



Paul Hamlyn
Foundation

Youth Strategic Investment Fund
Partnership Summary 2017–22

Leap

Confronting

Conflict

Contents



Interactive document

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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.
”

Moira 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:



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.

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The flexible approach allowed us to direct funding where it was needed the most.
”

Leap Confronting Conflict

3 Why Leap Confronting Conflict were invited to join the Fund

Paul Hamlyn Foundation had funded Leap Confronting Conflict since 2014, and our observation of Leap's work highlighted the potential for further development in their delivery of interactive training for young people and professionals navigating conflict in their lives.

Leap had already established themselves as experts in this field of practice with a track record of successful projects across various settings from education and local community projects to those in the secure estate. They had developed a high profile in the sector and were attracting interest from policy makers.

On invitation to the Youth Strategic Investment Fund in 2016, Leap Confronting Conflict presented a strong vision for their work and their values aligned well with those of the Foundation.

Their asset-based approach to navigating conflict with young people presented a clear rationale for investment, helping young people to navigate the often complex transition to adulthood, and supported by a strong leadership and governance structure. As an established organisation, Leap were keen to test the boundaries of their existing models, reach in to new spaces and refresh their strategic priorities as a result of this learning. Their focus on testing new models and a commitment to application of learning made them a good fit for a longer-term strategic investment in organisational development.

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They presented measured and realistic plans for growing their reach and testing new fields of delivery.
”

Organisational and strategic development needs

Leap Confronting Conflict identified four areas where the Fund would provide the needed resources that would enable them to develop and realise their vision for greater reach, these were: business planning; digitisation; policy and communications; and, monitoring and evaluation. They presented measured and realistic plans for growing their reach and testing new fields of delivery. The team and board were aware of the need to remain flexible in their planning and agile in response to outcomes from pilots. They were also keen to review and embed more meaningful ways for young people to inform, influence and advocate for their work.

Anticipated impact

Leap Confronting Conflict planned to grow impact through a combination of:

1. Quality: through strengthening its offer across sectors and refreshing its digital capability
2. Reach: through growth in direct delivery with young people and in training professionals
3. Influence: through engaging policy makers and amplifying the voices of young people

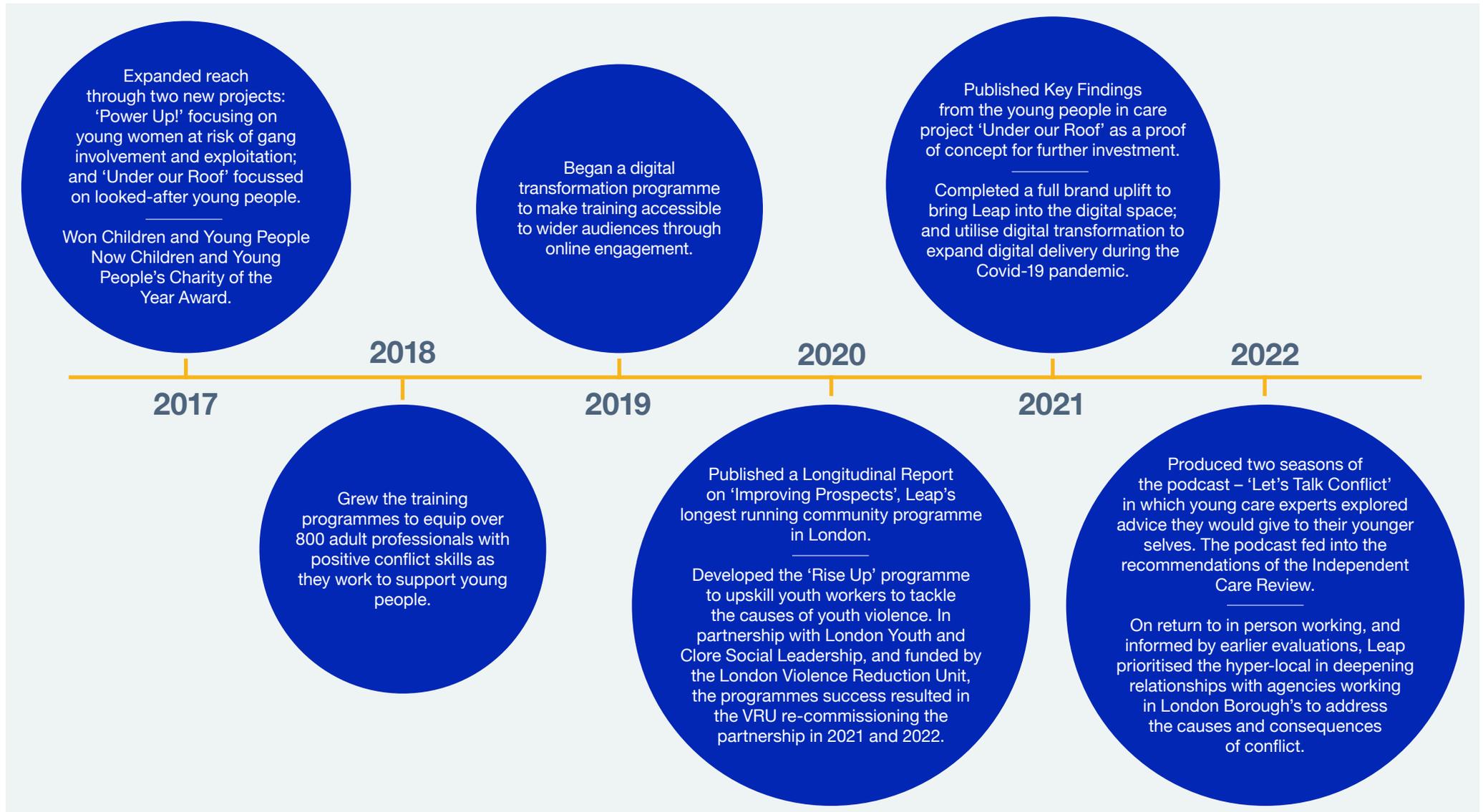
Leap aimed to double the number of young people it was reaching from around 600 in 2017 to 1,200 by 2022; and to reach over 1,000 adults working with young people. They estimated that training this number of adults would indirectly impact around 30,000 young people. They also committed to focus on data, measurement and evaluation activities that would provide the evidence base of a deeper and broader impact.

