

Evaluation of the London 2012 Young Leaders Programme Final Report Summary December 2012

*"I have noticed an increase in my confidence
and this has helped me to make the most of
other opportunities that have come my way"*





"The highlights for me were the opportunity to be part of something as big as the Olympics, the biggest sporting event in the world. The chances to meet new people and help give something back."
London 2012 Young Leader speaking soon after successfully fulfilling their role as a Games Maker.



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Preface

This report has been produced by Skyblue Research Limited (www.skyblue.org.uk). Skyblue would like to sincerely thank all those who have contributed so much to this evaluation since 2010 – starting and finishing with the inspiring Young Leaders, but also the management team and the partner organisations. It has been quite a journey.

Skyblue Research Limited, December 2012

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Disclaimer: All information in this report has been presented in good faith and is thought to be accurate at time of publication (December 2012). However, the authors cannot accept responsibility for errors or omissions. Photographs have been kindly supplied by the management team. Photographs of Young Leaders are included, but may have been positioned for aesthetic effect only i.e. photos on page 1.1 for the Aberdeen hub are not necessarily Young Leaders from that hub.

Evaluation Summary Report Purpose

This evaluation summary report seeks to help tell the story of the journey of 100 young people who were recruited to join the London 2012 Young Leaders Programme in 2010. The Programme has now officially ended, and the purpose of this final evaluation report is to build on the formative lessons that have been shared throughout the 2010 and 2012 period to arrive at some conclusions relating to these original evaluation questions:

1 How has the Programme performed in relation to the achievement of intended outputs, notably, the success rate of Young Leaders in to positive outcomes (including fulfilling the role of 'Games Maker' official volunteer at the London 2012 Olympic Games and Paralympic Games)?

2 What has been the impact of volunteering on the Young Leaders?

3 What could be the impact of the volunteering projects delivered by Young Leaders be on the local communities involved?

4 What has been the impact of volunteering on the adult volunteers who comprised employees from BP (fulfilling a leadership coaching role) and Athlete Supporters (providing inspirational support recruited via the Dame Kelly Holmes Legacy Trust)?

5 What has been the social value of the Programme?

6 How effective has the Programme been in terms of structure?

This summary report, is one of a suite of evaluation reports and products that have been shared with the London 2012 Young Leaders Programme's Management Team since 2010; including technical survey results, valuation methodologies, detailed community project case studies and a discrete report called 'Young Leaders Programme: Management Structure and Processes' published in January 2012. This last report focused on the structure of the Programme and how other similar Programmes might adopt and adapt the learning for their own purposes in future.

The evaluation used a wide range of approaches to draw together the necessary strands of evidence to trace the Programme's journey to the London Games and beyond. Approaches included both formal quantitative and qualitative, youth-led participatory, observation and ethnographic techniques at appropriate junctures between July 2010 and November 2012. A longitudinal research process with the Young Leaders has been

particularly useful to help us understand the type and extent of change that has occurred as a result of their experience, and the many opportunities we have had to meet and talk with them at team-building and educational milestone events has allowed us to build a compelling picture of how they are likely to take this experience forward in their lives long after the Programme has ended.



1. Programme Intention

The London 2012 Young Leaders Programme (2010-2012) has sought to give a group of 100 young people, who would not otherwise have had the opportunity, the chance to make positive change to their lives. These young people faced one or more social obstacles, educational difficulties, disability or cultural differences at the Programme's outset.

2. The Programme Partners and Format

The Young Leaders Programme was led by a management team comprising representatives from BP (principal sponsor), LOCOG (The London 2012 Olympic Games Organising Committee), vInspired (co-funder in England) and the Dame Kelly Holmes Legacy Trust. The delivery partner in Scotland for the Programme was the Aberdeen Foyer.


The Programme recruited young people in Hull, Aberdeen and across London so that 'hubs' of cost effective activity could be delivered including formal training, leadership coaching support from a BP employee, one-on-one support from an experienced (youth services) co-ordinator and support that would enable each Young Leader to create and then deliver at least one local community

project inspired by the values of the Games. Young Leaders therefore had the challenge to recruit other young volunteers to support their community projects thus expanding the potential reach and impact of the Programme. The partners report that the total investment in the Programme including time of expert personnel and cash resources was £1 million.

3. Socio-Economic Profile of the Young Leaders

From socio-economic data collected at the start of the Programme, available data for 88 of the young people willing to divulge such information suggests that the group comprised:

- 24% with no qualifications (rising to 36% if extended to lower than level 2)
- 23% classified as being in a 'low income' situation
- 11% with a disability (including learning difficulty, long term or mental health illness)
- 9% in or leaving care and a further 8% being young carers
- 5% classed as not in education, employment or training (NEET)
- 3% homeless
- 1% offender / ex-offender
- 1% refugee / asylum seeker
- 1% at risk of exclusion



"It's very time consuming with A Levels etc. but everything I see to do with the Olympics and the logo makes me happy as I am a part of it."

This also meant that the group comprised 89% individuals with no stated disability; 77% were in education or learning at the start of the Programme (school) and 2% in another form of training; 64% had qualifications equivalent to level 2 or 3 and 16% were employed when they started this personal development experience. Given this variance in profile, neither the Programme Management Team, nor the evaluators, expected outcomes for each individual to be uniform.

4. The Journey

By following their journey from the first time these 16-18 years olds met at a Residential Weekend in Windsor in April 2010, through the fulfilment of the structured Personal Development Programme by the end of 2011, and soon after their inspirational experience of being an official London 2012 volunteer ('Games Maker'), the evaluation team has been able to observe the differing levels of social and emotional capability growth amongst these young people. It should be borne in mind that each young person that was able to see their commitment through appears to have achieved their own specific, personal goals despite significant challenges and competing life priorities and pressures.

5. Programme Completion

100 young people were successfully recruited to the Programme against eligibility criteria, and of these, 79 successfully completed the Programme in terms of the required commitment outlined in the Programme's Code of Conduct.

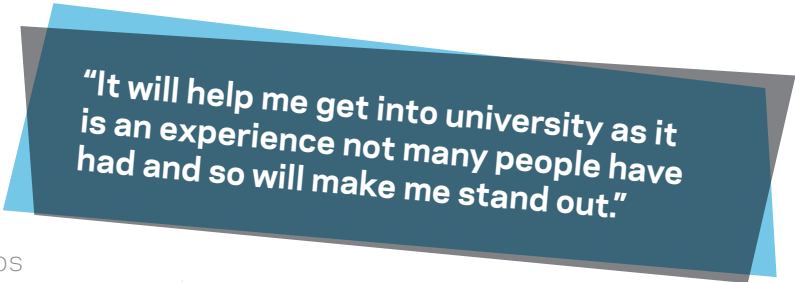
This retention rate is impressive given that most youth volunteering programmes and interventions are thought to be shorter intensity, shorter-duration compared to the significant length and commitment required for this Programme (which for some equated to 30 months in total). One of the most experienced youth workers within the national delivery team for this project had suggested that it would not be unreasonable to expect up to 66% drop out in a Programme aimed at 16-18 year olds with diverse backgrounds and challenges. With positive outcomes for four out of five Programme starters, it is highly likely that the Young Leaders Programme can be deemed very successful in terms of managing to maintain and motivate participants over such a long period of time. This is perhaps even more impressive when one considers that people of this age tend not to volunteer.¹

6. Games Maker Role

Ultimately, 62 Young Leaders, having followed a reasonably intense journey of skills development, interviewing and selection processes over a period of months (with very structured support from the Programme Delivery Team), were successfully offered and fulfilled their role as a Games Maker at either or both the Olympic and Paralympic Games in London during the summer of 2012.

These young people took their place amongst 70,000 Games Maker volunteers hailed by most dignitaries in their official speeches as the true heroes of the Games. This experience will live with these young people forever, and although one traditionally hears about the requirement to capture economic and social legacy, it is the truly difficult measure of 'emotional legacy' that will perhaps

be the longest and furthest reaching impact of this Programme on these astute young people – astute, because they saw the opportunity, grabbed it with both hands and realised that by being a part of something so special they could not only have fun and make new friends but give themselves a competitive edge, a 'unique experience' that might just help them with their wider life chances.



"It will help me get into university as it is an experience not many people have had and so will make me stand out."

7. BP Role and Employment at the Games

In addition to the 62 Young Leaders that fulfilled Games Maker roles at the Games, a further 7 Young Leaders secured equally successful outcomes as a result of their Programme experience, with 3 being offered BP volunteering roles and 4 taking up paid employment during the Games employed in the official hospitality, catering and security teams.

8. Post-Games Outcomes for Young Leaders

A total of 53 of the Young Leaders provided 'destinations' data to the Management Team after the Games suggesting extremely positive outcomes for all individuals including:

- 34 going to university
- 9 securing a place at college
- 5 securing employment (including an apprenticeship)
- 2 taking a gap year before starting university in 2013
- 2 in positive jobs search/interviews and 1 working as a full time volunteer

We have also learned that of 9 young people that left the Programme in Aberdeen for mutually agreed reasons, 5 have nevertheless been supported into positive part and full time employment outcomes, enabled to some degree by their experience.

1 Significant proportions of young people (almost 60%) do not become involved in volunteering between the ages of 16 and 25 (Measuring the Impossible? – Making a Start – May 2011)

9. Impact Created by the Young Leaders Programme

The Young Leaders Programme started for most young people in April 2010. It was promoted as an 18-month training, development and leadership coaching support programme, but in reality for those that completed the journey, it has been an experience lasting closer to 30 months.

