



Glasgow 2014 BP Young Leaders Programme

Final Independent Evaluation Report May 2015

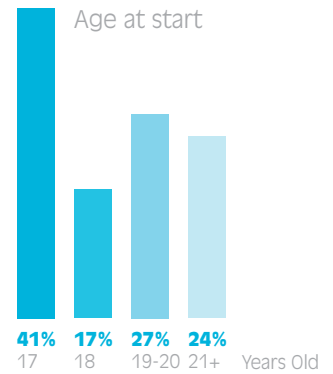
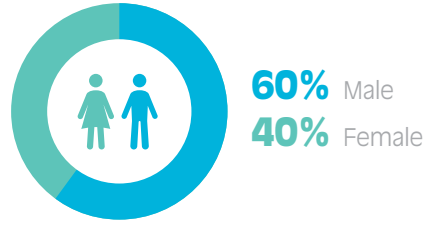
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Investment by BP – £500,000

Positive Destinations

58 Young People Engaged
 21 now in employment
 30 now in training or education

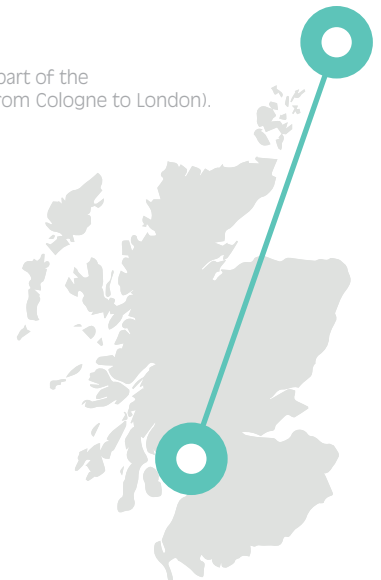


Volunteering Experiences

42 Young Leaders volunteered
33 Clydesiders
09 Members of the BP Hospitality Team

320 miles

The distance some Young Leaders travelled to be part of the Commonwealth Games (the equivalent of going from Cologne to London).



Not Job Ready to Job Ready

2 stages – progression up the Scottish Strategic Skills Pipeline

325 Number of milestones achieved by Young Leaders against their individual development plans



Satisfaction

Rating out of 10 Young Leaders gave their experience



Barriers Removed

59% of Young Leaders thought that before the Programme there were barriers in place between them and the jobs they wanted. 94% of those thought that the Programme had helped to remove those barriers.



Community Effects

Number of community beneficiaries of projects run by Young Leaders have been inspired to want to volunteer themselves.



Change in Well-being and Skills



25% Improvement in Young Leaders' self-confidence



20% Improvement in Young Leaders' communication skills

Social Value



£3.50 of social value for every £1 invested

Foreword

from the Management Group

We welcome this independent evaluation of the Glasgow 2014 BP Young Leaders Programme, delivered through a partnership of BP, Inspiring Scotland and the Dame Kelly Holmes Trust. This was a complex, multi-partner programme to help a group of young people across Scotland to improve their employability prospects through engagement with the Glasgow 2014 Commonwealth Games. Through the programme, we wanted to examine a variety of different delivery options that could enhance the ability of third sector organisations to create positive outcomes for young people. We are delighted with the range of insights presented in the report, and hope that others will find them useful in supporting young people to achieve their full potential in life.



Ian Duffy
Community Development Manager, BP plc

The Dame Kelly Holmes Trust welcomes this independent evaluation of the Glasgow 2014 Young Leaders Programme. Similar to when we collaborated with BP in 2012 this Programme has been a strong partnership between BP, Inspiring Scotland and ourselves. From the very beginning, as partners we shared a common desire to give young people the chance to gain life experience, the chance to grow and develop as people, and the chance to enhance their skills and employability. We have achieved this through some fantastic outcomes as set out in this evaluation and yet again it shows how when supported correctly athletes can be utilised off the field of play as impactful vehicles of social change for the most disadvantaged in society.

I am excited that our success and learning from the Programme provides a great foundation upon which we will continue to expand our work to support more young people in Scotland along with our partner Inspiring Scotland.



Emma Atkins
Chief Executive Officer, Dame Kelly Holmes Trust

As a partner organisation, involved in the delivery of the Glasgow 2014 BP Young Leaders Programme we welcome this evaluation as a very useful and insightful tool, to help us understand how the Programme impacted on the Young Leaders and the social value it delivered. The report contains many learnings that we will continue to use to positive effect, way beyond the life of the Programme itself.



Celia Tennant
CEO, Inspiring Scotland

Executive Summary

The BP Young Leaders Programme has had a profound effect on its participants.

Developing the resilience to tackle challenging personal circumstances not only for this experience at this stage of their lives, but building the right social capital to be able to draw on that time and again in future when they get knocked down will be its enduring legacy for

the young people who took the very most from this 18 month opportunity ¹. And it is of perhaps no surprise when you consider the investment of time, money, support, effort and unique set of experiences that have been designed to build their confidence and skills:

- A chance to volunteer at the Glasgow 2014 Commonwealth Games;
- To get up close and personal with Olympic and Paralympic athletes regularly to learn how they overcame obstacles in their sporting and personal lives;
- To have expert support from Delivery Partners with palpable ambition to transform young people's lives;



- To have access to highly skilled and experienced mentors from business;
- To benefit from a generous, empowering investor that has provided certainty for the cause and created the conditions for the Programme to flex and flourish;
- To benefit from a Management Group that has been effective, driven, reliable, continuous and persistent throughout.

"It was a fantastic once in a lifetime opportunity that was very fun and enjoyable. I'll find it hard to match. My highlight was when I got promoted to Team Leader on a shift at Ibrox and nothing will ever top my interview with Dame Kelly Holmes".

(BP Young Leader)

These young people have – for once, they would tell you – been given a great advantage for their futures. There have, as with all long-term development Programmes, been unexpected incidents, changes to the plan and larger challenges going on in all their lives to test their endurance, but for some we know this experience has been life-changing. To the point, in fact, where the community created and the prospect of having a goal to be a part of the Commonwealth Games, gave some a reason to be and to continue.

The Programme has been comparatively expensive. But that is because of its unique features and ambitions. This was never 'just' a personal development

intervention for young people. Whilst, like other similar interventions, it was keen to help young people move from a situation of being not job ready to job ready (which has incidentally been achieved), few programmes have a vision for change which brings young people 320 miles from one another together on multiple occasions; nor have the ability to respond to the ever-changing, sometimes last minute requirements of a mega-event as that event evolves and determines its volunteering requirements; nor put so much effort into providing a 'wrap around' experience with elements unlikely to be accessed otherwise.

¹ In fact for some individuals opportunities continue to be enjoyed as at April 2015 so the experience has been longer than 18 months in reality.