These ambitions would be captured in comprehensive annual impact reports, detailing achievements throughout the duration of the investment, and inform a strategic review process supported by the YSIF.

4

Achievements

A selection of headline achievements during the Youth Strategic Investment Fund



4 Achievements

Leap Confronting Conflict have pioneered new work and tested the boundaries of their delivery methods throughout the five years of the Youth Strategic Investment Fund. They invested in a new digital infrastructure that paid dividends during the Covid-19 lockdown and have strengthened their communication platforms. Throughout the investment, Leap have committed to careful evaluation of programmes to inform future provision and commissioned research reports that evidence the impact of interventions and proof of concept.



The impact of 'Improving Prospects'

Improving Prospects (IP) is Leap Confronting Conflict's longest running community programme in London. It is designed to give young people an insight into the causes and consequences of conflict, as well as develop their capabilities and confidence to navigate personal and interpersonal conflict. IP offers a mixture of training courses, from group-based working to one-to-one courses. Specifically they are:

- **Introduction to Conflict:** a one day course
- **Leadership:** a four day course that incorporates a progressions, employment and training workshop
- **Choice to Change:** a ten day course including residential weekend
- **1:1 Programme:** a relational approach piloted in 2019 and rolled out in 2020

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I'm more alert now to situations. I used to stress about them, but now I'm more relaxed to overcome them. Before, I used to be like a proper road girl. I used to be on the street, finding people on the streets having fights, and now I've stopped hanging out with certain people and I don't believe in weapons anymore, and all that.'

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Improving Prospects Graduate

4 Achievements



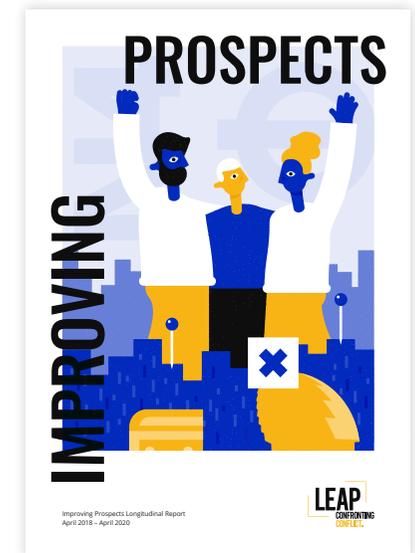
Between 2018-2020 Improving Prospects saw 264 individuals graduating from 11 *Introduction to Conflict* courses, 16 *Leadership* courses and 5 *Choice to Change* courses. Leap undertook longitudinal interviews with 54 young people (17% of all graduates) 6-12 months after a selection of courses between April 2018 and April 2020. A full report was published with findings from the research that found:

- Young people developed **an increased sense of empathy** with others
- Young people developed **a new vocabulary that enabled them to better communicate with others** both in and out of conflict
- Young people were **more able to recognise and distinguish between positive and negative relationships** in their lives, with increased agency and independence
- Young people were **significantly less involved in violence and offending**

The report also provided insights in to how the programme should develop to secure its impact. These insights are informing Leap's current strategic priorities for greater strength in depth by:

- Increasing the progression routes after each course to secure longer term outcomes
- Improving partnerships with referral organisations to secure a network of support
- Creating opportunities for graduates to become influencers and role models

[Download the full report via this link](#)



5 Adapting during Covid-19

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

As with many charities, the prolonged lockdown and wider Covid-19 restrictions placed a great strain on Leap and its young people. The pandemic restricted Leap's ability to deliver their core programmes that involve face-to-face groupwork and one-to-one support. Leap's immediate response was to fast-track their digital transformation programme to provide remote opportunities for continuing engagement.

The digital transformation of Leap's conflict navigation training was pioneered during the pandemic as staff resources were reallocated to digital development. Leap Confronting Conflict had never delivered digital training courses before the pandemic and used the opportunity to think creatively about how Leap's philosophy of practice could be transferred to a digital experience.

Leap developed a programme of online workshops that remained true to their methodology. The digital workshops continued to engage small groups of participants through interactive, playful and drama-based activities, providing them with a platform to develop navigating conflict skills and to promote wellbeing. The new programmes were received favourably and an evaluation returned positive responses:

- 90% of the people engaged through the digital courses said the digital format was engaging
- 95% said that they were able to participate fully in the workshops
- 95% said the content was relevant to them

However, it was apparent that not all young people supported by Leap would or could access online workshops. Direct work with young people in the secure estate had to pause altogether as no visiting or digital provision was possible. Concerned with the isolation facing young people in prison, Leap developed printed and digital download material for wider distribution.

This included a booklet addressing navigating conflict for young people in prison which was distributed to 1,200 young men across three prisons to provide activities that would help occupy the 23 hours a day spent in their cells. This was received well and prison officers received requests for more engagement with Leap's courses.

As the pandemic evolved and restrictions were eased, Leap increased their provision of one-to-one sessions with young people to support them in navigating challenges with schooling, in families and across communities. Leap recognised that the pandemic would leave a legacy of interrupted development and learning. In response, they have developed new partnerships to support transition to secondary schools and to train youth workers across London.

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Direct work with young people in the secure estate had to pause altogether.
”

6 Spotlight on strategic development

A focus of the funding partnership between Leap Confronting Conflict and the Foundation has been on what drives the nature of Leap's work. Like many charities, Leap were ambitious in wanting to reach more young people through more activity. As Leap have tested these ambitions they have refreshed their vision from a focus on strength in breadth to strength in depth.

Learning from the early years of 'test and see' in the Fund, and the interruption to delivery during the Covid-19 lockdown, Leap used the final year of investment (2021) to step back and review their core values, identify their strengths and evaluate their impact.

In articulating their values, Leap Confronting Conflict have undertaken a deep analysis of their role as an organisation working intensively with young people and staff from racialised communities. A specialist Critical Friend was appointed to support a culture audit, helping Leap to evaluate relationships, trust and power dynamics across the organisation. This has increased the depth of appreciation for the organisation's core narrative, vision and mission that authentically reflects 'who we are, who we support and the work that we do'.

In articulating their strengths, Leap Confronting Conflict have reaffirmed what makes their training unique and impactful is its participatory and exploratory nature, which is particularly powerful when brought to life through deeper engagement when participants are in a room together. While the move to digital engagement was necessary during the pandemic, young people confirmed that relationships develop more meaningfully in person and is essential for those who face digital exclusion and lack a safe space at home. While aspects of digital development are still valuable, they exist to complement and amplify the messages from face-to-face working.