During that time, it is unsurprising that a number of measurable short- and medium-term outcomes (or changes) have resulted not only for the participating young people (where most of the intrinsic impact will have been created), but also for people that Young Leaders interacted with, indeed gone on to inspire in their local communities through the delivery of projects aligned to the Olympic and Paralympic values (extrinsic outcomes). However, this evaluation has sufficient evidence to suggest that a range of credible outcomes and indicative legacy impacts are showing strong signs of being formed in relation to the following forms of capital:

Using a balanced mix of both quantitative (longitudinal) and qualitative insight gathered from the Young Leaders between April 2010 to September 2012 the most obvious positive short-term effects have been:

- Increased (and sustained) confidence in the great majority of the Young Leaders from all locations, but especially those from Aberdeen and Hull
- Increase in employability as a result of acquiring new, or improved, skills in areas including communication, leadership, teamwork, problem solving (through the delivery of community projects and all that is entailed with that challenge)

- Gaining new friends and the confidence this in turn generates to form and deal with new relationships
- Ability to appreciate and 'grasp' opportunities presented to them as their confidence and capabilities grow over time



Human Capital

- **Leadership**
i.e. knowledge of volunteering and leadership and leading others to help them make things happen
- **Creativity**
i.e. constantly trying to learn new things and ability to have wonderful new ideas
- **Relationships**
i.e. improved ability to work in teams
- **Communication**
i.e. improvements in listening, presenting, expressing and using different ways of communicating
- **Impacts**
(Life) skills, knowledge, employability and educational advancement

Ontological Capital

- **Confidence & Agency**
i.e. confidence in self, self-esteem, self reliance, self-efficacy and a more acute belief by some that they can shape their own life and the world around them
- **Resilience & Determination**
i.e. making a promise and keeping it, being positively persistent, more self-motivated and self-controlled and determined to succeed
- **Relationships & Leadership**
i.e. motivating others e.g. confidence to recruit and inspire other young people to volunteer to help deliver community projects
- **Impacts**
Increased confidence, self esteem, sense of community and belonging and increased 'security'

Social Capital

- **Relationships & Leadership**
i.e. Young Leaders forming and developing new social networks built on trust which go beyond family and existing friendships. By accessing these supportive networks (e.g. BP Coaches) this can encourage educational / employment aspirations or knowledge of opportunities to access employment and further training opportunities
- **Impacts**
Social networks and social awareness

Civic Capital

- **Relationships & Leadership**
i.e. how being a Young Leader volunteer can influence a wider sense of community / civic engagement among young people. Volunteering appears to have varying degrees allowed Young Leaders to develop both a sense of belonging and responsibility to the wider community
- **Impacts**
Sense of community and belonging

10. Short Term Outcomes for Different Audiences

Positive short-term outcomes have arisen as a result of the Programme – within its lifetime – for:

- **Young Leaders** (at least 84 known positive outcomes² by November 2012)
- **Young Volunteers** (209) recruited by Young Leaders to help them deliver 40³ community projects in England and Scotland)
- **Athlete Supporters** (11 who provided inspirational support to Young Leaders)
- **BP Coaches** (to varying degrees, outcomes for up to 100 employee volunteers)
- **Communities** (c. 3,053 young people and adults benefiting from the local projects and individual challenge initiatives delivered by Young Leaders during the Programme)
- **Stakeholder organisations** represented on the Management Team and Delivery Partners in terms of knowledge capture and programme management 'know-how'

11. Medium-Term and Longer Term Outcomes

Medium-term outcomes are typically measured 3-5 years after a Programme intervention, and longer term impact (economic, societal, and civic) is unlikely to be measurable or attributable until some 5 or more years afterwards. As there is no intention to evaluate these longer term impacts, the scope for valuation is limited, but if the strong foundations that have been built for Young Leaders were to manifest themselves over time, it is expected that ultimately, each stakeholder would derive some future 'legacy' value catalysed in part by the Programme.

This would include, for example, increased social cohesion achieved as a result of young volunteers and community beneficiaries acting on their stated intentions to volunteer in future; and savings to the State from Young Leaders having not proceeded on a possible trajectory of risky or negative behaviour; or the State not having to pay unemployment or other benefits because the young people have secured positive educational and employment outcomes (the latter giving rise also to increased collection of taxes from wages earned). Ultimately, the widest benefits should be felt by 'society' (because of the positive behaviours of the Young Leaders and how they make responsible life choices) and the State (because of the responsible employment or education choices made by the Young Leaders and reduction of burden on the public purse). Owing to the scope of this evaluation it has only been appropriate to value short and medium-term outcomes (to 2017) deemed most credible from the evidence available.

12. Impact Parameters

It has been important to ensure that we neither under-estimate, nor over-claim the likely impact attributable to the Young Leaders Programme. So in line with the original evaluation parameters, valuations and assumptions about impact directly attributable to the Programme are focused primarily on the intrinsic outcomes achieved for the Young Leaders. We have included valuations for likely extrinsic outcomes for young volunteers and community beneficiaries for the sampled information available for community projects delivered via the Programme though these should be treated as indicative only. Furthermore, it has been important to ensure that our valuations align most directly with the core purpose of the Young Leaders Programme which essentially sought to encourage positive personal development for participants and achieve stated goals relating to teamwork, leadership and volunteering skills. As such, we have drawn on credible outcome frameworks that best help to shine a light on the nature of change created for Young Leaders including the Framework of Outcomes for Young People,⁴ the National Accounts of Wellbeing,⁵ the National Centre for Social Research's Framework used to evaluate vInspired and finally the Volunteering Impact Assessment Toolkit.⁶

The evaluators have also drawn heavily on the growing body of evidence and technical outcome valuation led by the Social Return on Investment Network in identifying relevant connections and 'proxies' for this Programme. From available theory on this matter, it is reasonable to suggest that youth volunteering is expected to provide social and political (civic engagement), economic (employment outcomes) and personal (health and wellbeing) impacts. Similarly, there appears to be sufficient agreement amongst experts that outcomes for young people (16-25) are affected by a range of inter-related developments – personal, social and educational – that the Young Leaders Programme both contributed to, and was affected by. Within this context, the following valuations have been estimated.

2 79 Young Leaders that completed the Programme plus five that left the Programme but whose outcomes it has been possible to track (in Aberdeen)

3 40 discrete projects were delivered but five were delivered in multiple phases meaning that it is best to think of this as 48 community projects in total – collectively these reached at least 2,443 young people and adults in local communities. In addition, five Young Leaders delivered 'Individual Challenge' projects that reached at least 610 known beneficiaries (including young people in schools).

4 Young Foundation, January 2012. This Framework includes 7 clusters of outcomes deemed highly relevant to the purpose of the YLP including: i) confidence and agency ii) planning and problem solving iii) relationships and leadership iv) creativity v) resilience and determination vi) managing feelings and vii) communication

5 There are two key domains in this framework i) personal well-being and ii) social wellbeing. Not all sub-domains are relevant to the core purpose of the YLP Programme so we have focused on just these outcome areas: emotional well-being; resilience and self-esteem; positive functioning and supportive relationships. These break down further into relevant areas including positive feelings, absence of negative feelings, self-esteem, optimism, resilience, competence, autonomy, engagement and meaning and purpose

6 Institute for Volunteering Research

13. Value of impact for Young Leaders

The value of the Programme can be approached in two ways. Firstly, what value can reasonably be assumed to have been created during the lifetime of the Programme itself?

Secondly, what future value might reasonably be attributed to the Programme on the variety of audiences it has enabled or inspired – ‘legacy’. This legacy will manifest itself in a number of ways for a number of audiences as a result of the shared experience which they can utilise in their lives at work, in education, in employment and in their communities – and in the way they treat others. The main areas that could be valued for the Young Leaders are illustrated in Table 1:

Table 1: Value created for Young Leaders⁷

Impact for Young Leaders and value created	Within the Lifetime of the Programme per Person (2010-2012) ⁸	Impact during the next 5 years to 2017 per Person ⁹	Total Valuation per Person 2010-2017 ¹⁰
Improved emotional wellbeing, resilience and self esteem (including confidence), positive functioning, supportive relationships and more satisfying life	£751.74 ¹¹	£1,690.99	£2,442.73
Improved educational prospects – transition to tertiary education [college or university]	£717.67	£3,228.70	£3,946.37
Improved work prospects – ‘transition into work’ helped by the experience	£74.14	£333.55	£407.69
Improved employability skills comprising: leadership, teamwork and communication skills ¹²	£824.94	£3,711.29	£4,536.23
Improved planning and problem solving and creativity skills	£526.94	£2,370.63	£2,897.57
Improved awareness of cultural, diversity and disability issues	£339.15	£1,525.79	£1,864.94
Propensity to volunteer again	Not applicable	£953.29 ¹³	£953.29
Total Young Leader outcome valuation [valuations calculated for 84 known positive outcomes]	£3,234.58 p.p [£271,704.72]	£13,814.24 p.p [£1,160,396.16]	£17,048.82 [£1,432,100.88]

The valuation suggests that by 2017, if the legacy manifests itself for these young people as expected, for every £1 invested in the Young Leaders Programme £1.43 of social value can be created.

The valuation should be treated as indicative only. It does not attempt to capture value for every possible outcome that ‘may’ have occurred for Young Leaders, rather focuses on those outcomes deemed ‘material’ and that can be credibly forecast. The valuation suggests that by 2017, if the legacy manifests itself for these young people as expected, for every £1 invested in the Young Leaders Programme £1.43 of social value can be created. This is only a

part of the picture. More significant value may have been created for those young people achieving positive outcomes but who started from a position of ‘deeper’ diversity and disadvantage. The following focus on the Aberdeen group seeks to convey this point.