The ambition was greater still. The Programme wanted to impact on the practices and approach to collaboration amongst the Management and Delivery Teams. In fact, as well as sharing learning, these Partners have told us that their capability has been positively impacted through their experience. The athletes too have benefited, and so have the BP employees that have chosen to engage with this opportunity – they tell us that although their role was to support the young people, it ended up being very much a two-way street.

“Working with athletes has been exhilarating because they treat us with respect, they listen to us and they treat us like adults. They have been easy to get on with, and they have given us new skills”.

(BP Young Leader)

This independent evaluation will conclude that the Programme has achieved its core intent; has created real value for its cast of participants, young people and adults; has provided a continuous experience for young people that have made new friends and secured positive employment, education and training destinations; and has the potential for scalability or transferability to other large-scale events in future.

Learning lessons will help shape any such future investment, with perhaps even greater emphasis on the post-Games community and business mentor-oriented experience for young people which may further increase the sustainability of outcomes as they recreate the emotions they felt at the Games itself. That sense of purpose and of being of help and service to others. Of being exceptional citizens because it's now in their control to make that choice whereas in 2012 before they stepped forward for the BP Young Leaders Programme, it really wasn't.

Objectives

of the Young Leaders Programme

Glasgow 2014 BP Young Leaders Programme aimed to use the 2014 Commonwealth Games in Glasgow to provide opportunities for young people to get a job, an apprenticeship, accredited training, and / or involvement in the Games as a Legacy Ambassador. It was an

integrated multi-partner personal development programme over 18 months for young people aged 17 – 21 to enable them to sustainably progress into employment, training, and/or volunteering ². In total, 58 young people were recruited across five communities in Scotland:

Aberdeen

Edinburgh

Falkirk

Glasgow

Shetland

The Programme was launched on the 13th July 2013 and delivery continued through to the end of January 2015 and, through flexible use of funding, beyond. The BP Young Leaders Programme 2014 was managed by a partnership of the Dame Kelly Holmes Trust and Inspiring Scotland, and delivered by three Delivery Partners with a strong track record of working with disadvantaged young people. These Partners are Aberdeen Foyer, Action for Children, and a consortium of charities led by Shetland Islands Council.

The Programme had a number of key objectives against which the Management Group hoped to deliver for a number of different audiences:

- Through the Commonwealth Games to give young people the chance to gain life experience, the chance to grow and develop as people and also to enhance their skill base and therefore their employability.
- To link with young people's placing on the Scottish Government's Strategic Skills Pipeline ³ and help them progress through the stages of the Pipeline into a job and long term employment. The Programme would achieve this by giving young people access to accredited training, support, and volunteering opportunities in their local communities of Aberdeen, Edinburgh, Falkirk, Glasgow and Shetland.
- Outwith the Young Leaders themselves, intended outcomes were identified in terms of physical and social capital for their local communities, personal and ontological capital for Athletes supporting the Programme, and capacity benefits for Delivery Partners.
- Management Group organisations hoped to benefit in terms of their profile, their relationships in Scotland, and also in terms of their knowledge and understanding about key success factors for Programmes improving the employability of young people.



² Glasgow 2014 Young Leaders Programme Communications and Engagement Plan.

³ <http://www.gov.scot/Publications/2012/09/5609/8>

A total of £500,000 investment was provided by BP to support the Programme.

The Programme was one of a number of Commonwealth Games-related programmes with a focus on raising the employability of young people; Glasgow 2014 had other legacy programmes in place currently which also look to improve the employability of young people in Scotland ⁴:

However, the distinguishing features of the Young Leaders Programme were seen as:

- the duration of the Programme running from July 2013 beyond the Games (finishing in January 2015)
- the fact that learning would be accredited
- the athlete involvement to support the Young Leaders
- guaranteed Games volunteering roles



Key Point: A Programme with Ambition

The Programme had ambitions to create positive outcomes for all of its stakeholders, with the principal beneficiary being the Young Leaders. This evaluation now considers the extent to which those ambitions were met. We start with the journey of the Young Leaders.

Programme Activities

Throughout the Programme, Young Leaders participated in a range of training and volunteering activities. The specific activities varied from location to location to reflect the needs and available opportunities for young people in those areas, but included:

- Production of an individual Action Plan
- Support with the Volunteer Application Process including preparation for interview for the Glasgow Commonwealth Games
- Opportunities to volunteer in Young Leaders' local communities
- Accredited training in a range of activities designed to increase employability
 - > Examples named included first aid, food hygiene, health and safety, drug and alcohol awareness, construction-specific training, work readiness, numeracy, literacy, sports leadership, and money management
- Team-building activities in individual communities and collectively
- Specific orientation training for volunteer role at the Glasgow 2014 Commonwealth Games
- A volunteering role at or around the Games, either as a Clydesider, as part of the BP Hospitality team, or via UNICEF
- Post-Games training support including driving lessons and specific career-related support

⁴ E.g. Legacy 2014 Young Person's Fund; Legacy 2014 Employers Recruitment Incentive Scheme; and Scotland's Best:

The Young Leaders

The Start of the Journey

The young people engaged in the Programme were selected by individual Delivery Partners within their local communities, based on their experience of working with these kinds of young people and similar communities. The Programme was developed to support these disadvantaged young people who had and would face adversity in their lives and, in doing so, help them reach their potential and become employed. The intended audience for

this Programme was disadvantaged 17 – 21 year olds. 'Disadvantaged' is a broad term and of course Young Leaders came from a range of different backgrounds, each bringing their own unique set of skills, attitudes, challenges, and backgrounds to the programme. Through structured interviews with the Young Leaders, Delivery Partners identified the following challenges across the group at the start of their journey in July 2013 ⁵:



Of 50 Young Leaders for whom the evaluation team have baseline information, the majority (60% – 30 individuals) are male, with 20 female participants (40%). The young people had to be 18 at the time of the Commonwealth Games 2014 to be able to take up a volunteer role, and at the start of the Programme the age profile of the young people was between 17 and

22 years old, with over half (27 out of 42 – 64%), aged 17 or 18. **Multiple challenges were common for Young Leaders; Delivery Partners identified that 92% of the Young Leaders experienced more than one challenge in terms of their life and employability on a day to day basis.**

⁵ Word clouds display more commonly-featured words or phrases as larger text. In numeric terms for example there were 28 people with a lack of work experience and low self-esteem (the areas of most prevalence through to 23 with mental health issues, to 18 in a situation of homelessness/emergency accommodation to 11 in a situation of unemployment).

Young Leader Case Study

Female, 18, Edinburgh

A was referred to the Young Leaders Programme by her social worker, having been unemployed for four months at the time the programme started. **A** had been in foster care since the age of 12 due to circumstances at home and having just secured her own tenancy, **A** was looking for opportunities to get her out of the house and develop her personal skills.

