

Ripples



The limitless potential of collective working

Jordan Ignatius



The power of 'we'

Steve Arnott



The multiplier effect

Niamh Mawhinney



Magazine
October 2023

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October 2023



Dedication

It is with great sadness that we learned of the death of Time2Shine 2023 leader, Holly Launce. Holly joined Four Greens Community Trust in Plymouth as a volunteer. Her passion and commitment led them to apply to Time2Shine so she could become their Marketing and Communications Lead. Holly was dedicated to her role, always saw the best in people, and passionately believed in their ethos of "Helping People, Changing Lives". Holly's legacy is the impact of her caring and thoughtful nature on her local community and her Time2Shine cohort. This edition of Ripples is dedicated to the Holly's memory.



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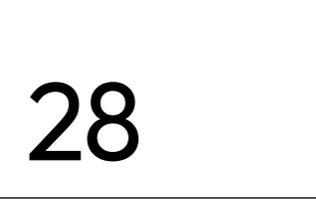
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Welcome

Welcome

You may notice this edition of Rank Ripples magazine looks a bit different. That's because since the last edition, we've developed a new brand to better reflect the dynamism and progressiveness of Rank's Network.



Caroline Broadhurst, Deputy CEO, Rank Foundation

About a year ago through research, interviews and visits with many members of the Network our communications consultant confirmed that your experience of Rank did not reflect what we were presenting to the world. Thanks to each of you who contributed to that research.

Like many of you, I'm sure, I was cynical about how 'brand' (logos and colours...?) could help us do that, but the project has given us a chance to reflect on who we are as team and what makes the Rank Network quite so special. The whole process was inclusive and collaborative with the people Rank cares about.



Rank Foundation

"Rank are bold, stepping out doing things differently. They should have the confidence to say that." Rank Leaders Action Group member.

You told us that this shared space is distinct from other philanthropic communities. In fact, you told us it was

Clearly what we've always proudly referred to as 'relational philanthropy' had to play a central role in our refreshed brand.

While retaining the Christian values of trust, respect and empathy that drove our founder to set up the Foundation, we've adjusted the way we talk about Rank to clarify that it's the Network where the magic happens. We've also developed a modernised version of our ripple motif to emphasise the connected space between the Foundation and you, our Network.

I'm excited about what it means for the future. How we can use it to talk more confidently about the Network, encourage more collaboration and celebrate the power of the collective.

Enjoy reading Ripples! ●

66 Rank are bold, stepping out doing things differently. They should have the confidence to say that. 99

- RLAG member

You told us that together we inhabit a supportive space, where Network members are given the fullest opportunity to tackle inequality and improve life in the communities they cherish:

"I feel we can be open and honest, take risks and push for better for our [cause]." Network member.

almost unheard of to be on first name terms with the Chair of a Foundation; to be able to pick up the phone to chat through challenges with your funder; or to tap into a free community of likeminded individuals and development opportunities.

Feature

Recommitting to the power of the collective

Liz Weaver, Co-CEO of Tamarack Institute is passionate about the power and potential of communities to positively impact on complex issues. Liz writes about the need to reconnect and recommit to the power of collective action after the pandemic.

Liz Weaver, Co-CEO, Tamarack Institute

The power of the collective is found in individual mindsets, collaborations, in communities and in collective impact efforts.

The Tamarack Institute has spent over 20 years advancing place-based, community change efforts, which bring together individuals with unique perspectives and resources. Our deepest hope is to end poverty in Canada. Over the last 20 years, the impact of this collective effort has meant that 2 million people have moved out of poverty. This impact is achieved through individuals acting both alone and together to shift systems.

The approach Tamarack employed is centred on the voice of individuals who bring the lived and living experience of poverty. We recognise that impactful change does not happen without deep knowledge of and empathy for individuals who are experiencing poverty. Collective change also is the result of actions by individuals, governments, business, philanthropy, and organisations working and investing differently.

The Communities Ending Poverty Impact Report: A Deep Dive into 2022¹ illustrates the importance of connected and collective actions to drive systemic change. It also recognises that change is fragile and subject to economic and political forces, which pull progress back. We are continually learning and

re-learning about collective action and change.

Re-learning does not necessarily mean identifying new approaches but rather recommitting and refocusing on the core outcome that brought the collective together. The last few years have challenged us and much of the work was focused on crisis response and quick actions.

For the Tamarack Institute, recommitting to the power of the collective is about returning to focus on root causes and systems change.

“Re-learning does not necessarily mean identifying new approaches but rather recommitting and refocusing on the core outcome that brought the collective together.”

Reconnecting in a new world

The last three years made our worlds both smaller and larger. Working remotely, upping our online communications capacity, and designing approaches to engage virtually have become everyday skillsets. We built larger Networks, but they were virtual, and limited in time, context, and scope. More recently, many of us have returned to in-person meetings and gatherings.