“The Programme has turned their lives around. At the Graduation Ceremony in September 2012 there was not a dry eye in the house. The Young Leaders moved the audience with their stories and how the Programme had turned their lives around.” Jackie Whiting, Aberdeen Foyer

⁷ Footnote: for more information about the valuation model and calculations used in this table please contact Skyblue Research Ltd (www.skyblue.org.uk)

⁸ The figure presented in this column are ‘average’ figures per Young Leader which may mask very important differences depending on the socio-economic circumstance of each individual. The table has drawn on SRol principles and ultimately identified financial proxies relevant to the outcomes identified for Young Leaders. In addition a range of judgements had to be made regarding ‘deadweight’ (would the outcome have happened anyway), ‘attribution’ (the extent to which the outcome can be apportioned directly to the Programme as opposed to other contributory factors). A number of proxies from sources including the ‘VOIS database’ and nationally published research relating to SRol measures for young people / youth volunteering outcomes have been considered and used to check the assumptions needed for the valuations

⁹ This is a projection of the value of these outcomes allowing for reasonable assumptions about ‘drop off’

¹⁰ We have calculated this by applying the positive outcome rate for the Programme i.e. 84 Young Leaders

¹¹ This figure has been calculated using the National Accounts of Wellbeing as a basis for the valuation model

¹² Valuations for employability skills have been aggregated where relevant proxies for leadership, teamwork and communication skills could be identified

¹³ Based on 3 hours per week volunteering valued at the current national minimum wage

14. The Aberdeen 'Hub' – greater value may have been created

A group of 15 young people were engaged in the Young Leaders Programme from Aberdeen. Six completed the Programme, delivered 5 very worthwhile local projects together and ultimately took on the prestigious role of 'Games Maker' at the Games. Although nine left the Programme at different intervals, at least five of these went on to secure positive outcomes in the form of part- or full-time employment.

It is important to reflect on the fact that this group of young people faced significant challenges including 4 who were not in education, employment or training; two that were homeless; one an ex-offender; 2 had learning difficulties; 1 mental health issues; 1 lone parent; 1 young carer; 2 in or leaving care; and the majority were from low income families. The socio-economic profile of this group was significantly different to that of the other hubs (Hull and London), and as such it is highly likely that if a rigorous social return on investment study for just this group of people was carried out, we might find that the value of outcomes from just these young people alone could impact significantly (upwards) on the overall 'average' valuations of the Programme provided in the study.

- For example if the 4 young 'NEETs' each had positive outcomes (employment, education, training) and attributed a great deal of that outcome to the way in which the Young Leaders Programme developed their confidence to acquire new skills, self efficacy and other capabilities, then the cost saving to the State could very reasonably be in the region of £100,000-£150,000 just for these individuals within the medium-term legacy horizon being examined for this study. Neither does this take account of the well-reported 'wage scar' that regrettably follows many of these people through their lives if they cannot break the cycle.
- Another real life example we were told about was that one of the young people suffered from mental health illness and started the Programme having previously been sectioned, and was in the Co-ordinator's expert view, on a firm trajectory towards being sectioned again had the Programme not "saved her life". It is not unreasonable to suggest that just by transforming the fortunes of this one person – and their direct attribution of that change to the



Programme and its skilful personnel – cost savings over the next 5-6 years are in the order of at least £31,200 and could feasibly be as high as £150,000¹⁴ depending on the type of sectioning involved and how that might have persisted without positive intervention.

- Finally, had the one known ex-offender gone on to re-offend, a modest valuation of the costs associated with any teenager involved in criminal activity without custodial sentence is £13,000 per annum. Depending on the persistence of offending behaviour this can also easily escalate therefore over a 5-6 year time horizon.
- It would not have been appropriate to take the above more isolated examples, and extrapolate across the Young Leaders Programme because clearly the group composition across the hubs are not homogenous, but nevertheless, we hope these 'exceptions' serve to highlight that if anything, our calculations of overall social value enabled by the Programme are likely to be an under-estimate.



14 E.g. a typical 4 week stay on psychiatric ward is £6750; an alternative used for the lower scenario was the £5,200 annual cost of cognitive behavioural therapy (CBT) with a voluntary provider



15. Young Leader Perspectives

The evidence collected throughout the Programme suggests strongly that the experience and outcome for Young Leaders was by no means uniform; and that in simple terms, 'those who put more in appear to have got more out'. This is exemplified amongst Young Leaders 'at most risk' when they started the Programme and equally amongst 'high fliers' who grasped the opportunity and genuinely committed as much as they were able to try everything.

One of the Games Makers described their experience below:

"It was great to get to work in the [Olympic] Park every day, to experience the buzz and help people from all around the world was a great experience. The park was incredible from the moment you walked in, in the morning and saw the stadium it brought home that the London 2012 Games were here. It felt like we shouldn't have been there even though we were allowed!"

The evaluation of the Young Leaders' progress was designed to capture improvements in their skills and knowledge over time. The results suggest that increases in some areas – for example, knowledge about volunteering and leadership, trying new things and teamwork – increased and continued to be generated incrementally beyond the end of the Programme. Young people demonstrated good progress towards their selected goals, and gained both tangible and intangible benefits (summarised in the illustration below).

'It literally has improved myself as a person. Gained so many skills and friends that will be there in years to come'

For around a quarter, volunteering will remain a firm part of their lives suggesting the development of a 'habit for life'. What is equally clear is that the Young Leaders Programme has equipped most young people with capabilities that far exceeded the Games Maker requirements; in line with the wider social objectives and motivations of the sponsor and delivery partners.

Interview preparation



The young people chosen to become Young Leaders embarked on the process with a relatively high degree of confidence. Their experiences on the Programme enabled them to further develop this confidence to learn or try new things. Challenges have been encountered along the way, for example, recruiting community volunteers, and this is reflected in the survey findings.

Participants felt well supported throughout the duration of the Young Leaders Programme. Acknowledging that the Programme placed them under time pressure, Young Leaders provided tangible examples of how the experience of the Programme and the opportunities it created for them, helped them to progress, both inwardly and on their career or education journey.

"The children [that we met during our community project] seemed to really enjoy all the different activities and it was clear to see that they hadn't had an event like this before in their centre so it was a huge privilege for us to have taken part in making a difference..."

The Young Leaders, as a result of the Young Leaders Programme gained a range of benefits that we can describe as human capital. For example, by the end of the Programme 89% reported that they were “knowledgeable about volunteering and leadership” this compares to 58% saying the same thing at the start of the Programme in September 2010.¹⁵

“...Learning new skills that have helped me outside of the project as well as within.”

“The opportunity to volunteer at the Games has given me an inspiration to do more and I will be volunteering in a nursing home.”

Overall, 33 out of 39 Young Leaders (85%) considered their public speaking skills to have improved, while 34 from 39 (87%) perceived improvements to their event management and leadership skills.

“It has definitely helped with my public speaking skills as I have spoken at events that I would never have had the courage to do 2 years ago.”

The Young Leaders also developed ontological capital – their sense of self or self belief – through the Programme in terms of their honesty (keeping promises), their confidence in themselves and their leadership qualities, and their determination. Honesty (‘when I make a promise I keep it’) rose from 89% to 97% and confidence also showed a continuous increase from a starting point of 64% to 82% by Programme end. Other ontological capital has been generated in terms of some Young Leaders’ feelings of self-determination and independence:

“As a team, we proved to ourselves that we are capable of organising a big logistical task. I’ve learnt to aim high and dream big – as cheesy as that sounds, it’s true!”

“I have learned a lot about myself and have more faith in myself as the result.”

“Don’t get ‘hung up’ on something if there’s a problem – there’s always a solution”

There is some evidence of social capital being generated by the Young Leaders Programme; with some Young

Leaders noted that as a result they had become more sociable, made new friends or met new people or new communities:

“There is nowhere else I could have got the chance to work with a variety of young people working towards the same goal.”

“It has created opportunities to see different parts of the country and to meet lots of new people.”

Finally, civic capital, where Young Leaders perceive themselves to ‘fit’ within their communities was also created. Interestingly, two

questions around civic capital; around keeping people safe, protecting the environment, and speaking out against perceived wrongs, demonstrated an increase during the Programme, but dropping off in the last six months when the Programme made way for the Games Maker experience and there was less of an emphasis on delivery of local community projects.

‘The chance to give back to the community around us, while allowing us to strengthen skills which are vital for our future such as confidence and self esteem’



¹⁵ Based on responses from 72 and 39 Young Leaders respectively

16. The Value of Impact for Young Volunteers

A total of 209 young people were successfully recruited as volunteers by Young Leaders to help plan and deliver at least one community project. For the most part, these were people that were within or closer to Young Leaders' own friendship group or peers.

One of the key learning lessons for the Programme – shared at the interim stage – was that a significantly greater amount of time and support was required to enable Young Leaders to confidently recruit volunteers outside of their friendship group to activate them in local communities. Having said this, the 209 young volunteers who were engaged have reported enjoyable and worthwhile experiences that have created value for themselves and, over time, their communities. The main areas that could be valued for the Young Volunteers, based on sampled information and surveys received from this group are illustrated below:

Young Volunteers

- 80% of Young Volunteers stated that they had been inspired to volunteer again in future
- 87% stated that they believed that the project they had volunteered in had been beneficial to the community
- 71% stated that their confidence had improved
- On average each Young Volunteer contributed approximately 4 hours of time to a community project

The valuation is presented slightly differently than for the Young Leaders as it is simpler to present value for the whole group of Young Volunteers for the smaller number of material outcomes identified.

Table 2: Value created for Young Volunteers

Impact for Young Volunteers and value created	Within the Lifetime of the Programme (2010-2012) Total Value for the Group	Impact during the next 5 years to 2017	Total Valuation 2010-2017
▪ Increased propensity to volunteer again	£3,076.48	£285,987.89	£289,064.37
▪ Sense of pride and achievement from delivering a community project	£36,184.17	£67,145.25	£103,329.42
▪ Confidence from acquiring new skills	£13,503.49	£17,124.00	£30,627.49
▪ Increased sense of belonging and responsibility to their local community	£22,908.49	£36,984.03	£59,892.52
Total Young Volunteer outcome valuation	£75,672.63	£407,241.17	£482,913.80

The valuation should be treated as indicative only. It does not attempt to capture value for every possible outcome that 'may' have occurred for Young Volunteers, rather focuses on those outcomes deemed material and that can be credibly forecast.