Having had depression and panic attacks in the past, **A**'s self-esteem was very low when Action for Children first started working with her in August 2013. Since starting the programme **A** has achieved her Emergency First Aid Certificate and taken part in various workshops including Goal Setting, Interview Skills and a teambuilding day. On a very cold December day, **A** also volunteered at the Redhall Community Gardens project in Edinburgh. This involved cutting back branches and clearing the muddy leaf strewn paths. However the biggest achievement so far has been working towards her Level 2 Community Sports Leader Award. This has involved **A** turning up every Friday afternoon between 12 – 4pm to learn about how to run games sessions for children. As part of the assessment, **A** delivered a 3 hour sports session to a group of 12 Primary school children. This meant **A** had to set up activities, explain instructions, make sure health & safety was followed and supervise the children at all times. **A** absolutely shone in her role as a leader and was a great example to her peers.

During the Commonwealth Games in Glasgow, **A** moved into the hotel with the other BP Young Leaders and fully committed herself to Volunteering throughout the Games. This involved very long sessions and very late shifts as a Clydesider. As well as working very hard, **A** had the experience of a lifetime. She has made many contacts in the world of sport and maintains links with Athletes and organisations through social media such as twitter 'follow' lists.

A has also Volunteered for further sporting events, volunteers with leaving care services and is part of the organising committee for the BP Young Leaders Graduation Ceremony.

A has been attending college since August 2014 for Health and Social Care. Early on at college, it was discovered that **A** was Dyslexic. **A** was initially very upset about this as, due to her Dyslexia, she was moved into a slightly different course of study. However, she is still determined to reach her ambition of becoming a Paramedic. She remains in college, and although her studies will take her longer than anticipated, she remains resolute in her ambition. **A** was also elected as Class Student Representative.

To assist along the way to becoming a Paramedic, **A** is undertaking driving lessons supported by funding from the BP Young Leaders Programme.

Chapter 1

To what extent has the Programme delivered its intended outcomes?

Outcomes for Young Leaders

The Programme intended to deliver a range of positive outcomes for Young Leaders with the intention of ultimately moving them from Stage

2 to Stage 4 of the Strategic Skills Pipeline – a state of being 'Not Job Ready' to being 'Job Ready' (an assessment of the extent to which this destination was achieved can be found in Chapter 2).

Hard Outcomes: Positive Destinations

- 88% of the Young Leaders that started the Programme have advanced into a positive destination – either employment or education and training.

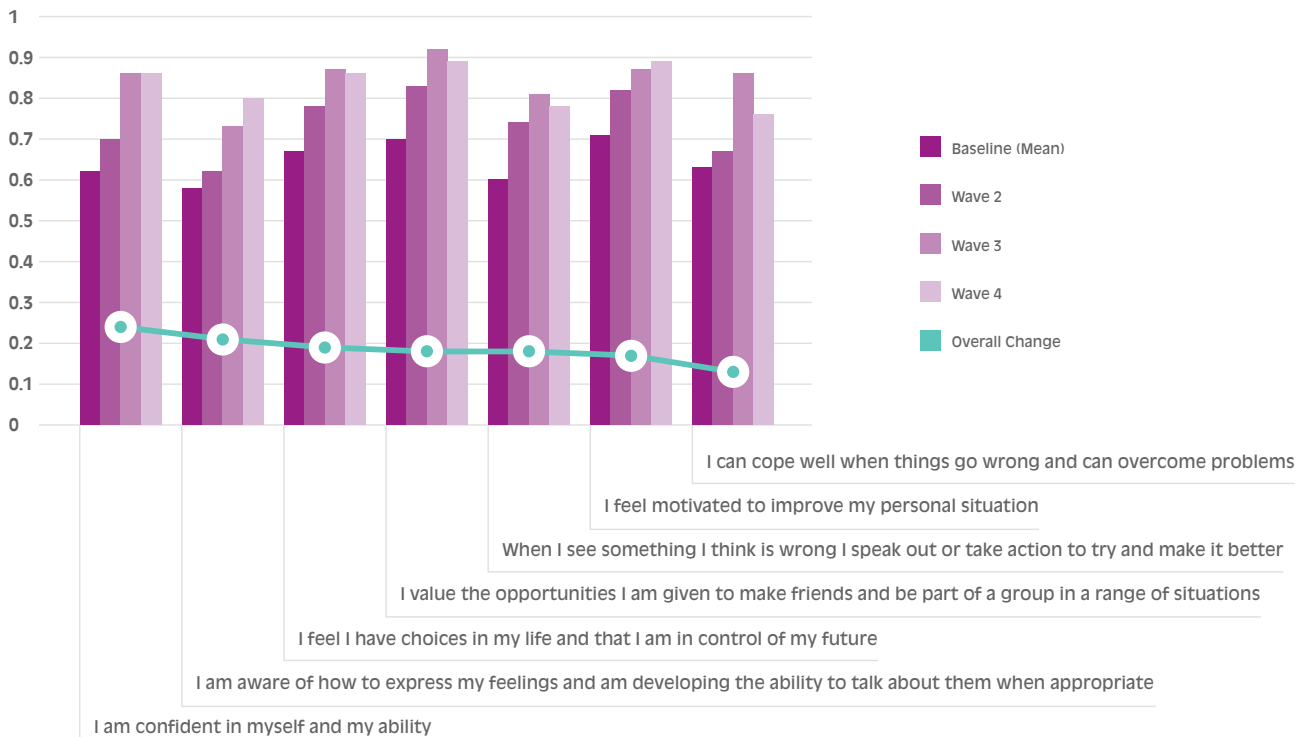
Soft Outcomes and Progressions Milestones

- In addition, over 600 'soft outcomes' were recorded as part of the Programme (i.e. courses attended or activities carried out) and a total of 325 Progression

Milestones against the Young Leaders' individual Action Plans (developed by Young Leaders with the Delivery Partners at the start of the Programme) were observed.