In articulating their impact, Leap worked with consultants commissioned through the Fidelity UK Foundation to evaluate where, what and how impact was most evident across their programmes. This evaluation observed that Leap's impact was most evident in the spaces where it worked in-depth with young people alongside partner organisations embedded in local communities. This has led to what Leap describe as a hyper-local approach in Islington and Lambeth, with an increasing focus on working in depth across a selection of London boroughs to focus on:

- Reaching in to local communities at depth
- Delivering alongside partner organisations
- Providing one-to-one and small group support
- Engaging young people in longer-term programmes
- Training other adults that support young people

6

Spotlight on strategic development



Junior, aged 20, Leap Confronting Conflict graduate and former youth ambassador

A strategic focus on strength in depth is also changing how Leap Confronting Conflict tell their story of impact. It is typical for impact summaries to focus on numbers and data analysis, which has some value, but these often miss the stories of the people behind the statistics. Leap have ensured they capture these stories that amplify impact in the words of young people themselves:

Junior's story: in his own words

In 2017, Junior was referred to one of Leap's conflict navigation courses through his Youth Offenders' Team Worker. His experience with Leap was transformational.

"After my Youth Offenders Programme sentence, I joined Leap on their 'Choice to Change' 10-week course about

conflict and navigating different conflicts in life. This was a requirement from court – I had no real interest in the course to begin with. But things changed during the fourth week of the course. I realised that my mindset was changing, that I was changing as a person. I found myself becoming a better person – someone I didn't expect to be. I liked the version of myself I had discovered through this course, this version of myself has:

1. More self-esteem: Before Leap's training, I had no self-belief at all. I didn't believe I could achieve anything or be anything. I suffered from negative self-talk, always putting myself down. Through the course, these barriers broke down. Leap's support helped me challenge my own perceptions of myself and challenge my limiting beliefs. Now, I'm very positive about life and about myself: If there's something I can't do, now I'll work to do it – I see every challenge as a chance for self-growth.

2. No anger: Before the course with Leap, I was angry all the time. This anger could escalate, causing issues in my life. Through Leap's training, I was able to map out who I am and why I am that way. They helped me to challenge my anger and figure out where it stemmed from and how to deal with it. I'm not angry anymore – I'm a smiley, bubbly, positive person.

3. A positive outlook on life: Prior to Leap's training, I was in a bad place – I didn't care about life; I didn't feel positive about the future. I suffered from severe depression. During a Leap session, the trainers helped me to reveal this and talk about it. For the first time in my life, I realised I had people to confide in, people who genuinely cared about me. The care you receive through Leap is amazing – people working at Leap truly want to see you grow and develop. The training with Leap changed my outlook on life forever – I now see life as endless possibilities."

7 Future strategic priorities for Leap Confronting Conflict

Leap Confronting Conflict have drawn on the learning from ‘test and learn’ activity and their digital transformation to reframe organisational priorities around actions that will secure the greatest impact in their work with young people. They aim to consolidate this learning through channelling resources towards the growth and development of young people that need their services the most.



Gabin Sinclair-Constance,
CEO, Leap Confronting
Conflict

Leap's CEO, Gabin Sinclair-Constance, was appointed in June 2022 having previously overseen their London programme development. Gabin brings expert professional insight and lived experience to the role. He has set out a new strategic vision for the charity around the following key objectives:

- 1. To support young people to better navigate conflict in their lives,** increasing skills and knowledge, through social and emotional learning. Leap will do this by offering a holistic engagement pathway for young people alongside community partners.
- 2. To improve the confidence and skills in adults,** parents, carers, and professionals to better support young people as they navigate conflict in the transition to adulthood.

- 3. To influence policy, practice, and ideas** through advocating for the views and voices of young people to be heard in places that Leap works with them, where they are not being heard and where they have something they want to say.
- 4. To build a culture of evaluation, innovation, co-production, and excellence** that provides a strong body of evidence for decision making to inform Leap's work; and secures the confidence of funders that an investment in Leap Confronting Conflict leads to highly valued impact for young people.
- 5. To maintain a positive organisational culture** that values the staff team, community partners and young people in equal measure. This will require a constant emphasis on collective efforts to achieve impact and sustainability.

8 Key learning

Leap Confronting Conflict 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 requirements of the Youth Strategic Investment Fund are proportionate to the role that it plays alongside other funders, agencies and individuals that support any given organisation.

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The continuous dialogue ‘allowed us to talk openly about our challenges’.
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Leap Confronting Conflict

What Leap Confronting Conflict valued through the Youth Strategic Investment Fund

1. Flexible, long-term core funding

The security of five-years core funding was described as making ‘a huge difference’. Leap said, ‘having this support from Paul Hamlyn Foundation gave us the confidence to focus on our ambitions to reach more young people, rather than worrying about how to pay for other essential core costs.’ The flexible approach allowed Leap to ‘direct funding where it was needed the most,’ strengthening their existing work and piloting new areas to scale impact.