The valuation suggests that by 2017, if the legacy manifests itself for just these 209 young people, they will deliver around £483,000 of social value chiefly owing to the way in which their participation in the Young Leaders Programme inspired them to want to do more volunteering than they would have otherwise. In the valuation we have catered for a scenario where young volunteers who said they would likely volunteer again actually choose not to, so the valuation is again likely

to be a modest estimate. If every young volunteer that said they would do more volunteering in future actually fulfilled that commitment to 'average' formal or informal volunteering levels and regularity the valuation could reasonably double in the period to 2017, but without further evaluation in the future, this could not be asserted with confidence.

Other studies have shown that stating an increased interest in volunteering does not equate to a 100% follow-through to action on the part of these community and volunteer respondents. Statistics from Volunteer Centre Westminster for 2009-10 indicate a 34% conversion rate between seeing a potential volunteer and their registration.¹⁶ If we apply that rate

to the community participants more interested in getting involved in local and community activities, we see that the projects returning surveys in the Young Leaders Programme may have generated an additional 74 volunteers for future community projects.

In addition, the young volunteers recruited to this are perhaps more likely to convert intent into action, as they have already been engaged in volunteering through the Programme. New York Cares have found that 45% of those who attend an initial 'activation' go on to immediately sign up for an assignment.¹⁷ Applying this higher rate to the young volunteers, these projects may have activated an additional 37 young volunteers from this population.

16 http://www.volunteer.co.uk/Mobile/default.aspx?group_id=113693&article_id=211080

17 <http://gettingattention.org/articles/1429/volunteer-communications/13-steps-effective-volunteer-communications.html>

17. Young Volunteer Perspectives

"It has opened my eyes to voluntary work."

Young people taking part in community projects also responded to the evaluation. Overall, their findings paint a positive picture of their interaction with the Young Leaders Programme; more aware of the opportunities that the Olympic and Paralympics would bring and demonstrating greater inclination to volunteer than before.

"I have 2 years left at University, and in my final year I hope to do a voluntary placement with a non profit organisation."

A range of capital has been enabled for young volunteers as a result of the Programme – with willingness to try new activities (79% agreeing), and work with others of a similar age (72%) the key human capital gains. Additionally, 71% of the young volunteers believed that working with the Young Leaders on community projects had developed their skills.

Civic capital has also been generated in terms of a corps of enthusiastic young volunteers who are keen to carry on volunteering (80%), have a greater sense of responsibility towards making their community a better place (75%), and over four in five (87%) who would recommend volunteering to others as a result.

Half improved their knowledge of the Olympics and Paralympics.

"I definitely want to get involved in more Olympics – I might even go down to Rio for the next one!"



18. The Value of Impact for Local Communities

Young Leaders delivered projects in communities around Aberdeen, Hull and London that were enjoyed by at least 3,053 young people (under 16 years of age) and adults. These projects were incredibly diverse including a mix of physical and social initiatives (see case studies on the next pages), but they were all bound by the common objective of encouraging Young Leaders to use, and apply the values of the Olympic and Paralympic Games (respect, excellence, friendship, courage, determination, inspiration and equality) and bring them to life in their local communities. The ideal was to inspire other local people to become more active in their own communities thus creating the potential for expanding the longer-term impact of the Programme.

Legacy Impact in Communities	Within the Lifetime of the Programme (2010-2012) Total Value for Beneficiaries	Impact during the next 5 years to 2017	Total Valuation 2010-2017
▪ Increased propensity to volunteer or be 'active' in their local communities	Not applicable	£1,811,243.94 ¹⁸	£1,811,243.94
▪ Changed perceptions and awareness of cultures, young people and disability, diversity	£602,426.16 ¹⁹	£643,380.01 ²⁰	£1,245,806.17
Total community outcome valuation	£602,426.16	£2,454,623.95	£3,057,050.11

▪ Of 2,448 beneficiaries reached through 40 Young Leader community projects during 2011, just under two thirds (63%) were young people including primary school children and teenagers from different school and non-school based environments. Just over a third (37%) of beneficiaries were adults, typically attending events organised by the Young Leaders to challenge perceptions, attitudes or raise awareness of specific issues such as mental health, diversity, disability or social issues such as the affects of alcohol.

▪ Of 610 additional beneficiaries, engaged through slightly differently oriented projects known as 'Individual Challenges', the majority were young people (90%) and the balance adults.

Through survey work with a total of 310 beneficiaries (114 adults and 196 young people) we have been able to identify the key outcomes through a self-reported process typically at the end of, or very soon after, their participation in the local community project delivered by a Young Leader. The evaluators were looking to see if the project had created any immediate or likely change for them

in the near future, whether this be in terms of thinking differently about issues, having a different attitude about young people because of the way in which Young Leaders behaved, and whether their attitudes towards volunteering had been affected. Given the parameters of this evaluation, we are only able to value certain material outcomes and project those forward to 2017 and these are detailed in the above table.

This is unlikely to be an exhaustive list of actual outcomes that could arise from participation in the local projects, but without further follow-up evaluation it would be inappropriate to make assumptions that might impact unduly on the valuation. It is our belief that over time, improved community trust, belonging and cohesion may be an outcome, but we cannot predict that wider result or attribution to the Programme within the scope of this evaluation. The next section does however highlight some very positive indicators that legacies outside of the formal valuation could feasibly be formed over the coming years.



"Volunteering is for anybody, it's simple, fun and incredibly rewarding."

¹⁸ This figure uses survey findings and intent to volunteer statistics as a basis for calculation tempered by the reality that not everyone who says they will do something, actually goes on to do it - a reasonable proxy of 34% conversion has been applied

¹⁹ Equality and disability awareness training revealed preference valuation has been applied as the basis for this calculation

²⁰ Assumes continuing outcomes only for those community beneficiaries who actually go on to volunteer

19. Community Perspectives

Collectively, it is estimated that these 40 projects actively engaged an estimated 2,448 beneficiaries.²¹

Sampled survey results found the following short term outcomes:

Adults

- 84% have a more positive view of young people
- 76% have more trust in voluntary projects and organisations
- 74% are more interested in getting involved in local activities
- 54% are more likely to become a volunteer
- 69% are more aware of people from other cultures
- 66% have a better understanding of disability
- 74% have a better understanding of the values of the Olympic and Paralympic Games

Young People

- 67% would like to help with a community project in future
- 85% said they would like to do projects or activities like this more often
- 59% are more aware of people from other cultures
- 56% have a better understanding of disability

What is also extremely encouraging is that 91% of beneficiaries reported that the role of the volunteers (the Young Leaders and Young Volunteers that assisted them) was 'crucial'.

The responses captured from Adult and Young Volunteers taking part in community projects show a range of positive outcomes from participation and a propensity to do more, if so directed and 'activated'. Human and civic capital has been created in communities through raising awareness, changing perceptions of young people and voluntary projects:

"We need more events like this to further involve our community and increase the love between fellow citizens."

An increased interest in becoming involved in local community activities and volunteering was also another outcome suggesting strong potential for legacy:

"This experience has really helped me understand the organisation needed to run such an event. It's been really meaningful to take part in something many enjoyed."



²¹ This estimation is based on sampled information collected from 16 of the 43 projects, and cross referenced with all available beneficiary information collected by Young Leaders and Coordinators who volunteered this information where it has been possible to monitor e.g. at different events that formed the core of most community projects. This figure uses an average proxy of 60 beneficiaries per project (40 projects) though in reality it varied from 10 to 140 beneficiaries subject to the type of project being delivered. This figure does not include beneficiaries who were passively engaged e.g. one project delivered 2,000 leaflets in a community but it was not possible to determine whether, in of itself, the leaflet created a change in attitude or awareness. This figure also does not include the 610 beneficiaries engaged through 5 Individual Challenge projects delivered in 2012 by 5 Young Leaders

20. Community Perspectives – Selected Case Studies

Overall, 14 case studies have been produced by the evaluators, derived largely from the evaluative work undertaken by the Young Leaders themselves. Young Leaders helped derive the type of evaluation they would like to undertake for their community project, and were supported by Skyblue with a specially developed website, guidance and evaluation materials enabling them to conduct pre-, during and post-project evaluation as they saw fit.

This sometimes included formal surveys, sometimes they did mini-reports, others carried out filming whilst some preferred to blog about their experience and what their projects had done for them and their communities. Here is just a small selection to give a flavour of the type of inspiring activities they have created, led and delivered.

Case Study 1: Playground Leadership – Project Evaluation

"Meeting competitors in the Olympics inspired the children and made it more special. The children responded well to youth leaders because of their closeness in age."

The Playground Leadership Project aimed to teach young children the value of leadership and challenge them to question what attributes constitute a good leader. Through interactive discussion and game play, the Young Leaders demonstrated, to a group of year five students, how to be an effective and positive leader.

The project leader for Playground Leadership was Deborah Ayodele from Newham. Deborah estimated that throughout the day planning and interpersonal skills were gained by all age groups as well as lots of enjoyment and rapport built through the various game play. Astoundingly, 100% of the under 16s thought the project was good because the volunteers know what young people need and enjoyed, and 80% were more excited about the Games.



"The young leaders really came together and worked great as a team themselves and adapted where necessary..." Ben Quilter (Athlete Supporter)

Case Study 2: Christmas Dinner Project Evaluation Report

The Christmas Dinner Project took place on 16th December 2010 where Young Leaders, Young Volunteers & youth centre staff prepared a meal for 45 11-19 year olds. The Project leader was Nicole Clunie from Hull. Nicole estimated that seven volunteers were recruited along with one adult volunteer, two of whom contributed between 8 and 16 hours help. They carried out a variety of roles from preparing vegetables

to giving out information on facilities available in the area for young people

"It's great that the Young People have been given the opportunity to play a part in the Olympics."