Navigating the virtual and in-person worlds can be confusing



and stressful. Some of us may be fearful to be in community spaces again. Our trust levels have declined². Others feel more comfortable in the virtual world and the opportunity to

connect to a wider Network. Others crave human interaction and connection, having spent three years in isolation, and want to leave behind the virtual connections completely.

Cameron Norman, Censemaking³, wrote about *homeostatic* and *allostatic* change. Homeostatic change is about setting a baseline and viewing things from the perspective of that baseline. Allostatic change creates the conditions to adapt to shifts and changes in systems. Allostasis is what >>

allows us to adapt, homeostasis allows us to return to baseline. Norman notes: “when we take an allostatic view of a situation, we don’t look to go back. We might take things from the past and carry them forward as much as we can, but we know that they won’t be entirely the same in the new reality”.

collaboratively is the only viable way to solve the urgent challenges of our time.”⁵

The Collective Change Lab supports social change leaders to adopt ways of thinking and working toward transformative change practices, by centring equity, empathy, social justice, and

The power of the collective starts with each of us and our relationships to each other. We begin by believing that more can be achieved by acting together. We embed empathy, equity, and social justice as core pillars to our work. We purposefully relearn and rebuild our Networks, virtual and human, to work collectively together. We understand that transformation is only achieved when those most excluded are included and their voices have impact.

Collective action and individual mindset shifts are the antidote to the turbulence we face in the world today. It is only through these individual and collective shifts, that transformative change and impact happens.

It’s time to rebuild our connections and capacity to leverage the power of the collective. ●

Footnotes

- 1 <https://www.tamarackcommunity.ca/library/communities-ending-poverty-impact-report-a-deep-dive-into-2022>
- 2 The Edelman Trust Barometer shows that overall trust levels have declined during and post pandemic: <https://www.edelman.com/trust/trust-barometer>
- 3 <https://censemaking.com/>
- 4 <https://www.collectivechangelab.org/hss>
- 5 <https://static1.squarespace.com/static/5ed6839a1b9e12406b3c2edd/t/61efa947e3716f15c9178349/1643096431837/CCL+TOC+Redesign.pdf>

“In your collective action efforts, how often do you consider empathy, social justice, and equity as core foundational elements?”

Re-learning includes leveraging the lessons of the past three years and developing strategies to reconnect with intention and impact. Despite the pressures to go alone, the only way to achieve systems transformation is to rebuild and recommit to a collective mindset.

Building and rebuilding a collective mindset

The Collective Change Lab⁴ is an organisation that seeks to build a world focused on empathy, human potential, and justice. The Collective Change Lab provides a path toward rebuilding purposeful connections. The Collective Change Lab’s theory of change is: “No single organisation can achieve meaningful progress on complex social issues alone. Working

storytelling as core to community change. In your collective action efforts, how often do you consider empathy, social justice, and equity as core foundational elements? Does your storytelling reflect the desired collective change, or does it promote the actions of your organisation?

We must rebuild our capacity to see the multiplicity of our work: the individual and the system, the virtual and the human, the simple and the complex, the process and the outcome.

Where to from here?

How can we embrace allostatic change, which draws from the lessons of the past but recognises that the future will be different because of our experience?

Feature

The limitless potential of the collective

Jordan Ignatius shares what he’s learnt about collective working in his first year as CEO of youth outreach charity, Reaching Higher. »



Jordan Ignatius, CEO Reaching Higher

Being part of a collective has been invaluable for me as an individual as well as for Reaching Higher, the organisation I have the privilege of overseeing. Following an incredibly difficult period in Croydon, with the council effectively declaring bankruptcy for the third time in 2022, Reaching Higher has intentionally developed new partnerships to keep us on mission.

“Being part of a collective encouraged and empowered me as a leader to remain solution-focused while staring in the face of adversity.”

Reaching Higher is here to challenge young people to be leaders of their own lives. We do this by adopting an asset-based approach, helping them discover the transferable skills they've developed because of their experiences.

This year, we have successfully collaborated on a 360-mentoring pilot (working with schools, community groups and in homes) with Oasis Charitable Trust; expanded our mentoring provision in partnership with Project for Youth Empowerment CIC; in partnership with the South Norwood Community Kitchen we

launched a 'pay what you can' Youth Caff, supporting young people within the youth justice system and training them in the kitchen while providing education around food poverty; and we developed a detached youth work project in partnership with McDonalds delivered directly from their restaurants.

We are also proud to be part of a two-year academic research project that will see Reaching Higher's 360 approach used as a model to reduce serious youth violence. This research project will work across the whole of Croydon and will help inform youth work nationally.

Through these partnerships I have learnt four things about collective working, which I'll share here.

The importance of modelling what effective leadership looks like

Through collective working I have developed a rich insight on leadership. Effective leadership is underpinned by a strong set of values and a vision that makes a positive difference in your community. The power of the collective encourages all its members to learn from one another, experience different cultures and ways of doing things and promotes collaborative work.

It has helped me shape an incredible team of young leaders who are driving change in their community and impacting many young lives.



Get yourself a reliable Network of amazing leaders to share ideas and challenges with

Collectives have helped me recognise the strength in seeking constructive feedback from others.

