportunity it has given us.

Future Consideration: Identifying, further exploring and securing a youth voice and participation in the Trusts future.
Continuing to develop and maintain the working relationships with the partners and the young people.

Partners' Reflections and Recommendations



By incorporating partners' feedback and addressing these recommendations, future projects can build on the successes of 'Break the Mould' and create even more impactful and sustainable youth-led initiatives and grant-giving programmes. The learning and recommendations can also be utilised to inform the youth participation approaches for Francis Scott Trust and future grant-giving strategies and approaches.

The young people identified three key priority areas for Break the Mould funding:

- Creating Safe Spaces for Young People: This strand encompasses activities, guidance, and support for both general and minority groups.
- Transitioning to Adulthood for Young People: Focused on equipping young people with essential life skills for a successful transition to adulthood.
- Mental Health Support for Young People: Addressing the unique mental health challenges faced by young individuals in a post-pandemic world.

Number of Break the Mould Grants Distributed:

7 larger project grants were distributed and 7 smaller grants.

Participants direct RECOMMENDATIONS:

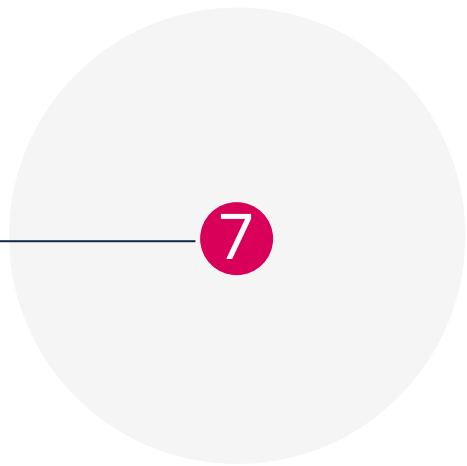
"Instead of it not being as clear what kind of young people might benefit from this, I understand we wanted it to be an equal opportunity for everybody, but I think making it more clear who it would suit would be more helpful."

"In the future I would be interested in being a young ambassador for Break the Mould in order to bring in a new cohort of young people with a young person that already knows about it, knows what needs to be done so that you don't need an adult to kind of intervene."

"I think if we had a monthly or bi-monthly get together with the coordinator that was compulsory everyone had to get together so we could see where we were at at different points and check that level of engagement as a group and not just be going like sprouting around for people going who can we get to come to this meeting?"

Appendices:

Large Grant Recipients (7)
out of 51 applications



7

Young Persons' VOICE Group (£8230)

St John's Hospice, Lancaster District

The set up and delivery of a young people's voice group at St John's Hospice, run out of the 'Forget Me Not Centre'. Their input will guarantee the centre meets the needs of young people in the community.

They will be integrated into every layer of decision-making; from policy, research and recruitment to partnership working with local schools, colleges, and organisations. This will inform strategy on child bereavement at a local and national level.

RESTORE with Empire Fighting Chance (£4740)

Lancashire Youth Challenge, Lancaster District

A 12-week programme of physical fitness and emotional wellbeing activities, delivered through the medium of non-contact boxing and psychology-informed mentoring. The programme is designed to empower the participants and provide them with the skills and

tools needed to improve their emotional wellbeing, understand their decision-making processes, and begin to make positive and meaningful changes in their lives. Each of the twelve (2 hour) sessions will take place on site at Morecambe FC and will be delivered in partnership with their community sports team.

KEY Project (£4000)

Kent Estuary Youth Project, Milnthorpe

A 12-week independent living project with young people aged 16+, covering introductory and planning sessions to agree the content of the programme, set shared objectives and outcomes. Delivery content could include – emotional health management (building relationships in a new environment and keeping safe),

finance and budgetary management (where to seek help if needed and how to manage debt), seeking employment or further education and training (application writing and interview skills), cooking and dietary management (planning meals and shopping on a budget), and other life skills such as managing a home.

Always Another Way (£7000)

Always Another Way, Egremont

Core funding to resource low level preventative mental health support for young people aged 16-24yr, with specialist support for LGBTQIA+ community in West Cumbria, via youth work interventions, 1 to 1 mental health support and group sessions.