Feedback from the event was extremely positive. Two volunteers commenting on how much Nicole's confidence has improved since becoming a Young Leader. One stated for example, "She has done a great job of leading on this



project." Nicole commented that everyone who attended the event had a great time, while an attendee said:

"I met all my friends and people I did not know from the Olympics, and we had a meal together."

Case Study 3: Ashgrove Children's Centre – Project Evaluation

The group of young people who attended and volunteered were polite, good humoured, respectful and completed their volunteer tasks with a conscientious and professional attitude. I am very impressed...

The Aberdeen Young Leaders and volunteers worked through a summer and autumn to transform then create a safe play area. This involved painting, levelling ground and gardening. Eight young volunteers and three adults gave their views about the project. Young Leader Lewis Brown described one typical session: "it was a great day

and everyone went home happy and covered in 'forest green' paint after working hard all day."

Five volunteers got involved with the programme through their youth worker. The remaining three were asked to participate by one of the Project Leaders. Young volunteers had a range of motivations for getting involved; for example four volunteers came via Prince's Trust Team challenge. Every young volunteer recruited said that as a result of the project their feeling of responsibility towards improving their local community had increased and all felt that the project had benefited the community. Seven of the eight were keen to volunteer again.



"To start with I didn't know what to make of volunteering but I wanted to find out what it was like so I went along to help with the project. I didn't know anyone else there at first but I wasn't shy and just got on and spoke to people... After a long, hard day's work it was good to see the little children enjoying their new, prettier, more colourful playground."

Possible legacies from the Community Projects in Aberdeen

Once again, we shine the light on Aberdeen, because of the availability of in-depth data and evidence to support the needs of this final evaluation report. We have learned that five projects were successfully delivered by the team of Young Leaders in a model that promoted collaborative leadership and teamwork. Here are some of the outcomes created:

- The first project saw them create 'from scratch' through cold, harsh weather, a brand new 'low ropes' adventure walk that created real confidence and team-building between the group. We have since learned that in a twelve month period 500 young people aged 7-11 years from local schools, and adults aged over 50, used the low ropes course that they would never otherwise have had the opportunity to experience in their locality. Modest predictions suggest that the project – enabled by the Young Leaders – will be enjoyed by between 500 and 1,000 people for at least the next five if not ten years given the likely lifetime of the course before it requires a refresh. This will generate considerable extrinsic outcomes for the 2,500 to 5,000 people who will experience them by 2017.

- The second project saw the Young Leaders improve a physical space within a children's centre that caters for young people aged 3-5 years with brain damage and mental health issues. The space has added value to the infrastructure that was already there and has been reported as creating fun, enjoyment and relationship outcomes for the 70 young people and their families and staff that have already used the space in the first 12 months since its completion. Once again, the Young Leaders are leaving a practical, physical legacy to be enjoyed by hundreds of young children for years to come, something they are extremely proud about.

- The third project sought to challenge the negative perceptions and stigma associated with mental health

and required Young Leaders to present to, and deliver a talk, to what was described as 'a very tough audience' of 13-14 year old teenagers. A very different type of project compared to the two delivered previously meant that the Young Leaders acquired different types of skills (especially communication) and had to use some of their growing confidence to talk to a slightly younger age group dealing with a tough life-subject. It also allowed them to form their own views and attitudes and awareness of mental health issues.

- The penultimate project required the Young Leaders to engage with young people aged 8-12 years to try something many of them had never tried before; namely 'extreme sport' in the form of climbing, urban BMX, skating, essentially activities that would allow individuals to confront fears and overcome them. Young Leaders reported that this project gave them something the other projects hadn't; namely an appreciation that you really have to be patient when working with other young people in this age group. The activity involved 45 young people and their parents, and is a repeatable experience now that the model has been created locally.

- The final project was possibly the most emotional as the Young Leaders planned and delivered a mini-Olympics day at Clan House – a centre that provides respite for children suffering from cancer and their families. Never tried before, this activity created an 'extra dimension' to the experience provided at the centre and was enjoyed by 50 children, their parents and staff alike.

"The Young Leaders Programme has given me direction and meaning to my life and an experience that I'll never be able to experience again."



21. The Impact of the Young Leaders Programme on Adult Volunteers

Two groups of Adult Volunteers were engaged as part of the Young Leaders Programme; BP employees were recruited by their employer to take on a leadership coaching role and Athlete Supporters were recruited by the Dame Kelly Holmes Legacy Trust.

BP Coaches

In total, 100 BP employees were successfully recruited as Coaches providing structured support (averaging at 30 hours per Coach during the Programme²²) to Young Leaders towards their personal development goals. It was hoped that these Coaches would also benefit from the experience in a number of ways: being able to speak positively about their coaching experience and learning from it; developing their leadership skills and being to apply these skills in their workplace; and hopefully an increased propensity to volunteer in future.

From surveys carried out throughout the Programme²³ we may conclude that these impacts have been achieved to varying degrees for different Coaches. The experience was far from uniform and valuable learning lessons were shared formatively during the Programme about the types of Coach / Young Leader relationship that appeared to work well or not so well. Effectiveness was seen to revolve around the regularity and quality of contact time between both parties.

"We have a very strong relationship, she can ask me about anything, and we have both gained a lot from the experience. We will keep in touch as she goes to university and hopefully beyond. She has been very open to coaching and has taken a great deal on board."

A sample of Coaches reflected after the Programme that the most important ingredients for their coaching role had been listening skills, a commitment to continue supporting the young person even when they found it challenging, empathy and patience, the ability to start a dialogue and have an effective

"This has increased my awareness of how much is needed within each of our communities and how much more we should be giving."

"I am very proud that my company recognises and takes time to do this sort of work, and I would still do this again."

BP Coaches

- Sustained Skills Gains During the Programme
- Creativity skills
- Listening for and integrating diverse perspectives
- Giving and receiving honest feedback to / from others
- Setting clear direction, goals and priorities
- Managing risk; ability to simplify / reduce complexity
- Encouraging others to find solutions for themselves
- Leadership skills

conversation, a positive outlook, and enthusiasm to work with a young person. As such, it is perhaps unsurprising that there were some observed and positive changes that took place for some of the Coaches as a result of their experience.

The Programme has also led to shifts in attitude amongst some of the Coaches; towards young people, their community and also towards work colleagues:

"I am more focussed on giving a diverse range of applicants an opportunity in the workplace."

"I am less inclined to think young people in this community are trouble!"

In fact, the Programme appears to have affected attitudes towards personal and corporate social responsibility too:

There is likely to be a legacy for some of these Coaches, for BP as the end employer and for the young people they have worked with to support during the Programme. The most likely short to medium term effect will be the application of skills and learning in the workplace, particularly in the way in which the Coaches listen to others and respect their opinion:

"It has made me reassess how to receive/give advice and support effectively."

A small minority were able to see the direct value of this Programme to their future career prospects which may also occur over time through application of the skills and learning they have gained:

"My experience in coaching will set me up for future managerial positions."

²² The range of time spent varied considerably however from less than 16 hours to well over 100 hours during the lifetime of the Programme in individual circumstances

²³ Coaches were surveyed at three points throughout the Programme, in August 2010, April 2011, and August 2012. 68 respondents completed at least one survey in this time.

But the more lasting legacy is perhaps that more of these individuals (around half of participants) will volunteer again, particularly in their local communities or with BP, and volunteer more than they did prior to their Young Leaders Programme experience.

When asked what sort of opportunities they would be interested a variety of ideas were expressed:

"Volunteering at local schools. I have already signed up for the Schools Link programme."

"Glasgow 2014"

Nearly three quarters of Coaches (73%) responding to the post-Programme survey thought that the impacts they had experienced would not have come about for them either at all, as quickly or as extensively without the Young Leaders Programme, suggesting that for these employees some real additionality has been created. And finally, if it helped BP in future to further convey the value of this type of volunteering experience to other employees, 13 of the Coaches reported interest in the potential of 'telling their story' through a case study approach. One of the thematic threads likely to arise from such narratives would be the way in which the Programme has affected Coaches' knowledge, attitudes and behaviours in respect of diversity:

"It was nice to have a bit of diversity, and to do something for someone else rather than be focussed on P&L."

"My work life will be more enriched through working with someone very different to myself during the Programme"

"My work life will be more enriched through working with someone very different to myself during the Programme"

DKH Legacy Trust Athlete Supporters

The strategy for recruiting and engaging Athlete Supporters changed quite early in the Programme when it was recognised that there would be increased benefit from using the Programme's investment to focus on a smaller cohort (11 rather than 15) of athletes that would be willing to wholly commit to the process of supporting Young Leaders. It is one of the most compelling findings of this study that the athletes have genuinely inspired these young people. It has to be regarded as one of the most successful ingredients of the overall Programme concept and structure, and this is reported time and again by the Young Leaders and local Coordinators:

"She was a great teacher and great fun. She is a great role model to follow."

"They have been spot on; inspirational; and so generous with their time."

But as well as creating benefits for the Young Leaders it was always hoped that the athletes would also be affected positively by their experience – by developing their skills as they transitioned from being athletes (Olympians and Paralympians) to the next stages of their careers; to help them use their inspiring experiences to connect with their desire to 'give back'; and specifically to gain experience of working with young people.