I have found that having critical friends is essential for meaningful growth both personally and professionally. I have used collectives to test my ideas and have sought out varied perspectives to help fine tune pursuits in my personal life as well as my career.

Collective's build resilience

During the pandemic I was part of a group that cared for and supported one another to find positive solutions to existing challenges. Being part of a collective encouraged and empowered me as a leader to remain solution-focused while staring in the face of adversity. It demonstrated to me that anything is possible when we apply ourselves correctly and work together.

Those teachable moments that challenges offer should not be underestimated.

Contribute but do it equitably

A powerful collective is filled with individuals prepared and willing to share their skills and experience – and respect each other's contributions. Listen with humility and share with vulnerability to

surface differing perspectives and ultimately more effective solutions.

If all members play their part within a collective its capability has no limits. ●



Feature

Drop the ego for powerful partnerships

Nadia Alomar, CEO of Clore Social Leadership, shares key insights and lessons about the transformative power of collective working, drawn from years of experience providing social leaders with appropriate, affordable and quality leadership development.

Nadia Alomar, CEO, Clore Social Leadership

In the ever-evolving landscape of the social sector, collaboration is not just an option but a necessity. In complex social issues, no single organisation holds all the answers. In fact, no single sector holds all the answers. It is well evidenced that true progress is made when diverse organisations and sectors come together, pooling their strengths and resources. At Clore Social, partnership working is more than a strategy; it's in our DNA.

The human element: building relationships

The most critical element of partnership working is (unsurprisingly) people. It's all about relationship building. Invest in building strong, trust-based relationships, and you're already halfway there.

In the social sector, where passion and purpose can drive individuals and organisations, meaningful connections are the lifeblood of collaboration. Taking the time to understand each other's motivations, values, and aspirations lays the foundation for fruitful partnerships.

Building genuine partnerships

Genuine partnerships are rooted in collaboration - not competition. They are built on trust, shared values, and a common understanding of the mission. But there's another crucial element that cannot be overlooked: knowing what each partner brings to the table.

Differences in organisational culture, priorities, and processes are natural, and they can be a source of tension. However, these differences should not hinder collaboration but should instead be leveraged as opportunities for growth. Embracing differences, rather than trying to homogenise them, can lead to more impactful outcomes. Acknowledging and respecting the unique strengths and weaknesses of each organisation is therefore essential. This takes self-awareness, transparency about capabilities and limitations, and a deep commitment to shared values and social impact.

“When organisations unite with a shared purpose, they can achieve far more than working in isolation. It's about collective impact, not individual recognition.”

When organisations unite with a shared purpose, they can achieve far more than working in isolation. It's about collective impact, not individual recognition. This perspective shift is what differentiates effective partnerships from self-serving alliances. By focusing on the bigger picture and leaving personal agendas behind, partnerships can thrive and create a ripple effect of positive social impact.

Finding capacity and removing competition

One of the significant challenges in collective working is the fear of competition. However, this mindset overlooks the untapped potential that collaboration can offer. In fact, evidence suggests that collaboration, when done well, can increase the capacity of organisations and remove unnecessary competition.

It's essential to remember that the sum of our collective impact is greater than the parts we contribute individually.

Collaborative working at Clore Social

At Clore Social, collaboration is more than just a buzzword; it's a way of life. It hasn't always been smooth sailing, but we have learned a great deal along the way, and our commitment to partnerships has only grown stronger. Our small core team relies on collaborative efforts with expert partners to deliver targeted programmes that drive positive social change.

Evidence of our approach can be seen in the outcomes of our programmes. Cohorts of leaders that have gone through our leadership development initiatives consistently report increased collaboration within their own teams, with external partners, and with other members of the cohort.

Peer learning cohorts are inherently more collaborative because they operate on the principle of shared learning and collective growth. Every participant's contribution is valued. What's more, programmes often prioritise trust-building, vulnerability, and mutual understanding, creating a space where participants have a shared experience that deepens their interactions.

From joint initiatives to resource-sharing and advocacy efforts, these cohort connections continue to yield meaningful results, fostering collaborative working relationships that extend beyond the duration of the programmes. It's not just with each other, over the years, these connections often lead to impactful, long-lasting partnerships with Clore Social, that drive our collective mission forward.

It's a testament to the fact that when ego is set aside, and the focus is on the greater good, powerful partnerships are formed. ●

Collective working to improve resilience

The Wellbeing Toolkit exemplifies the collaborative spirit among Clore Social programme participants. The toolkit emerged from a peer challenge project during one of our programmes, where participants joined forces to address a pressing issue: the wellbeing of leaders and their teams. The timing could not have been more appropriate – we were in the middle of the pandemic.

In true partnership, these leaders combined their skills and experiences to create a resource to benefit themselves and their peers. The Wellbeing Toolkit serves as a comprehensive guide to address wellbeing challenges faced by leaders and their teams. The resources can be used individually, or put together to form the basis of a full or half-day team wellbeing session.