Many of the young people struggle with their mental health due to their personal and family relationships, their experiences in schools, college and in their

neighbourhoods where all too often they experience bullying, prejudice, or negative attitudes towards them. For some young people, their struggles are also compounded by diagnosed and often undiagnosed disabilities such as autism, learning disabilities etc. This means that most of the young people accessing support are often very vulnerable and require specific support around their other needs relevant to many vulnerable young people.

Future Creatives – Young Music Producers (£9450)

Kendal Brewery Arts Centre Trust, Kendal

Young Music Producers will provide a safe space for 16–24-year-olds from the Cumbria and Lancaster district, for free activities, training, advice, and support to develop life skills, boost mental health, nurture creative talent, and provide pathways to creative careers.

Sessions will provide tuition in music production, from entry level baseline skills, building knowledge of fundamentals of music studio equipment, songwriting, performance, creating a digital track, marketing, and publishing. Participants can also take part in a showcase performance as part of a youth-led festival in the Summer.

NADT Pitstop Cumbria (£8000)

North Allerdale Development Trust, Cumbria

Pitstop is designed to provide positive pathways for young people who have personal/emotional/social or educational barriers that prevent them moving positively into the world of further education, training, or employment. Over an initial 8-week period, the programme will support 20 young people with guided work experience placements.

Under the guidance of professional youth workers, they will be encouraged to link the practical tasks they partake in with the life skills they develop, recognise, and build on their strengths, and address areas of improvement, alongside creating and communicating their CV confidently in a safe and supportive environment.

WeCan POP (Power of Purpose) (£8500)

iCan Wellbeing Group CIO, Carlisle

Weekly social and creative drop-in sessions based in the iCan Wellbeing Centre for young adults aged 16-24. Sessions include; darts, games, crafts, music, ikigai, health and wellbeing workshops, and library of lived experience nights. Through this engagement there will also be opportunity to work on CV's and build confidence around employment.

Alongside these activities, each participant will be supported on their own individual development and transition into adulthood with skills and tools dependent on their needs. This journey will help build confidence, but most importantly, will focus on them being empowered to take responsibility for their own wellbeing and purpose.

Appendices:

Small Grant Recipients (7)

Organisation	Location	Project Description	Amount requested
Prop Up Project	Lancaster	First Aid Training and wellbeing sessions for young people	£1,500
Brampton and Beyond Charity Trust	Brampton	To bring back Brampton Youth Project	£1,500
Another Way	Penruddock, Cumbria	Supporting young people through a mentoring programme around 'eco anxiety'	£1,500
Dragonsong Games	Lancaster	Pathfinder Roleplaying Game Project	£1,500
Whitehaven Harbour Youth Project	Whitehaven	Funding to run a youth club	£1,500
Furness Broadcast Media Ltd. CIC	Barrow-in-Furness	CANDO Community Media Reporting Project	£1,500
Phoenix Youth Project	Whitehaven	Transitioning to adulthood Project	£1,000
			Total: £10,000

About the organisations involved:

Frances Scott Trust: <https://francis-scott.org.uk/>

Frances Scott Trust work tirelessly with, and through, others to ensure young people in Cumbria and the District of Lancaster can fulfil their potential.

They are one of the largest independent grant funders in the area that's solely focused on children and young people (up to the age of 24). Distributing over £1m every year, supporting initiatives that make a difference to young people's lives. They also provide social investment loans and help with organisational development.

Lancaster District CVS: <https://lancastercvs.org.uk/>

Lancaster District Community Voluntary Solutions (LDCVS) is a registered charity founded in 1972. They have a strong history of supporting the voluntary, community, faith, and social enterprise sector (VCFSE) and ensuring these organisations are visible, valued and heard.

They have years of experience, and understand the needs of communities and offer support to voluntary organisations in these communities.

They are presently leading on a Young People's Foundation structure. Their aim is to create a foundation for the Lancaster district by bringing organisations working with children and young people together to create a stronger and more connected district, where all children and young people can thrive, be inspired, and realise their potential.

Cumbria Youth Alliance: <https://www.cya.org.uk/>

Cumbria Youth Alliance supports youth organisations throughout the county of Cumbria, aiming to build the third sector's capacity through high-quality training, support, and funding.

They also provide a collaborative long-term network and partnership to work together better.

They support young people through targeted direct delivery with a strategic purpose to achieve a sustainable and positive future and remain current through authentic connections with young people.