Evaluation with Athlete Supporters has included qualitative conversations at the start and end of the Programme with opportunities to informally update on their formative progress at a number of the milestone events that were staged. At the start of the Programme, the key motivation for the Athlete Supporters was the opportunity the Programme afforded them to provide guidance and inspiration to young people. Other motivations included a chance to take up new challenges and opportunities, and to gain experience of working with young people to benefit the athletes' own development. Athletes' own expectations of impacts for themselves focused on increasing their confidence and gaining valuable experience.

"I remember the Graduation event and how proud they all were – one of the Young Leaders specifically mentioned me; I felt very humble because it's easy to forget what impact we have. I'm definitely motivated by the project – they've all got such a great story to tell!"

"I would hope that I'll be able to provide the Young Leaders with the motivation and support that they will need on this Programme to go away into their community and engage with other young people and inspire them to volunteer..."

"I can use my experiences of highs and lows and my individual personality to inspire people to continue, to give their best, to try new things and encourage them to stay motivated throughout the project even at times it might be difficult..."

When athletes described how they felt about the prospect of being an Athlete Supporter, key emotions across all the athletes were pride and excitement. One commented that it was better to be part of the Programme from the start, as this provided the opportunity to see the Young Leaders develop and grow both in their ideas and as people.

All of the Athlete Supporters said they were at least quite confident that they were fully equipped for their role at the start. Prior to getting involved in this Programme, the athletes generally had more experience of teaching, coaching and mentoring roles than specific work with young people, and it was an anticipated impact of the Programme that they would have opportunities to gain that experience.

Each opportunity the evaluators have had to discuss progress with the Athlete Supporters, they have reaffirmed the positive experience of being engaged in the Programme, and for some, it appeared to become a higher than expected life priority for them demonstrated by the

additional time and support they gave above and beyond contractual obligations. This was most notable when Young Leaders needed support to get their local community projects off the ground. Just having the athletes involved helped created a bit of a media buzz and helped generate much-needed positive awareness of the local projects that would have been unlikely to happen otherwise.

Detailed interviews with three of the Athlete Supporters soon after the Paralympic Games finished suggested that they had benefited from a range of positive outcomes including development of skills:

"I've definitely improved my communication skills - especially talking with young people."

"I've broadened my experience of dealing with a broader demographic of people."

The three athletes highlighted a range of skills, knowledge, personal attributes, and experience they had gained through the Programme: including communication and

interpersonal skills, an even more hard-working mentality, experience of working with young people, and (through their observation of the training team at Young Leader residentials and milestone events) a better understanding of teaching techniques and materials.

The Programme also appears to have delivered on the emotional expectations of the athletes and their motivation for wanting to give something back:

"Like these kids I come from a place known as a tough area - I wanted to show them that nothing is impossible and give something back."

"It was great to be part of helping the young people develop - I got a real sense of pride out of watching their progression."

All three athletes felt motivated and inspired by working with the Young Leaders, and were able and willing to share stories about their experiences that had particularly chimed with them. A small selection of those stories is included here:



"I particularly enjoyed going to the first residential and then going to help with the community projects – it was great to see the Young Leaders' work together bearing fruit."

"I remember turning up for a project outdoors in the winter and seeing three tonnes of mulch to spread around an area of grass – and eight spades! It was hard work but great to share the experience with the Young Leaders."

"I kept in touch with a couple of Young Leaders during the event via Twitter – it was great to see them enjoying it and using what they've learned."

Finally, it is extremely positive to find that a two-way process of inspiration has occurred. Not only have the athletes inspired the young people they worked with, but the young people appear to have inspired the athletes in at least equal measure.

"The very same pupils I was there to inspire were actually my inspiration – I think it was the warmth, enthusiasm and dignity which they displayed in abundance."

(Darren Harris, DKH Legacy Trust Paralympic Athlete Supporter, in Greenwich)



22. Conclusion: Programme Performance

How has the Programme performed in relation to the achievement of intended outputs, notably, the success rate of Young Leaders in to positive outcomes (including fulfilling the role of 'Games Maker' official volunteer at the London 2012 Olympic Games and Paralympic Games)?

Key Point 1:

The Programme achieved its recruitment objective for the Programme, and exceeded its notional target for young people being retained and completing the Programme. There are strong signs of positive outcomes for more than four in five Young Leaders in terms of moving in to work, training, volunteering or tertiary education after the Programme finished.

- The Programme successfully engaged 100 young people in line with its recruitment objectives
- The Programme also successfully engaged the corresponding number of BP coaches
- The Programme's strategy for engaging athlete supporters deviated from the original recruitment objectives owing to valuable learning lessons within the first 6 months of the Programme, and instead engaged 11 (rather than 15) committed individuals to better meet the needs of all stakeholders
- 84 of these young people had positive outcomes including either completion of the Programme (79) or leaving the Programme but gaining part- or full time employment
- 62 of the Young Leaders can report they were Games Makers;²⁴ and therefore part of a very exclusive community of young people that had this 'once in a lifetime opportunity'

- Of those who could have been Games Makers an equally exciting opportunity arguably arose for them in the form of paid employment in one of the teams²⁵ deployed by LOCOG
- Similarly three young people who could not be Games Makers were given an opportunity to use their skills in a BP volunteering role within the Olympic Park instead.

Key Point 2:

The Programme did not achieve its original objectives for either the volume of local community projects delivered, or for the number of young volunteers recruited. There have been lessons learned from this experience in relation to target-setting, support processes to enable young people to recruit others from outside their friendship group, and in managing the expectations for young people to be able to commit time to deliver local projects when it competes with 'higher priority' life pressures and cycles (e.g. school / college examinations)

- Young Leaders successfully motivated and recruited 209 additional young volunteers to help them deliver a total of 40 community projects²⁶ in 2011
- Whilst these outputs are much lower than the original targets (respectively 900 volunteers and 100 projects), the formative learning captured during the Programme's delivery observed that greater gains could be created by a focusing on a

smaller number of 'more intense' or 'phased' projects delivered by Young Leaders in their local communities, essentially 'quality rather than quantity'. Evidence from those volunteering at or benefiting from events and phased projects in Hull, Aberdeen and London all point to a largely positive experience which engendered greater understanding and appreciation between generations

- Moreover, practical, logistical challenges and the increasing pressure on Young Leaders' lives in terms of completing school examination work coincided with the schedule for community project delivery and this meant that not all planned activities could be realised.
- However, almost all Young Leaders were able to fulfil a team leadership or collaborative leadership role leading at least one community project
- Despite the lower number of project and volunteer outputs, this evaluation has confirmed very encouraging signs that 'value' has nevertheless been created and that these have a good likelihood of creating a durable legacy in the medium-term.



²⁴ 60 of these were in Event Services only, one was part Event Services and partly Tribune and one in Field of Play

²⁵ Two of these roles were in hospitality, one in catering and one in a security position

²⁶ Some of these projects were delivered in discrete phases meaning that it is best to think of these as a total of 48 projects across England and Scotland

23. Conclusion: Impact on Young Leaders

What has been the impact of volunteering on the Young Leaders?

Key Point 3:

For those Young Leaders that completed the Programme and went on to be Games Makers they have received a once in a lifetime experience that they will remember for the rest of their lives. The 'magic of the Games' has created an emotional legacy for these young people that falls outside the strict bounds of technical valuation and measurement.

- 62 Young Leaders were successfully offered and fulfilled their role as a Games Maker at either (or both) the Olympic and Paralympic Games in London during the summer of 2012. These young people took their place amongst 70,000 Games Maker volunteers hailed by most dignitaries as the true heroes and face of the Games
- Qualitative research with Young Leaders after the Games confirms that this experience was, for many, both the original motivation or hook for them engaging with the Young Leaders Programme, and the fulfilment of that expectation:

"Volunteering at the Games. Unbelievable!"

"A fantastic opportunity and unforgettable memories"

"It has given me direction and meaning to my life and an experience that I'll never be experience again"

Key Point 4:

The majority of Young Leaders that completed the Programme developed a positive, measurable increase in human, ontological, social and civic capital compared to their starting position at the beginning of the Programme that has the potential to create positive legacies for them and those around them in future.

- The tracking of the Young Leaders' progress was designed in particular to capture longitudinal improvements in their skills and knowledge, with over half of the quantitative 'tracker' questions around the development of human capital. The results suggest that in some areas – knowledge about volunteering and leadership, trying new things and trying to learn new things, teamwork, and communication (particularly public speaking) skills – increased and incremental capital continued to be generated up to and beyond the end of the Programme

- Young Leaders' sense of self or self belief has improved through the Programme in terms of their honesty (keeping promises), their confidence in themselves and their leadership qualities, and their determination. Honesty ('when I make a promise I keep it') rose from 89% to 97% and confidence also showed a continuous increase from a starting point of 64% to 82% by Programme end. Ontological capital has also been generated in terms of some Young Leaders' feelings of self-determination and independence
- Young Leaders have developed a range of skills, assisted by their BP Coach (such as planning or writing a CV), their Athlete Supporter (inspiring groups of volunteers) or through their own actions running community or individual challenge projects (public speaking for example). Last but not least is the experience of being in the melting pot that was the 2012 Olympics and Paralympics; in Games Maker and other support roles, working as a team to ensure the visitor experience was second to none.
- One in five, by the end of the Programme, reported that their ability to make friends was greatly improved compared to the start, indeed going as far as to suggest that this would not have been possible without the Programme experience.
- Though not a model that could be applied for every single participant the overall 'journey' for Young Leaders appears to follow this outcome trajectory:
 - Programme Start: "Got more friends and more confidence"
 - 12 months in: "More confident, happier with myself and more well rounded"
 - End of formal training period: "Grown in confidence and gained so many new skills"
 - Post-Games: "More confident and a better leader, led to so many amazing opportunities"
- The Young Leaders Programme has equipped most young people with capabilities that exceed far beyond the requirements of the official Games Maker role, and this is in line with the wider social objectives and motivations of the sponsor and delivery partners.