This participant-driven project has now become an integral part of Clore Social's programme and course content, highlighting the power of collaboration. Starting as an initiative rooted in shared values and a commitment to social impact, it has grown into a resource that continues to inspire and assist leaders with their wellbeing.

The toolkit is a reminder that when social leaders unite with a shared purpose, they can create tools that benefit not just themselves but an entire community of changemakers.

The Wellbeing Toolkit was created by 2020 Clore Social Fellows, Jemma Bicknell, Eleanor Butt, Kate Lexen and Jess Southgate



https://cdn.ymaws.com/cloresocialleadership.org.uk/resource/resmgr/images/misc/programme_challenges/Wellbeing_toolkit_revised_Ma.pdf

Feature

The power of 'we'

Steve Arnott, Beats Bus Records, shares the incredible impact of collective working on his personal and organisational resilience. »



Steve Arnott, Founder Beats Bus Records

When we started Beats Bus Records in 2017 our mission was to break down some of the financial barriers that young people face to following their creative aspirations. Six years later we are part of a coalition and social movement that campaigns for young people's safety while mentoring them as they follow a creative path. We have a mobile recording studio and record label to help them do just that in a safe environment.

Being part of many collectives and partnerships has been instrumental in our rapid growth and that is all down to the power of we, not me!

How collective working has helped me

Being surrounded by like-minded inspirational individuals who share common goals and values has given me a strong support system for challenging times and brilliant new Networks to learn from. It is a buffer against adversity, helping me adapt and bounce back from setbacks with greater strength and determination.

My community has not only offered emotional support but also diverse perspectives and ideas that have helped my problem-solving skills. Working across a variety of collectives has also made me realise how important listening is; it has been imperative to my growth as a leader.

Being part of a collective has also



“My community has not only offered emotional support but also diverse perspectives and ideas that have helped my problem-solving skills.”

helped me build a collaborative, adaptable culture within Beats Bus Records. It has enabled us to navigate uncertainties more effectively, ultimately contributing to our long-term sustainability and success. We won our tenth award this year!

What we've achieved through collaboration

Through collaborative working, I have achieved remarkable results that would have not been possible alone.

Bringing together diverse talents, skills, and perspectives, means the Beat Bus team has been able to tackle complex challenges with innovative solutions, such as our very successful campaigns to keep young people safe.

“No More Knives” was a short educational music video (it can be found on our YouTube channel). It was screened in 56 secondary schools around Yorkshire and the

Humber to create conversations about the dangers of carrying weapons and the impact it has on victims' families. Some of the young people then went on to write their own raps about how dangerous it is to carry weapons, and one young man won first place in a poetry competition.

For the second campaign “No More County Lines” we hosted community outreach events. With our mobile recording studio, we showed an educational music video to create conversations with young people and families about the dangers of County Lines activities (where illegal drugs are transported from one area to another and young people are groomed to get involved).

The campaigns we run do have many risk factors, but a collaborative spirit and shared vision has nurtured an environment where creativity

thrives, enabling us to explore unconventional ideas and take calculated risks such as going into communities where this work is not welcomed. Collaborating with Humberside Police has allowed us to deliver community events safely and professionally. Working in collaboration with Joseph Rowntree Foundation and Sound Delivery on public speaking and making myself vulnerable to help others has built my personal resilience and confidence. I have spoken in Stoke, Leeds, York, London and HMP Humber and HMP Full Sutton.

A collective approach has not only accelerated the pace of our achievement but has also created a culture of continuous learning and improvement. My ability to access and blend the strengths of others has resulted in the creation of products and

services such as our campaigning and community safety events, free mentoring programme, youth board, starting a record label, online classrooms and public speaking that resonate deeply with young people, their families and disadvantaged communities.

To end on a personal note, I find being with brilliant people makes me want to be as brilliant as they are and drives me to achieve greatness. ●



Feature

A common goal



Rank Memorial Award holder, Calum shares his experience of travelling to a township in South Africa to take part in a football tournament bringing young people from across the area together.

Calum Johnston, Rank Memorial Award holder

The power of the collective has been instilled in me from a young age through family, sports teams and youth clubs. There is a unique feeling about being part of something larger than your own interests - working with likeminded individuals who share your passion and drive - to make a real difference.

Now I see this every day working with the incredible theGKexperience - a youth work charity in Glasgow, Scotland. We all share the belief that all young people are brilliant and deserving of equal opportunities to reach their full potential. Staff, volunteers and young people share incredible experiences, such as watching dolphins jump from the water while on an overnight camp on a remote Scottish island.

“It is because of this incredible support Network that I felt able to apply for the Rank Memorial Award.”

We're also journeying together through life; sharing a meal, chatting about what has happened this week, celebrating each other's successes and showing compassion and love when life throws a curveball. It is because of this incredible support



Network that I felt able to apply for the Rank Memorial Award.

Rank has supported me since I started working with the GKexperience over eight years ago now, and the Rank Aspire Programme gave me the chance to do what I was passionate about.