The journey towards these outcomes has been captured through analysis of longitudinal quantitative and qualitative research between the start of their experience and as late as March 2015 some months after the Programme officially 'ended'. We observed improvements in both well-being and skills as a consequence of participation ⁶:

Change for Young Leaders – Well-being

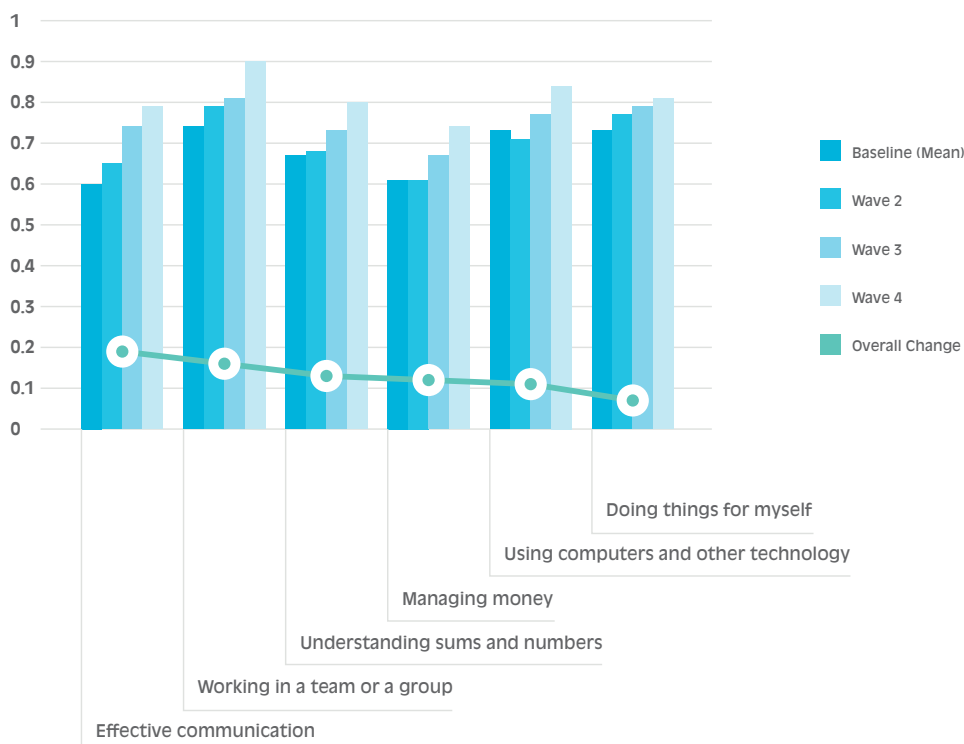


⁶ Young Leaders completed longitudinal surveys at four points throughout the Programme; October 2013 (42 responses), March 2014 (38 responses), September – November 2014 (19 responses), and January 2015 (24 responses).

Key Point: Increased Well-being

Young Leaders started the Programme with 'fair to middling' levels of well-being against these seven measures, consistently averaging across the sample at around 6 – 7 out of 10. This rose to much nearer 8, and in some cases nearer 9 out of 10 in the final survey 15 months later and after their Games experience. This means there have been uplifts of between 14% (for resilience) and 24% 'for self-confidence' observed during the Programme. In terms of expressing their feelings and motivation to improve their situation, Young Leaders continued to rate themselves higher and higher as the Programme continued, while in other areas of well-being they peaked at, or immediately after, their Commonwealth Games experience and began to drop off slightly thereafter.

Change for Young Leaders – Skills



Key Point: Increased Skills

Communication and teamwork skills have seen the biggest areas of improvement over the course of the Programme – again Young Leaders' self-ratings typically progressed from between 6 – 7 out of 10 on average to 8 – 9 out of 10 after the Programme, continuing to rise until the final survey (reflecting perhaps the fact that training and development activity was ongoing until the Programme's final graduation event and beyond). This means there have been uplifts of between 7% (for independent living) and 20% 'for effective communication' observed during the Programme.

Case Study

Young Leaders Graduation Event, January 2015

Young Leaders attended a Graduation Event at BP's Dyce site near Aberdeen to celebrate their successes throughout the Programme. The evaluators attended this event and were able to talk with the Young Leaders about their views on the day and indeed their growth throughout the Programme as a whole. The Young Leaders gave a view about what aspects of the Programme will stay with them and the changes that have happened for them:

"I think it will always be with us because even though it is not always Games-time, people will be interested in your experience".

"In terms of the connections we made, it will be useful. That is one thing that isn't going to go away. We will always keep in touch with these amazing people we met".

"As the Games got closer, we got closer...It's like a big family. These memories will live with me forever".

Moreover, these young people told us about their increased confidence shown by their ability to travel, meet new people and above all talk on stage. They were animated about the new friendships created and a 'unique network' that they were now a part of. Some told us about their new skills such as their sports leadership and interview skills; others told us they had used employability skills in practice by using their experience of the Programme as part of their interviews for college and work placements or jobs.

"I've grown as a person".

"I would never have done this a year ago".

One Young Leader swapped watches with another.....

"so now every day I think about Young Leaders when I look at my watch".

The additionality of the Programme was described by Delivery Partners at the Event as being associated with broadening Young Leaders' horizons, giving them amazing experiences ('**Bridging**'), and providing them with depth of relationships ('**Bonding**') – therefore, increasing their social capital.

"The Programme introduced the young people to opportunities they wouldn't even have thought to consider by getting them involved through the hook of the Commonwealth Games. The residential aspect has given them things they couldn't have got elsewhere in terms of depth and breadth of relationships, learning how to live with others and mutual support. They've all got amazing memories of the experiences which have really developed their self-confidence".

Outcomes for Other Stakeholders

While the Young Leaders were the primary audience for this Programme, the Management Group also had aspirations for outcomes for the Delivery Partners and the Athlete Mentors, as well as positive reputational outcomes for themselves.

Key Point: Outcomes for Delivery Partners

Direct medium to long term improvements in Delivery Partners' capacities do not appear to have been materially affected by the Young Leaders Programme. However, they have been able to utilise the Programme to enhance their visibility locally and nationally, enabling better relationships with businesses and their local communities. A better term for the outcome of the Programme for Delivery Partners would be 'capability building'.

The intended outcomes for Delivery Partners were:

- To add capacity to their systems
- To improve their reputation
- To generate more referrals to them
- To help them do more 'business'
- To help them do things differently (or do different things)
- To improve their competitiveness
- To articulate the case for introducing longer Programmes
- To improve collaboration

There is evidence of gains in a number of these areas. Ultimately, the most positive gain for Delivery Partners has been an impact on their capability rather than their capacity.

"The investment from the Programme has gone straight into the Young Leaders so I can't really see a change to our overall organisational capacity. In fact at times I'd say the amount of resource we were investing in the Programme in terms of staff time meant we were under-resourced for some of our other Programmes!".

Improvements have been observed in terms of learning and approach to Programme delivery and relationship building and therefore capability building:

"We've certainly used learning about what's worked in this Programme in some of our other work. It's also helped us in terms of developing relationships between business and communities – we've held it up as an example around the Young Workforce Strategy".

"I'd say we've learned from the Programme in terms of the qualification related outcomes – it's delivered more of those than others we work with and that's something for us to look at in the future".

“We’ve been able to generate lots of publicity for events bringing our work to the forefront both locally and to some extent nationally. The recruitment process has also led to quite significant diversification of our referral organisations which means increased access to demand for what we deliver”.

Delivery Partners described how they had worked well in collaboration and indeed partnership with each other, particularly in delivering the Young Leaders Programme actually at the Games. However, this had

translated into their day to day practice to a relatively small extent, as they felt that the unique challenges each dealt with in their local community meant that transferability of learning from other partners was limited:

“Our funding models and geographies are just too different. We looked at running similar programmes to the other two following this Programme but they are just too different to make it work”.