2. Investment in organisational development

The annual budget the Fund provides for organisational development was described as ‘transformational for Leap.’ There was recognition that so many charities have to ‘make do’ with inefficient IT systems or dated websites as funding is hard to find for infrastructure development and expertise. Leap described how the Fund ‘enabled us to build key systems... [such as] a professional relationship management system and the re-development of our website and brand.’ In addition the Fund provided capacity for expert training packages ‘building the skills of our staff and freelance trainers through trauma informed training development.’

3. Continuous dialogue

The face-to-face meetings with the Foundation’s relationship manager were described as ‘insightful and helpful.’ Leap spoke about how it was ‘much easier to report on progress’ through regular informal touchpoints with someone who took an active interest in the organisation. The continuous dialogue ‘allowed us to talk openly about our challenges’ and to work in partnership to address these. It was also valued that regular touchpoints ‘removed the additional pressure of writing long end of year reports, which take up more time and resources’.

8 Key learning

What changes the investment contributed to

- The long-term security afforded by a five-year core grant, and the flexibility to allocate this where it was most needed, has contributed to Leap building greater financial strength. It has, indirectly, allowed for building more substantial reserves that were utilised when Leap had to draw on resources to meet the challenge of the pandemic and it continues to provide the security for longer term forecasting to ensure Leap can provide reliable support for young people.

- The investment in organisational infrastructure will have an even longer-term legacy. The introduction of a comprehensive relationship management system has provided a coherent supporter database which is also being developed to capture data that evidences impact across Leap's projects and activities. Leap have also seen a change in the way people engage with their redeveloped website, with people now spending more time accessing Leap's digital resources and wider information about their services.
- The access to expert Critical Friends throughout the partnership has contributed to the strategic refresh and Leap's renewed focus on strength in depth. Leap have benefitted from critical friends that have supported the development of their theory of change, culture audit and strategic review process.

What could have been done differently?

Leap Confronting Conflict were positive about the engagement they had experienced during the Youth Strategic Investment Fund saying 'we have found the programme fantastic!' When pushed on what could have added more value to the partnership, Leap did highlight that 'we have found the convening events across the YSIF portfolio very helpful and it was a shame that these were interrupted by Covid-19,' and that 'it would have been great to meet in-person with partners more regularly to build stronger and more lasting peer networks.'

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The budget for organisational development was described as transformational.
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Leap Confronting Conflict



9 Funder reflections on supporting strategic development

Leap Confronting Conflict are one of three organisations to complete the Youth Strategic Investment Fund in 2022 after five years of investment. 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 to their board and the young people with whom they work.

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 Leap Confronting Conflict throughout the five-year investment in their organisational development. As one of the first partners invited to join the Youth Strategic Investment Fund, they have been influential in helping us to develop better funding relationships.

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. Leap has achieved progress across all of these aims and it is the Foundation's view that it is well-placed to achieve impact at depth by offering a holistic engagement pathway for young people alongside community partners.

Leap has taken a measured approach to expanding their reach and growing their impact over the five years of the funded programme. The ambition was to 'test and see' where their unique approach to supporting young people to navigate conflict could be applied across four ecosystems: local communities in London; the care system; education; and the secure estate. They have also developed their services to make them more widely available through the use of digital tools.

In their 2021 Impact report Leap share the story of learning from this window of time as they emerged from the pandemic, adapted their services and refocused their core support on young people navigating conflict in communities across London. Headline data illustrates their continued reach through support for 256 young people and 517 adult professionals in their core programmes. Their client surveys indicate that 87% of young people had a better understanding of conflict and 96% of adults reported that they had a better understanding of their personal relationship to conflict. In addition, Leap worked at depth with 89 young people on co-production and collaborative projects outside their core programmes – amplifying young people's voices and influencing policy.

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Leap will require the continuing support of foundations, agencies and individuals who share in this mission.
 ”

However, like many charitable organisations with a mission to address social change, this work requires persistence and perseverance in order to achieve lasting change. Leap will require the continuing support of foundations, agencies and individuals who share in this mission. Their success will require collective support from those that share in a vision for a society where we all navigate conflict effectively and that young people, and the adults in their lives, have the tools to foster healthy relationships, make positive decisions and inspire self-growth.

We hope our investment has provided the grounds for confidence in how funding will be used by Leap to amplify the impact for young people as Leap focus on deeper engagement in the communities it serves. We are grateful to the team at Leap for partnering with us in this Fund over the past five years.

The Youth Strategic Investment Fund
 Paul Hamlyn Foundation
 September 2022



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Credits

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