My Memorial Award journey

The aim of my Memorial Award was to learn how youth programmes in Cape Town, South Africa were helping to improve young people's mental health and opportunities in life.

My experience will live with me forever and I am extremely grateful for it. I was based in one of the oldest townships in Cape Town, Langa, which has a population of just over 100,000 people. It was here I experienced firsthand what the power of community can do for people.

Before experiencing the culture, I had heard the negative stereotypes about townships. While some of it is true, the strong sense of community and the love and respect shown to each individual far outweigh those stereotypes.

I worked with the inspirational Project Playground, which uses educational, recreational, and supportive programmes to empower vulnerable children and young people in Langa. They employ local people

- who care deeply about the young people of their community - because who's more equipped to help guide these young people through the highs and lows that they may face?

As an outsider, I was welcomed with open arms. I was quickly thrust into the everyday goings-on of the work, interacting with each child that came through the gate, sharing stories and seeing the positive impact of this safe space.

Overcoming challenges together

As part of my placement I helped organise and facilitate a two-day football festival that brought together different townships. In the lead up to the event there were challenging moments. The local council was resistant to bringing so many people into the townships because of the perceived potential for violence. There was even some witchcraft to try and sabotage the playing fields. But we had a shared goal, and we were determined to succeed.

I felt part of something greater than the challenges we faced. I now recognise that feeling as the power of the collective.

Everyone at Project Playground wanted to make the tournament a success, not for themselves but for the township of Langa to be proud and to give young people a chance to do something they love. The football

coaches spent hours upon hours sorting arrangements, training the teams and preparing the venue; the art practitioners created flyers for each team and t-shirts for the volunteers; the catering team, prepared food each night and made sure no one went hungry on very long 15-hour days!

The tournament was an enormous success. It shone a light on the power of sport to bring people together and showcased the young people's talent and hard work. It was the first time in five years that Project Playground had hosted the event and teams from all over Cape Town came to participate in good spirits. I'll never forget how grateful and happy the kids were to be playing football in their local community. The motto that Project Playground live by is that 'Play Saves Lives' and I've never seen a better example of that than the football tournament.

The assumption is that people from a township should be doing everything they can do to get out. In reality, lots of people choose to stay because of organisations like Project Playground striving to make things better within the community. The sense of friendship and compassion is what holds the community together. ●



“I felt part of something greater than the challenges we faced. I now recognise that feeling as the power of the collective.”

The multiplier effect



Niamh Mawhinney, youth advocate for youth empowerment and sustainability, shares what she learnt about empowering young people to be a collective force The UN's 2030 Sustainable Development Goals on her Rank Memorial Award journey.

Niamh Mawhinney, Rank Memorial Award holder

As I strolled through the Son Tra National Park in Vietnam, filling bags with discarded plastic and litter, my friend Ngoc Minh shared with me:

"I'm here because I deeply care about the environment, and I love my community. I want my siblings, friends, and neighbours to embrace the beauty that nature offers. We simply can't continue down our current path."

Ngoc Minh's words resonated with the sentiments of 500 youth volunteers who had gathered on World Earth Day to participate in a community clean up initiative – just one of the many enlightening experiences I had during my Memorial Award Research Project.

Growing up in a Buddhist household, I was fortunate to be immersed in a values-driven community that placed environmental protection, equality, and community at its core. Simultaneously, I was overwhelmed by the complexity of the societal issues we face: poverty, social inequality, global hunger, and the catastrophic destruction of our planet. Alongside these external challenges, I confronted numerous personal hurdles: lack of confidence, disconnection from the mainstream educational system, and self-doubt.

"How could I make a meaningful impact on the world?"

I was not alone in grappling with

these feelings. Recent evidence shows that over 70% of young people feel hopeless about the future. That's a statistic we cannot ignore.

Collective action for youth empowerment

Over the past year, thanks to The Rank Foundation's Memorial Award, I embarked on a transformative research project to investigate global youth empowerment within the context of the UN's Sustainable Development Goals (SDGs). The SDGs are seventeen interlinked objectives designed to serve as a *"shared blueprint for peace and prosperity for people and the planet, now and into the future."*

In my perspective, The Rank Foundation embodies the core philosophy of The Sustainable Development Goals—to leave no one behind.

My Memorial Award enabled me to explore what youth leadership looks like from grassroots to the very top level. From a small sustainable farm in rural Vietnam, where I educated young people about sustainable agriculture, to a five-day training course at the very heart of global changemaking The UN HQ in Geneva. I even had the privilege of presenting a workshop to 50

Vietnamese students at the UN Development Programme in Hanoi Vietnam.

Through in-depth interviews with youth advocates from across the globe—Vietnam, Nigeria, Colombia, China, and more—I discovered some critical insights:

A holistic approach to youth empowerment: The state of the world and the youth mental health epidemic are fundamentally interconnected. We need to meet young people where they currently are. From the 60 young people I surveyed, while over 75% are actively aware of the SDGs, over 45% say they want to make a difference but don't know where to start –

many cited anxiety, overwhelm and feeling too small to make a difference as major bottlenecks (or barriers) to engaging in SDG change-making initiatives.