Athlete Mentors

Key Point: Outcomes for Athlete Mentors

Athletes have improved their skills and capabilities particularly around communication and teamwork, and feel better about their post-sport careers and ability to make a positive difference to communities; these are very much in line with the Dame Kelly Holmes Trust’s aspirations for its athletes.

“I feel that the biggest change that I have helped bring about is that the young people feel and truly believe they are more confident. They are now able to talk without being embarrassed, to feel confident in what and how they say things and finally, to believe that they are important and have something to say”.

Athlete Mentors from the Dame Kelly Holmes Trust supported and mentored the Young Leaders through training sessions with the Delivery Partners and in preparation for their Games roles, as well as through supporting events run by and with the Young Leaders for their communities described their personal highlights from the Programme. As they described outcomes for the Programme, in all cases they identified the outcomes for the Young Leaders (either individuals they had got to know well or the whole group) as highlights; only one athlete mentioned a personal outcome in this regard at all. In particular, the final Graduation Event and observing them in action at the Games themselves were seen as particular high points.

The athletes believed they had made a difference to Young Leaders’ self belief and confidence, had given them a supportive and listening ear, and had in one case at least inspired them to a healthier lifestyle. One athlete believed that they had become more organised and better able to plan and deliver sessions, giving them a greater outcomes focus.

Athlete Case Study

Sarah Clark



"I'm learning every time I deliver something".

Sarah Clark, three times Judo Olympian, has been one of the enduring figures of the BP Young Leaders Glasgow Commonwealth Games Programme, and presented at the final celebration event in Aberdeen.

"The young people were great, although everyone was nervous beforehand, when it came to it, it went smoothly".

Sarah became involved with the Dame Kelly Holmes Trust in 2013, as she was coming to the end of her athletics career. "I was at a crossroads after 2012 – do I continue and are my body and mind strong enough? I had always done lots of coaching young people throughout my career, so I was used to dealing with them, whereas as a young person I wasn't very confident and had to work hard to overcome this. I was involved with Winning Scotland, so it was natural to get involved with the Trust. Having a Scottish based athlete as a team leader made a lot of sense".

Sarah describes the difference the 2 year BP journey has made: "It has opened my eyes massively to different things – for example looking at how other people learn. It has been fascinating putting my own learning into practice. After 18 years as a full time athlete, which is a very, very long time, working for a living can seem a challenge. So I went back to college, and kept my links with judo. I now run Edinburgh Judo Club with my partner, and can now get much more involved. We want the club to be very much part of the community, with accommodation, social and learning spaces. It's not just about creating champions; we want to shape good people".

Sarah reflected on how the athletes worked together: "Everyone has different skills, and athletes are no different, so as a team we've worked well together. It was a massive, positive step. We knew it could only be positive, with an 18 month block you can really see the development. Having a sporting outcome has really helped, and we've been able to link this with lifestyle changes. There has been such a good feeling generated, and I'm sure we'll all stay in touch. It's really meant a lot to me".

Key Point:

Well-being and Skills have improved for Athletes

The Programme had the biggest impact on Athletes' ability to work effectively in groups, public speaking and communication skills. They also identified a smaller, but still significant, impact on their project management and personal organisation skills. The smallest impacts, with only a very small amount of change identified, were around leadership and career decision making. In terms of well-being the biggest improvements were around making a positive contribution to communities, positivity about careers post-sport, confidence around future financial security, feeling personally valued, and personal autonomy.

Management Group Outcomes

Members of the Management Group (BP, the Dame Kelly Holmes Trust, and Inspiring Scotland) have developed new relationships; Inspiring Scotland now have connections in Shetland that they did not previously have, while for the Dame Kelly Holmes Trust having a depth of presence in Scotland is new. Benefits described for the Trust include:

- 1 Greater understanding of the Education and Statutory sectors in Scotland
- 2 Knowledge of good organisations that exist in Scotland to partner with
- 3 Confirmation that the principle of working through other organisations in Scotland is still both politically and socially correct – the Trust would only get involved if they can add value to existing organisational capability in Scotland

- 4 Reputational Gains – the Trust were solicited for the People's Postcode Lottery and told that the Young Leaders Programme had been a factor in that decision – without it that connection might not have occurred as quickly or explicitly.

For BP, the funder, capability in the communities in which they operate in Scotland has increased – there are 51 more employable young people engaged by this Programme now in those communities. There is also a small core of BP employees that have been able to engage with the Programme by mentoring some of the Young Leaders most receptive to that kind of support.



“It has given us the opportunity to work with young people, a chance to develop and mentoring skills and gain experience”. (BP Employee)

Additionally, responses from the community projects supported by Young Leaders suggest that the Programme has improved the reputation of BP in those areas (over 50% of all respondents stated this). Learning

from the Programme is transferable and scalable to other events, locations and opportunities (see Actionable Policy Insights Chapter).

Key Point: Reputational Capital and Cohesion

Delivery Partners have new and better relationships in Scotland and have enhanced their reputations as a result of this Programme. The benefits of cohesion between these organisations is also in evidence and explored in Chapter 8.

Chapter 2

What has been the journey of the young people through the Programme in relation to the Strategic Skills Pipeline?

At the start of the Programme, the aim of the Management Group was to take young people from Stage 2 on the Strategic Skills Pipeline to Stage 4. Examples of what this might look like are shown below:

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
	REFERRAL, ENGAGEMENT AND ASSESSMENT	BARRIER REMOVAL	VOCATIONAL ACTIVITY	EMPLOYER ENGAGEMENT AND JOB MATCHING	IN WORK AND AFTERCARE
Client Status	Not Job Ready	Not Job Ready	Job Ready	Job Ready	In Work
Examples of Activities	<ul style="list-style-type: none"> Outreach Activities Self-Referral Identification of Needs Development of Action Plans 	<ul style="list-style-type: none"> Barrier Removal and Confidence Building Vocational Rehabilitation Careers Information Advice and Guidance 	<ul style="list-style-type: none"> Employability Skills Development Vocational Training Work Experience Volunteering Self-Employment and Enterprise Support 	<ul style="list-style-type: none"> Careers Information Advice and Guidance Employer Engagement Job Search Support Job Matching and Brokering Self-Employment and Enterprise Support 	<ul style="list-style-type: none"> Careers Information Advice and Guidance Supported Employment Occupational Health and Well-being Support Skills Development Redundancy Support Self-Employment and Enterprise Support
Young Leaders Programme	<ul style="list-style-type: none"> Activities included: 1:1 and small group support Self-Referral or referrals from Education, Social Work, Jobcentre, Youth Justice, SDS, AA Coordinator Education / Learning support Counselling 1:1 Intensive Support Service Residential Relationship building to identify needs Access to accredited courses such as food hygiene certificates and first aid. 	<ul style="list-style-type: none"> Activities included: Recognised Training Certificates and/or qualifications Employability Fund stage 2 provision Princes Trust Team Programme Community-Based Learning Informal Education 1:1 Support Group Work (cooking, team building, interview skills) Dynamic Youth Award 	<ul style="list-style-type: none"> Activities included: Support to access Work Experience / Placements / Tasters and Volunteering Opportunities Undertake Vocational Training Certificates Employability Fund Stage 3 provision Sector Based Work Academies Work placement Volunteering opportunities Work experience for employability groups Saltire Awards Youth Achievement Award 	<ul style="list-style-type: none"> Activities included: Support with Job search, CV Development, Job Application and Interview skills Employer Engagement to identify opportunities Undertake Vocational Training Certificates Employability Fund Stage 4 provision Work placement Access to jobs/ employers through jobs folder (updated weekly) 1:1 E-mentoring programme, with BP employees Youth Employment Scotland Fund Clydesider / BP Volunteer training and work experience. Athlete mentoring support 	<ul style="list-style-type: none"> Activities included: Supported Employment Opportunities Support to transition to mainstream employment opportunities Individualised Advice and guidance to sustain employment 1:1 Support (targeted) Individual Support to sustain employment/help in-work progression Careers Information Advice and Guidance Supported Employment Full time Employment – workplace visits or phone call to monitor progress and provide support if required



All but one of the Young Leaders was identified as coming from a background of at least one of the challenges highlighted earlier in this report and the overwhelming majority (all but four) are identified as challenged in multiple ways. All of these, but particularly the lack of work experience and qualifications which were identified as issues for over half of these young people, indicate that they began the Programme at the 'not job ready' Stages 1 and 2 of the Strategic Skills Pipeline, and that the Stage 2 'barrier removal' process is in most cases appropriate support.

Given that other organisations referred Young Leaders to the Delivery Partners, some could be seen as being at Stage 1 (identification of needs, referral and engagement) – indeed it was suggested by Delivery Partners that this was for some individuals the case. Conversely, there were a number of young people, particularly in the Glasgow and Edinburgh / Falkirk cohorts, in full time education or indeed at least part time employment or volunteering; of the 26 young people in these 2 cohorts, only 3 were not in education, employment, training, or volunteering at the start of the Programme. Of course, these 26 young people still came from backgrounds which presented a range of challenges to future employability, but one could describe at least some of these Young Leaders as beginning at Stage 3 on the Pipeline.

Delivery Partner View: Young People had moved up one stage by Games-time

"I think they've mostly moved from Stage 2 to Stage 3 – we've worked on removing barriers and moving towards more vocational training. There's a few who are still probably at Stage 2 particularly around independent travel and living – I'm still dealing with mothers rather than with them! One of these at least was probably at Stage 1 before we started and she's now moved to Stage 2".

"We carry out quarterly self-assessment reviews where we ask the Young Leaders to rate themselves against a number of criteria and they then have to convince me of the number they have picked; sometimes after that conversation the number might move up or down. Based on that I think some of them are at Stage 2, some at Stage 3, some who have secured part-time employment are even at Stage 4. More widely though they're displaying assertiveness in other aspects of their lives; one for example that has Asperger's has struggled in the past with communication skills like making eye contact and has improved hugely over the course of the Programme".

Young Leader View: Barrier Removal

Of the 27 Young Leaders to give a view, 16 (59%) believed that before they took part in the BP Young Leaders Programme, there were barriers in place preventing them from being able to get the jobs they wanted in the future. Qualitative interviews indicated that these barriers could include a perceived lack of available opportunities in their local area, but individual

Young Leaders also named a lack of interview skills and relevant qualifications as barriers they experienced. **Of the sixteen Young Leaders to agree that they believed there were barriers preventing them from being able to get the jobs they wanted, fifteen (94%) believed that the Programme – by Games-time – had been key in removing those barriers.**

	Activity	% of Young Leaders stating the Programme has provided access
Stage 2	Barrier Removal	94% ⁷
	Confidence Building	96%
	Financial Capability	26%
	Literacies / Communication	78%
Stage 3	Job search advice	56%
	Work experience placement	74%

The Delivery Partners, in their final interviews, believe that all of the Young Leaders to complete the Programme, and many who left it early (particularly those who left the Programme to prioritise a positive destination such as employment or training) have progressed by two stages up the Pipeline. That progression can be seen below:



Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
REFERRAL, ENGAGEMENT AND ASSESSMENT	BARRIER REMOVAL	VOCATIONAL ACTIVITY	EMPLOYER ENGAGEMENT AND JOB MATCHING	IN WORK AND AFTERCARE

Key Point: Barrier Removal

There has not been uniformity of outcome for the Young Leaders – with such variation in their background, experiences and needs, how could there be? However, there has been uniformity of LEVEL of outcome, with all Young Leaders making two giant strides towards employability. Much of this has been made possible through the removal of barriers that Young Leaders said existed before the Programme.

⁷ Proportion of Young Leaders who believed barriers existed preventing them from getting the jobs they wanted

Chapter 3

To what extent has the Programme satisfied the needs of Young Leaders as voiced by them throughout their experience?

Young Leaders' overall view of the Programme has been hugely positive; in the final survey, asked to rate their Programme Experience out of 10, the mean result was a scarcely improvable 9.46, with no results lower than 7 out of 10 and 21 of the 24 respondents (88% of the total)

rating the Programme at either 9 or 10. Even taking into account the fact that this question was asked of participants in the final survey, who by definition are among the most engaged in the Programme (having made it to the final graduation) this is an extremely positive finding.

Key Point: Importance of Quality

Before considering the depth and breadth of outcomes for young people, and indeed the extent to which the Programme has satisfied their needs, we must first observe that delivery of a high quality experience that young people enjoy is the first key step towards sustainable change⁸; without such an experience there will be lack of engagement and enthusiasm regardless of a programme's utility.

Young Leaders were asked to describe what about the Programme they liked most. The commonest responses were around meeting new people and making friends, and the opportunities it provided (in particular relating to the Commonwealth Games). Others identified specific aspects such as the Athlete mentors, and the chance to experience other communities and see the world outside their homes.

At the start of the Programme, the biggest difference highlighted by Young Leaders between themselves and other young people in their communities was their motivation to improve their personal situation.

They identified the opportunity to make friends and work as part of a group as something they particularly valued about The BP Young Leaders Programme 2014. The extent to which young people felt in control of their futures was also clear from the fact that young people in Edinburgh, Glasgow and Shetland all highlighted the ability to add to their CVs as a key motivation for taking part in the Programme.