Key Point 5:

The experience and outcome for Young Leaders was by no means uniform. Evidence suggests that 'those who put more in appear to have got more out'. This is exemplified most starkly amongst Young Leaders who would be deemed 'at most risk' when they started the Programme but who achieved positive outcomes, and equally amongst 'high fliers' who grasped the opportunity and genuinely committed as much as they were able to try everything that was available to them

- The evaluation has tracked the journeys of the Young Leaders from the start of the Programme to after the Olympic and Paralympic Games. Despite experiencing varying degrees and types of deprivation, disadvantage and diversity, the young people chosen to become Young Leaders embarked on the Programme with a relatively high self assessment of their capabilities. This was by no means uniform and analysis of the Young Leaders' experiences as a homogenous group tends to mask the inspiring stories and transformations that have occurred at an individual level.
- The Young Leaders' responses to the longitudinal surveys indicate that the Programme has had positive effects in developing confidence in the great majority of the Young Leaders from all locations, but especially those from Young Leaders in Aberdeen and Hull
- Some of the Young Leaders from London West who showed highest levels of self confidence and capability at the start of the Programme are also interestingly reporting highest levels of incremental change by the end of the Programme
- Change has been least observed across the London East group in empirical terms, though again this would mask important individual experiences and so should be treated with caution.

24. Conclusion: Impact on Local Communities

What could be the impact of the volunteering projects delivered by Young Leaders be on the local communities involved?

Key Point 6:

Young Leaders appear to have impacted on the views, attitudes and pre-conceptions of most of the (900) adults that came into contact with them as part of their local community projects particularly in respect of challenging views about young people in general.

- 84% of adults reported a more positive view of young people as a result of seeing Young Leaders, and Young Volunteers in action at their local community project
- 69% reported immediately after their community project that they had a better awareness of people from other cultures
- 66% also said that they had a better understanding of disability, which is an encouraging outcome given the aim of local community projects to use the values of the Games as a foundation for their development and anticipated outcome.

Key Point 7:

Young Leaders appear to have impacted on the knowledge and attitudes of the younger people they managed to reach through their community projects including young children from primary schools, secondary school pupils and other teenagers (less than 16 years) engaged in non-school environments.

- 59% of young people that attended or participated in one of the Young Leader's community projects reported a greater awareness of people from other cultures
- 56% also reported a better understanding of disability, indeed many of the Young Leader's projects delivered with a young audience in mind, were purposely designed to capture the values of the Paralympics Games and bring those to life through exciting events, sports and activities

Key Point 8:

If adults and young people that have been engaged in their local communities by the Young Leaders act on their intentions in future, then a valuable civic legacy will have been created that can benefit many more people in future.

- 76% of adult beneficiaries have more trust in voluntary projects and organisations and 74% are more interested in getting involved in local activities
- 54% reported that they are more likely to become a volunteer as a result of being involved in the Young Leader-led project experience
- 67% of younger beneficiaries said they would like to help with a community project in future and, inspired by their Young Leader-led project experience, 85% said they would like to do projects or activities like this more often.



25. Impact on Adult Volunteers

What has been the impact of volunteering on the adult volunteers who comprised employees from BP (fulfilling a leadership coaching role) and Athlete Supporters (providing inspirational support recruited via the Dame Kelly Holmes Legacy Trust)?

Key Point 9:

The experience for BP Coaches varied greatly from extremely positive to extremely frustrating. Central to the outcome for Coaches was having a meaningful, two-way and committed relationship with their Young Leader.

- The relationships achieved between BP Coach and Young Leader varied considerably, with each pairing able to contribute different things to the process (of which time spent is just one measure). Engagement every two to three weeks was considered optimal, but two thirds did not achieve this for a range of practical, logistical reasons and because of other competing 'life' issues and pressures for both parties.
- Success factors identified by the BP Coaches – that young people bring enthusiasm and willingness to learn – cannot be guaranteed among those from disadvantaged backgrounds – and trust can take time to develop. Coaches were able to share a range of practical skills to those young people who cared to listen; including interview preparation and planning.



Key Point 10:

There has been a sustained uplift in eight skill areas throughout the Programme experience for Coaches.

The longitudinal survey process that asked Coaches to self-assess their capabilities in 18 pre-determined skill areas found that there have been incremental self-reported increases in these areas: creativity skills; listening for and integrating diverse perspectives; giving and receiving honest feedback to / from others; setting clear direction, goals and priorities; managing risk; ability to simplify / reduce complexity; encouraging others to find solutions for themselves; and leadership skills

Key Point 11:

There is the potential for personal, professional and community-oriented legacies to be created as a result of the benefits and impacts reported by those BP Coaches that were able to complete their role successfully with their Young Leader.

- 73% of BP Coaches successfully completing their role and taking part in the final longitudinal survey process said that the benefits they reported in terms of skills, an increased awareness of community and diversity would not have come about without the Young Leaders Programme. This already effects, and will continue to effect the way they relate with other people, notably their work colleagues
- Half of the BP Coaches expressed intent to volunteer again and / or do more volunteering than they had previously as a result of their Young Leader experience – particularly within their local communities where appropriate opportunities arise. This is because many report a heightened level of awareness and understanding of social issues that exists in the area they spend their working lives.

Key Point 12:

Athlete Supporters have gained knowledge, skills and experience that aligned with their original motivations for being a part of the Programme, and they feel that they can continue to use these in future to good effect.

- There has been an increase in communication and interpersonal skills as a direct result of the Programme
- The ability to relate to young people has been significantly increased as a result of multiple opportunities Athlete Supporters have had to engage with their Young Leaders either in a one-to-one, group, or community project scenario
- Allied to the above, was the finding that Athlete Supporters felt they were now better equipped to 'deal with' a broader demographic of people i.e. though an increased appreciation of, and experience of working with young people from diverse backgrounds.

Key Point 13:

Athlete Supporters have both inspired and been inspired as a result of their Young Leader experience.

- Although their role was to motivate, coach and inspire the Young Volunteers, the Athlete Supporters on the Programme report that they have been inspired in turn by the Programme and the young people they encountered.

26. Conclusion: The Social Value of the Programme

What has been the social value of the Programme?

Key Point 14:

Bearing in mind the caution attached with any valuation model that seeks to monetise social outcomes or related capital, and the explicit parameters and limitations that have been outlined by the evaluators, it would appear that the Young Leaders Programme has created value both during the lifetime of its delivery, and likely for the next 5 years for the Young Leaders, Young Volunteers and Community Beneficiaries.

- Looking beyond the economic facts of the London 2012 Young Leaders Programme; the £1 million investment by the partners and sponsor, the time given to assist the Young Leaders at each stage and the associated costs of delivering a two-year programme, there has also been social value created for each of the parties involved
- Using a mixture of available, credible proxies that aim to value different outcomes that have resulted from this Programme, and having accounted for what might have happened anyway had the Programme not happened (deadweight), and having made reasonable assumptions about how much of the outcomes identified can be attributed to the Programme, a valuation model was derived to explore the likely value created over the medium-term to 2017. Longer term impacts may be developed, but without further longitudinal evaluation it is difficult within the scope of this evaluation to assert these changes confidently. Academics, and volunteering experts at national level continue to improve and evolve this line of thinking and it is hoped that this evaluation can in part contribute to that larger body of work:

"Volunteering in the youth years is associated with positive outcomes in the social/political and economic spheres later in life, particularly with regards to obtaining a higher education qualification."²⁷

Key Point 15:

The valuation model suggests that for every £1 invested in this Programme a total of around £4.97 is created by 2017, subject to the potential legacies manifesting themselves over this period of time. Put another way, the Programme has cost £1m to design and deliver, and it is anticipated that by 2017 just under £5m of social value will likely be created. Focusing on the Young Leaders and Young Volunteers only, approximately £1.91 of value is created for every £1 invested; and approximately £3.06 of value can be created by stakeholders taking forward legacies in their local communities.

- The total valuation is broken down across three stakeholder groups as follows:
- Young Leaders: £1.43 million value created by 2017 as a result of the Programme
- Young Volunteers: £483,000 value created by 2017 as a result of the Programme
- Communities: £3.06 million value created by 2017 led by those who have been affected during the Young Leaders Programme (i.e. they experienced at least one of the Young Leader-led community projects and state an intent to become more active in their communities as a result).
- The valuations have relied on the identification of material outcomes that have been borne out by the evaluation evidence collected with each stakeholder group during the Programme, and are based on a range of assumptions, most crucially the ability to predict the extent to which individuals will act on their stated intentions to volunteer in future; apply the skills acquired; and make best use of their newfound human, ontological, social and civic capital.

²⁷ Measuring the Impossible? -- Making a Start: Exploring the impact of youth volunteering through existing longitudinal research data (May 2011)

Key Point 16:

Value will also have been created for BP Coaches, athlete supporters and stakeholder organisations but this has been outside the scope of the valuation model. Longer term impact predictions and valuations are also not included in this evaluation owing to its agreed scope and parameters.

"Don't get 'hung up' on something if there's a problem – there's always a solution"
(Alice Gibbs, Young Leader, West London)



27. Conclusion: Programme Effectiveness

How effective has the Programme been in terms of structure?

The delivery model for the Young Leaders Programme was a multi-partner approach, over a 30 month period which coincided with a steep economic downturn, and a challenging client group. It is therefore unsurprising that a number of valuable learning points have emerged on the process itself.

Key Point 17:

The vision, governance and adaptive leadership culture adopted and applied by the Management Team has been extremely effective.