We need to take a holistic approach to youth empowerment – placing emphasis on collaborative solutions to eco-anxiety and mental health while focusing on soft skills development and confidence-building initiatives. >>

The multiplier effect: One of my case studies, Ha, a Vietnamese farm owner dedicated to promoting sustainable agriculture in the rural community of Que-Son, shared a powerful perspective with me:

“My goal isn’t to transform the entire world; rather, I aspire to ignite the inspiration of one young individual who will, in turn, motivate ten others, and so forth.”

This sentiment remained in my mind throughout my project journey—youth empowerment and collective action go hand in hand. Systemic change can only be attained through a united front.

Beyond representation: Authentic empowerment involves collaborative design, where young people take a central role in shaping planning and development of projects and programmes. For example, Escape to Make – An innovative youth-led educational charity in Lancaster & Morecambe has empowered 15

young change-makers to co-design and build their own building, ensuring future generations can benefit from community initiatives in an inclusive and safe space that feels like home.

When young people are excluded from the decision-making table, they will inevitably create their own space. But if we foster intergenerational dialogues, we can expedite opportunities for youth leadership.

Throughout my journey, I witnessed the strength, resilience, and determination of young individuals who are dedicated to accelerating and meeting the SDG goals on all fronts, and advocating for the future of our planet.

The Rank community

I encountered Rank as a Time to Shiner four years ago with dwindling confidence in my own abilities. I dreaded speaking in small groups, harboured little hope or self-belief in my potential to effect change. I felt

like a small fish in a vast ocean.

Yet, through a blend of soft skills development, trust, kindness, compassion, and, most crucially, the sense of community that the Rank Foundation provides, I’ve achieved feats I could never have dreamt of. I’ve interviewed Ireland’s chief diplomat to the UN, met the first Vietnamese woman ever to visit Antarctica, and walked the halls of the Palace of Nations at the United Nations HQ in Geneva!

In my perspective, The Rank Foundation embodies the core philosophy of The Sustainable Development Goals—to leave no one behind.

I believe that whether you’re engaged in grassroots efforts or influencing top-level policies, embodying this philosophy through collective action can propel us toward a more sustainable and inclusive world at a time when it is so crucially needed. ●

Recent evidence shows that over

70%

of young people feel hopeless in the face of the climate crisis.

Force of Nature, The Rise of Eco-Anxiety, <https://www.forceofnature.xyz/research>



News

Fellowship News

John Hind, Director of Education and Leadership Rank Foundation



An update on the development and activities of the Rank Fellowship.

The Fellowship: a collective wealth of experience

The Fellowship is an excellent example of the power of the collective. With over 800 active members, it boasts a wealth of experience and expertise, all united by the common thread of being supported by the Foundation. Most members are former School Leadership Award holders who are joined by a growing number of Time2Shine graduates, each of whom brings experience of third sector and charitable work.

Recent work by the excellent Fellowship Leadership Team has clarified the organisation’s purposes into four key areas:

1. Inspiring Fellows to make a positive impact on society.
2. Providing mentoring and support for Fellows at a crossroads on their education and career journeys.
3. Creating a sense of community within the Fellowship.
4. Fostering links with the rest of the Rank Network.

Each is tackled in different ways. Exposure to the work of the Foundation and the Fellowship’s ‘Learning through Leadership’ programme of talks help inspire



Fellows to make a positive impact on society. As indeed do the real experiences of the Community Action Placement scheme and of the Time2Shine programme. >>

A sense of community is promoted through social events, such as regional reunions and the 'Welcome to the Fellowship' event. See more on that below. Such events look to foster a sense of community among the Fellowship.

While mentoring has long been an aspect of the Fellowship, we're currently developing it more formally. The new academic year sees a pilot scheme to offer mentoring opportunities to the School Leadership Award Class of 2020. For most of this cohort, a year in Higher Education has already passed so we feel they are well-placed to benefit from the collective wealth of experience within the Fellowship. Over three meetings, mentor and mentee may exchange thoughts and tips on professional or personal matters. And, of course, we hope these future leaders may be able to influence the thoughts and actions of their mentors through reverse mentoring.

The response from the Class of 2020 has been strong – there is clearly a need here – and we already have potential mentors in place. There is always room for more! If you are interested in taking part in the programme, please let me know – john.hind@rankfoundation.com ●

Fellowship Futures

Mark Herbert (Class of 2003) delivered an excellent talk to Fellows in June, further illustrating the power of the collective as a source of wisdom and guidance. While aimed primarily at younger Fellows, there was much for us all to learn from Mark's wise words on decision making in Leadership as Liv Hardman (Class of 2017) explains:

Members of the Fellowship were invited to the newly refurbished Rank Foundation HQ in Shoreditch, London. The evening began with an opportunity to catch-up and network with fellow attendees, which provided a warm introduction to the evening.