Young Leaders described, at the end of the Programme, ways in which it had affected them. Key words associated with this were:



⁸ Admittedly writing in a business context, Harter, Hayes and Schmidt describe the direct correlation between satisfaction and outcomes in 'Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis' (2002): http://www.factorhappiness.at/downloads/quellen/s17_harter.pdf

Young Leaders were also able to directly map benefits of the Programme to their own employability:



Key Point:

Young Leaders went into the Programme – despite challenging social contexts – highly motivated and with aspirations to excel. They are able to identify ways in which the Programme has increased their ability to do that in work and life through growing their confidence, enabling them to improve their CVs, helping them to develop better working relationships with others, and growing their skills.

Chapter 4

What social capital has been created through the Programme?

The nature of the Programme's social value for each of its key stakeholder groups can be seen below. A full SROI report will be produced in May 2015 and submitted to the SROI Network for assurance⁹. Here we present the summary of its value.

Total investment in the Programme: £500,000

Total social and economic value created: £1.77 million

Total Return: Approximately £3.50 for every £1 invested

Social Capital¹⁰ has been created through the Programme for all of the different audiences engaged. This capital takes a number of forms, which we have categorised based on a structure developed by the

Edinburgh Health Inequalities Standing Group as part of their Social Capital, Health and Well-being Toolkit. The main concepts are as follows:

Bonding	Bridging	Linking
Strong supportive ties which occur within a group, e.g. a family, circle of friends, club, religion, ethnic group, etc.	Weaker ties that connect people across group boundaries, for example with work colleagues, acquaintances, individuals from different communities etc. These are critical to providing access to new ideas, resources, communities and cultures.	Connections between those with different levels of power or status. They connect people that may have similar ideals but who move in different social classes and circles. Linking ties are important for strategic outcomes, and for increasing the ability of individuals and communities to influence change.

Key Point: Social Return

The BP Young Leaders Programme appears to have delivered a positive return on investment. Counter-intuitively, the majority of that positive return appears to be experienced by the state in terms of avoidance costs i.e. costs saved by reduction in the NEET population. These savings are based on the idea that giving a young person employment, education and training opportunities now will lead to substantial savings in the future in terms of their health, criminal activity, benefits, and tax take. As such the benefit period for this Programme is a long one, which leads to two conclusions 1: it will take a long time for this Programme to yield a positive return on investment, but 2: this Programme has generated outcomes that will last a lifetime.

⁹ And is therefore subject to future change as part of that assurance process during 2015

¹⁰ 'The resources people develop and draw on to increase their confidence and self-esteem, their sense of connectedness, belonging, and ability to bring about change in their lives and communities'. Source: Social Capital, Health and Well-being Toolkit; Edinburgh Health Inequalities Standing Group (2011); sourced <http://www.scdc.org.uk/media/resources/what-we-do/mtsc/Social%20Capital%20Health%20and%20Wellbeing%20toolkit.pdf>

Social Return on Investment

The table below provides an indication of the economic and social value created for Young Leaders themselves, for Athlete Mentors, and for the state, as a result of the Programme.

Stakeholder	Type of Capital	Value of Capital	Attribution to the Programme	Drop-off	Total Value
Young Leaders	Economic – employment	£195,074.88 ¹¹	55% ¹²	100% after 12 months ¹³	£107,291.18
	Economic – university	£840,000 ¹⁴	2.1% ¹⁵	Lifetime figure	£17,640
	Economic – other training	£951,207.50 ¹⁶	8.4%	Lifetime figure	£79,901.43
	Personal and social – well-being	£32,761.75 ¹⁷	96% ¹⁸	50% per year for 4 years after Programme ¹⁹	£59,186.08
Athletes	Personal – skills	£5,544 ²⁰	50% ²¹	50% per year for 4 years after Programme ²²	£5,216.44
	Personal – well-being	£11,499.81 ²³	50%	50% per year for 4 years after Programme ²⁴	£10,820.37
Government	Economic – savings based on the cost to the state of someone being NEET ²⁵ for 6 months	£5,319,912 ²⁶	28% ²⁷	Lifetime figure	£1,489,575.36
Total		£1,769,630.86			
Total investment in the Programme: £500,000.		Total social and economic value created: £1.77 million.		Total Return: Approximately £3.50 for every £1 invested.	

¹¹ Source – National minimum wage as an annual salary – NI contribution (whole of NMW will be income tax-free).

¹² 59% of Young Leaders (June 2014) thought that there were barriers between them and the jobs they wanted, 94% of these thought that the Programme had helped remove those barriers.

¹³ Assumes that after 12 months continued employment will be entirely down to good performance, not past CV.

¹⁴ 5 Young Leaders currently at University. Economic value of degree to lifetime earnings sourced here: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/229498/bis-13-899-the-impact-of-university-degrees-on-the-lifecycle-of-earnings-further-analysis.pdf

¹⁵ Taking the following assumptions: 1) Academic Grades count for twice as much as Personal Statement in getting into university; 2) Pure Potential careers advice service suggests 25% of Personal Statement is non-academic; 3) This Programme, with a small number of completers, a high-profile 'badge' and BP endorsement, will be highly desirable and worth all of the potential attribution from a non-academic aspect of a Personal Statement. 4) Value of uplift is contingent on completing a degree – 4 years in Scotland.

¹⁶ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69179/bis-13-597-impact-of-further-education-learning.pdf provides NPV of an L3 NVQ – based on 60% of Young Leaders being male and midpoints of valuations. Attribution is same as University figure but adjusted to reflect 1 year, not 4, of actual course (so NPV dependent only on completing this period of time).

¹⁷ Value based on the value of a Quality Adjusted Life Year and measured increase in Young Leaders' well-being.

¹⁸ Based on proportion of Young Leaders that stated they had completed activities with the Programme to boost their confidence.

¹⁹ 4 years the average length of time a person spends in a job (<http://www.discovery-graduates.com/six-years-the-length-of-time-you-should-stay-put-in-a-job-according-to-uk-workers/>), also the duration of a Scottish university degree. 50% drop off conservative estimate – in reality some well-being outcomes may last a lifetime (and Young Leaders have provided views to that effect).

²⁰ Based on cost of an ILM Level 5 Diploma Course (analogous skills) – <http://www.academylm.co.uk/courses/coaching-and-mentoring-level-5/>; 10% improvement in skills for 21 Athletes.

²¹ Based on displacement concept – if Athletes had not done this Programme they would likely have done another Get On Track Programme with the Trust. Much of the support they received would therefore have been otherwise accessible.

²² See footnote 19.

²³ Same calculation as for Young Leaders.

²⁴ Same well-being drop-off as for Young Leaders.

²⁵ Not in education, employment or training.