Key Point 18:

The operational delivery structure was more effective in some parts of the Programme than in others, and this fact was recognised formatively by the Management Team, so that the resources and deployment of personnel could evolve appropriately over the lifetime of the Programme. The delivery model was in fact quite different in Aberdeen, compared to Hull compared to the London hubs reflecting the socio-economic profile and needs of the Young Leaders in each location

Key Point 19:

Critical success factors for the Programme were identified through two extremely effective processes, firstly regular (fortnightly) review meetings by the Management Team which ensured a proactive approach to risk management and mitigation; and secondly, a formal knowledge capture process part way through the Programme in order to help identify how best the structure needed to transition in line with the experiences and circumstances of the Young Leaders.

Key Point 20:

The premise of the London 2012 Young Leaders Programme could be applied to other mega-events, or indeed other youth and community volunteering projects but their success will rely entirely on the ability to devise and deliver a Programme that directly aligns with the needs, life circumstances, evolving life priorities and likely developmental growth of the target audience. Furthermore, a very important mix of ingredients all need to inter-relate very effectively to replicate, scale up, scale down or transfer this model successfully to other scenarios in this or other countries.

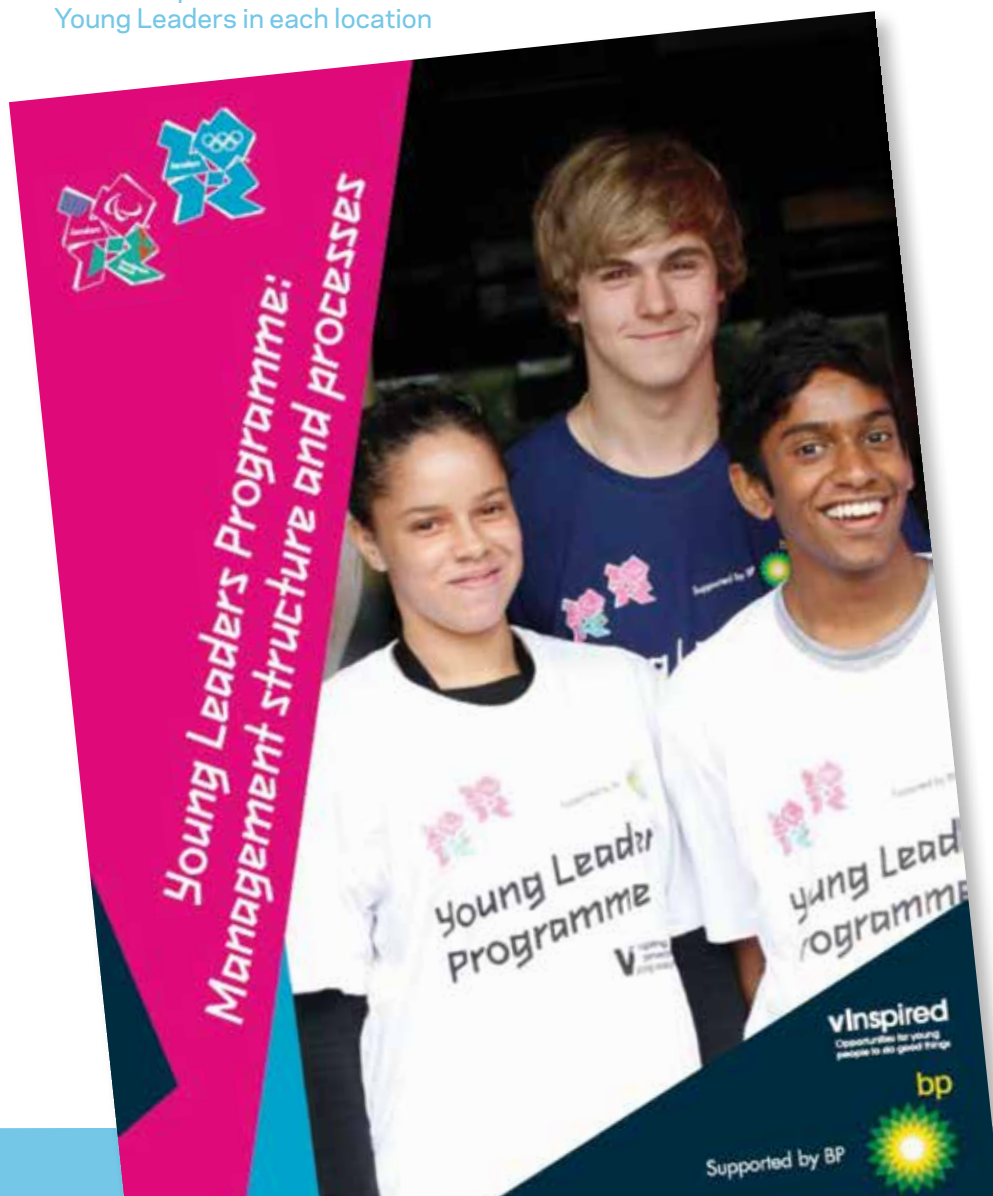
- In recognition of the potential for other organisations, mega event organisers, policy-makers, corporate and other investors to learn from the Young Leaders Programme experience a dedicated report has been published that captures the most important learning lessons about the effectiveness of management structure and process which can be requested from the Management team partners (bparchive@bp.com) or evaluation team. The key ingredients for success for the Programme – or any like it – were as follows:

Management

- Having the right imperative for the Programme
- A strong vision
- The right partnership

Process

- A rigorous approach to planning
- Adaptive leadership
- A focus on outcomes
- A learning culture
- Clear roles and accountabilities
- Getting the Younger Leaders together
- Excellent communication



London 2012
london2012.com/young



28. Glossary of Key Terms and Definitions

What has been the social value of the Programme?

Capital ²⁷	Credit for these definitions: National Centre for Social Research: Formative Evaluation of v
Human/ Knowledge capital	<p>This refers to a young person's knowledge and skills, which are shown to develop directly through the opportunities that youth volunteering activities provide for training and qualifications. They can also assist develop life skills such as budgeting and timekeeping.</p> <p>A young person's human and knowledge capital also has impact on how secure young people feel about their own skills and capabilities – their 'ontological security' (see below).</p>
Ontological capital	<p>This is a term to describe how volunteering provides the tools to support a young persons 'ontological security'. Ontological security (Giddens, 1984) refers to an internal sense of stability of mental state due to the ability to give meaning and continuity to day-to-day life. Young people are able to give greater meaning to their lives through an experience which encourages positive feelings of self-worth and stability, and provides a supportive and structured environment, and extended social networks.</p> <p>Young people can find meaning in their lives through the value they recognise in supporting others in the community, which has a knock on effect of developing a greater sense of civic engagement.</p>
Social capital	<p>Putnam stated that 'social capital refers to connections among individuals' social networks and the norms of reciprocity and trustworthiness that arise from them' (Putnam, 2000: 19). Volunteering allows young people to extend their social capital by forming and developing new social networks built on trust which go beyond family and existing friendships. The ability to form new networks and connections can open access to broader and diverse future opportunities, for example, supportive networks which encourage educational/employment aspirations or knowledge of opportunities to access employment and further training opportunities.</p> <p>Taking up these opportunities will also expand a young person's human capital. Social capital can also impact on young person's feeling of belonging, exogenously and endogenously. Further, widening social networks through bridging social capital can help to develop a sense of community and citizenship through the trust and reciprocal relationships developed, and as a result builds greater civic capital.</p>
Civic capital	In drawing on established definitions of social and human capital a concept of civic capital can illustrate how volunteering can influence a wider sense of community/civic engagement among young people. Volunteering allows young people to develop both a sense of belonging and responsibility to the wider community. Youth volunteering activities could act to reaffirm or bring together existing local communities through projects which promote community cohesion and tolerance, or create a strong sense of belonging and identity within 'micro' communities of a host organisation or school/LA.
Impact	<p>Impact is the 'long-term sustainable and sometimes attributable change due to a specific intervention or set of interventions'²⁸</p> <ul style="list-style-type: none"> ▪ Social and political impact – whether young people go on to participate in politics, society and/or their communities, or whether they are apathetic to such activities ▪ Economic impact – whether young people go on to successfully participate in education, training or employment, or whether they face unemployment or inactivity; the type of employment and their level of income is also relevant ▪ Personal impact – whether or not young people have secure health and well-being, or whether they face illness, disadvantage or even involvement in anti-social behaviour.²⁹
Mega Event	Though there is no clear definition of a mega event it appears to have the following characteristics: scale and complexity; usually involving multiple sports and/or venues; international significance – global competitors and media coverage; generally held over a period of weeks rather than day. ³⁰

"Getting to see Usain Bolt and the Paralympics opening ceremony and meeting the CEO of BP I think I was just one of the luckiest people!"

"It was great to get to work in the Park every day, to experience the buzz and help people from all around the world was a great experience. The Park was incredible from the moment you walked in, in the morning and saw the stadium it brought home that the London 2012 Games were here. It felt like we shouldn't have been there even though we were allowed!"

"The atmosphere was incredible – everyone was incredibly happy. We were in the Event Services team, so our roles varied between ticketing on the gates welcoming people, answering questions, giving information, ticket scanning, hyping up the crowd, crowd control...generally being there for the spectator experience."

"Our team manager said we were the face of the Games."

"Young Leaders prepared us hugely for the Games Maker role. I had a lost child, who had gone through the gates with the rest of his family's tickets and he had gone and sat down and started watching. I went to the box office found out the seat numbers for the tickets then had to go and find the boy get the family's tickets. To know that I had solved something like that made me feel so happy and that I have overcome and achieved a challenge that I would probably have never had the confidence to do before the Programme."

Fran Strange and Fran Edwards (September 2012)

27 This conceptual framework is adapted from the approach taken to assess the impact of vlnspired as an organisation, by the National Centre for Social Research: Formative Evaluation of v, The National Young Volunteers' Service Final Report August 2011

28 Centre for Innovation and Health Management, University of Leeds

29 Extract from NFER's 'Measuring the impossible – Making a Start' Report, 2012

30 <http://nwsportseventdirectory.co.uk/definition.html>