Mark Herbert (Co-founder of Salt and Light Leadership Coaching) presented on how "every decision that we make has a ripple", recognising how challenges in leadership can be overcome through better decision-making. Mark also asked us to consider what type of leadership style we each held, acknowledging that an authentic leadership style means celebrating and incorporating our unique differences.

We were then taken on a journey through the early experiences of working life from Mariama Techie-Afful (Class of 2009), Benjie Stimpson (Class of 2015), Helen Ajayi

(Class of 2014) and Alexander Peter (a graduate of the Time2Shine programme). Chaired by Taylor Lawrence (Class of 2013), the panel spoke openly about the challenges that they faced in securing their first jobs, including the common experience of rejection and the uncertainty of feeling 'pigeon-holed' early on in their careers.

Through these challenges, they cultivated some excellent advice to pass on to those of us moving into the daunting world of work. My favourites included:

- to take confidence that you were hired for a reason
- to keep a record of praise
- remind yourself of what you can do
- do not be afraid to bring new ideas to the table
- remember that everyone has been where you are now!



Welcome to the Fellowship

The 'Welcome to the Fellowship' event is designed to create a sense of community among members. We invite new Fellows to tell us about their experience of Community Action Placements (CAPs) and to outline their future plans. Many will already have met during their CAP. This year's decision to organise both CAPs for the students (previously they had been asked to organise their own in the second year of the programme) has served to reinforce those social links further.

The class of 2021 was small – most likely as a result of their selection coinciding with the pandemic, which meant head teachers had much on their plates in the Spring of 2021! Nonetheless those we heard from certainly lived up to their billing as future leaders.



Bradley Harkin
Bradley from Larkhall Academy did his 2023 CAP at Greenhill YMCA in Newcastle,

County Down, having spent time with Essex Boys and Girls Club at Maes-y-Lade in Summer 2022. He spent time in Northern Ireland helping and supporting asylum seekers among other activities. Next year, he has an unconditional offer to study Marine Sciences at the University of the Highlands and Islands in Oban.



Adam Carpenter
For his CAP, Adam worked with Hambleton Community Action,

a community hub in Northallerton, close to Ripon Grammar School where he was Head Boy. Last year he also stayed local, working with Ripon Walled Garden. Like Bradley, Adam also spent time teaching English to the children of asylum seekers. Next year he plans to expand his horizons further by studying Law at UCL.



David Clapcott
David, or DJ, from Charterhouse went to Maes-y-Lade for his first CAP, doing

outdoor pursuits with the Essex Boys and Girls Club. DJ worked with young people, many of whom have never been away from home before. It was both a challenging and fulfilling experience. This year he was part of a pilot scheme in Dundee where he put his sporting skills and interests to good use at Dundee United Community Trust.

Next on the agenda for DJ is a gap year followed by a degree apprenticeship in "something financial".



May Maclennan
Like DJ, May, from Norwich School, went to Wales last year and really enjoyed working

out how to support young people with different needs. She says that she was particularly proud that they were able to support a disabled boy climb a mountain, which others thought was beyond his capability. She is also off to Dundee for her second CAP at the Maxwell Centre and is looking forward to being surrounded by lots of children once again.

May will join Newnham College, Cambridge next year to read Oriental Studies.



Ben Sears

Ben from Worcester did both his CAPs at a local charity Snoezelen, which

supports people of all ages with learning disabilities. Last year he did mostly hands-on work: music, art and clearing up after activities. This year he mainly supported office-based fundraising; drafting applications for grants.

Next year he is going to study Law at Gonville and Caius College, Cambridge.



Felicia Holben

Last year Fliss did her CAP at Greenhill (and wrote an excellent account of her

experience in the recent Fellowship newsletter – her time editing the student magazine at Lancing College clearly shows). She included this experience in her successful application to Dartmouth College in the US. She too was part of the Dundee pilot and worked at Shaper Caper assisting young people on dance-based activities.

Despite her offer from Dartmouth, Fliss has elected to stay in the UK and will study Classics at St Andrews next year.



Tahmid Azam

Last year's CAP saw Tahmid at YKids in Bootle, Liverpool. Tahmid helped run

a pirate-themed kids festival in a shopping centre catering for children with a wide variety of needs. He describes the experience as hectic but very fulfilling and was impressed with the passionate commitment of Clare Morgans who runs YKids.

Head Boy at Magdelene College School, Tahmid also spent time in Dundee for his second CAP, working with Dundee Bairns.

Tahmid will study Medicine at Emmanuel College, Cambridge next year.



Monty Cunliffe

Monty spent both of his placements in South Wales. First at Maes-y-Lade with

May and Adebayo and on his own this summer with People and Work in the Rhonda Valley. Here he helped set up social events in village halls for families that couldn't afford to pay for kids' entertainment during the holidays. He enjoyed both meeting a range of different people and in his spare time, trying out new sports such as walking rugby and golf.

Monty, who was a senior Non Commissioned Officer in Skinner's School Combined Cadet Force, is looking to a future in the military and hopes to join the Royal Marines at the end of the year.



Peter Evans

Peter also spent CAP 2022 at Maes-y-Lade. This year he was at the Hexham Youth

Initiative where he helped run community events in local places around the town. Peter spent an enjoyable couple of weeks playing and supervising football, paddleboarding and sailing.

Next year Peter is spending his gap year as a paid choral scholar at Lincoln Cathedral: his experiences at King's Chester and Chester Cathedral will no doubt stand him in good stead there. He then plans to apply to university to study music next year.



Roseanna Sharples

Rose from Lancaster Girls' Grammar School spent a week observing the work of

LOROS Hospice, Leicester in 2022. This year she enjoyed the group Maes-y-Lade experience – especially the challenges around supervising a group of “mischievous rugby boys”. She says it involved lots of jumping into freezing cold water.

Rose will study Paramedical Sciences at UCLAN next year.



Evan Burgess

Evan spent last year's CAP at Greenhill and enjoyed discovering more about Northern

Ireland. This year saw him working with The Circle CIC in Dundee. A student at UWC Atlantic in South Wales Evan is the only leadership award holder in this cohort to do the International Baccalaureate. That meant he already had his results on the day of our event (unlike his rather nervous peers) and knew that he would be going to Magdelene College, Cambridge later this year to study Law.



Schuyler Audley-Williams

Schuyler, from Eton College is a rower and has spent

both his CAPs working with Fulham Reach Boat Club, which works to give disadvantaged groups opportunities to enjoy rowing. With their “Boats not Bars” scheme, they get prisoners out on the water and they also open up the rowing club to children on free school meals.

Next year Schuyler is off to Stamford University in California where he will be studying Symbolic Systems (human interactions with computers).



Adebayo Agbayewa

Ade from Westminster City School for Boys went

to Wales for his first CAP with Monty and May. He says his CAP taught him valuable lessons in how to control large groups of children! For his second CAP he went to Greenhill where, among other things, he discovered a talent for archery.

Ade is going to Bath University to study Biomedical Sciences in September.

Top tips

Top tips for collaborative leadership

66

Take the time to understand each other, acknowledge and respect unique strengths, and embrace differences for fruitful partnerships.”

Nadia Alomar,
CEO Clore Social Leadership



66

Consider what type of leadership style you hold. Acknowledge that an authentic leadership style means celebrating and incorporating our unique differences.”

Mark Herbert,
The Fellowship,
Class of 2003



66

Understand that transformation is only achieved when those most excluded are included and their voices have impact.”

Liz Weaver,
Co-CEO, Tamarack Institute



66

Knowing that I’m not alone in facing challenges has improved my self-belief. Working as a collective has exposed me to people with different backgrounds, experiences, and perspectives. This diversity helps me identify weak spots leading to more creative problem-solving and innovative approaches to challenges.”

Hayley Smallman,
Senior Corporate Fundraiser,
Radio City’s Cash for Kids



66

Listen! In a collective you meet so many amazing people, listen to their lived experience and absorb their knowledge. Do not let imposter syndrome make you feel like you have to prove anything.”

Steve Arnott,
Beats Bus



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Allow yourself to be vulnerable. The power of the collective is rooted in your ability to be open, transparent, and vulnerable. Only then can groups come together and truly develop.”

Jordan Ignatius,
CEO Reaching Higher



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Working collaboratively means sharing the good times as well as the harder times. Make it safe for everyone to talk about their worries and mistakes, that way difficult conversations can lead to learning opportunities.”

Kai Wooder,
Director of Programmes,
Rank Foundation.



66

Value the relationships that give you the confidence to stay different and be disruptive. It’s that supportive community - not a plan, strategy or funding application - that will make change against all the odds.”

Hannah Sloggett,
Co Director, Nudge
Community Builders



Ripples



The Rank Foundation works in communities across the UK to encourage leaders, develop entrepreneurial mindsets and form strong Networks that improve life.

Founded in 1953 by the flour miller and film maker Arthur Rank, the Foundation is built on his Christian faith, enterprising spirit and commitment to community. During his lifetime, Arthur spotted opportunities to innovate, growing a multi-million pound empire. He remained committed to helping and encouraging others, describing young people as “the seed corn of the future and the leaders of tomorrow”.

Today, the Rank Foundation continues to support the leaders of tomorrow and encourage enterprise for social good. Our grant programmes focus on:

- Leadership – nurturing purposeful, confident and inspiring leaders who drive positive change.
- Enterprise – developing resilient, impactful organisations that contribute positively to the people and places they serve.
- Community – building on and investing in a community’s strengths.
- Faith – engaging in respectful conversations about faith in all its forms.

At the heart of the Foundation, is our supportive Network of over 1,500 leaders working in communities across the UK. Together, they learn, share and connect to tackle society’s challenges. We build deep and lasting relationships of support with our Network, going beyond traditional funding to philanthropy based on mutual respect, trust and empathy.

Our thriving Network leads positive change to improve life in the communities they cherish.

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