²⁶ Estimating the life-time cost of NEET: 16 – 18 year olds not in Education, Employment or Training (Research Undertaken for the Audit Commission); Bob Coles, Christine Godfrey, Antonia Keung, Steven Parrott and Jonathan Bradshaw, University of York (2010) values the total resource cost to the state of the NEET population at over £21.7 billion (low estimate) and the size of that population at just over 208,000 – the resource cost per NEET is based on these figures and based on an avoidance counterfactual of the Young Leader being not NEET for at least 26 weeks. 51 Young Leaders * a resource cost per NEET of £104,312. Based on current, medium and long-term costs so this represents a lifetime figure.

²⁷ Based on attributions to the YL Programme for employment (21 Young Leaders @55%), training and getting to university (30 Young Leaders @ 8.4% – the 2.1% attribution figure for university is based on completing a 4 year course).

Chapter 5

What has been the value of community projects undertaken by the Young Leaders?

Young Leaders helped to organise and run twelve different projects in their communities, ranging from local ecological projects to painting murals for schools, to organising games and Athlete-led activities in a secondary school, to co-organising a sports conference for young people in Shetland.

Participants in those projects have emerged with positive feedback (examples of the words they used can be seen below). They have also

emerged with new ideas and perceptions; over three quarters of the young people (under 16) engaged by the Young Leaders in their communities were inspired to want to volunteer to help with a project in future themselves. As the chart (on page 26) shows, the Programme also succeeded in changing perceptions of young people, increasing excitement about the Commonwealth Games, and raising awareness and understanding of people from other cultures:



As a result of the project... ²⁸	% agreeing / strongly agreeing
I have a more positive view of young people	92%
I am more excited about the Commonwealth Games	89%
I feel more excited about what young people are doing and could do in our area	84%
The trust I have in voluntary projects and organisations has increased	75%
I have a better understanding of people from other cultures	68%
I am more interested in getting involved in local activities	67%
I know more about BP and what they do in our area	58%
I have a better understanding of people from other cultures	58%
I have a more positive view of BP as the sponsor of this Programme	42%
I am more likely to become a volunteer myself	33%

Source: Skyblue Research, Evaluation, Responses from 85 community beneficiaries surveyed across 5 different community projects between January and July 2014.

Key Point:

There is evidence that the community projects have led to changing perceptions of young people; the overwhelming majority of adult respondents report a more positive view and all agree that young volunteers bring special qualities to what they do.

There is also some evidence that the Young Leaders are contributing to new and different activities in the communities they are supporting; over three quarters of young people and more than three in five adults reported that the projects they were seeing were new or different from anything they had seen before.

Almost three quarters of respondents reported that they were aware of BP's support of the community projects, showing at least signs of awareness of their activities in the community. More than half of young respondents believe that they now know more about BP, suggesting that with this community there are the seeds of improving engagement. This is not so apparent in the adult community, with fewer than half of these respondents stating that they now have a more positive view of BP.

²⁸ Colour code: Purple represents the 12 participants in the 'adult' survey and Green represents the 73 participants in the 'U-16' survey.

Chapter 6

To what extent has the Programme's investment approach impacted on Young Leader retention and the long term sustainability of their positive destinations?

The Young Leaders Programme was funded by a £500,000 total investment by BP distributed under these broad budgetary headings.



In Chapter 1, we reported that of 58 young people recruited to the Programme, ultimately 51 of these individuals (88%) advanced into a positive destination – either employment or education and training. In terms of actual young people that completed the Programme there were 39 individuals satisfying this particular definition, of whom 37 (95%) achieved a positive destination. Whilst this is lower than the Management Group's original aspiration at the start of the Programme, it is not described by them as in any way surprising or disappointing post-Programme. They report a number of learning lessons that explain why young people

either elected to, or were asked to leave the Programme. One particular conjecture of merit for future planning perhaps though is the finding that when the young people were originally being recruited, the Commonwealth Games felt 'very far away' to them and the whole brand awareness was still relatively under-developed. The hook of the Games in those early stages was less important for some and this partly explains why most 'drop-out' occurred in those early days. Interestingly, the hook and importance of the Games to helping sustain young participant's interest grew the closer it approached.



Key Programme Components: Young Leader Perspective

In looking for clues as to how else the investment approach may have affected the sustainability of Young Leader destinations we wanted to understand what they appear to have appreciated most. Young Leaders were asked in a survey 5 months post-Games which aspects of the Programme were most important in terms of their overall experience. The aspects they rated as most valuable were those aspects they engaged with on the most regular basis – namely the other Young Leaders and the Delivery Partners.



Stakeholder	Type of Capital	Total Value
Other Young Leaders	1.75	17 (71%)
Delivery Partners	1.88	15 (63%)
BP Funding	1.96	12 (50%)
Athlete Mentors	2.54	14 (58%)
Commonwealth Games Opportunities	2.54	12 (50%)
Inspiring Scotland	2.70	11 (46%)
BP Mentors	3.44	7 (29%)

However, it must be noted that all aspects were valued by the Young Leaders – when asked to rank seven different aspects in order of their importance, over half of the overall responses were 'most important' – while seven of the Young Leaders were able to identify a single aspect as more important than any other,

the remaining 17 could not and indeed six of them identified ALL the highlighted aspects as jointly 'most important'. This suggests that the investment mix was appropriately spent, at least in the view of the Young Leaders.

Key Point:

While the table below goes some way to identifying key success factors for the Programme from the Young Leaders' point of view, the overall message is that delivery partners, athletes, other Young Leaders and the Management Group have all had an important role to play in the positive experience highlighted above. We would also note that the role of Inspiring Scotland is potentially less visible to the Young Leaders than it is to the Delivery Partners as they are not involved directly in delivery to the Young Leaders.

Delivery Partner View on the Investment Approach

Delivery Partners run programmes for young people all the time. Other programmes (apart from Young Leaders) follow different patterns in terms of duration. In Shetland, the Bridges Project for example typically works with a young person over a similar period of time and intensity to the Young Leaders Programme. Other programmes in Aberdeen typically involve a similar total number of hours of engagement for young people, but over a much shorter period of time – they can involve around 3 months of full-time engagement. Action for Children's programmes are typically structured differently to the Young Leaders Programme – they are described as being of a similar length

but typically much more intensive for the first 4 – 5 weeks after which engagement eases off. Action for Children were also keen to highlight the fact that their wider Programmes have a very different, usually predominantly male audience and a construction focus.

The flexible approach of the Management Group to invest in the Young Leaders Programme was seen as crucial; in particular the personalised training budgets made available for Young Leaders were seen as enabling the Delivery Partners to help Young Leaders to access opportunities that they would not otherwise have been able to:

“Without that approach they wouldn't have been able to access driving lessons, for example which obviously lead to a hugely important skill in terms of independence and employability. There's no way they'd have got those within the same timescale without the Programme support”.

Another aspect of the flexibility of the Management Group's approach highlighted by the Delivery Partners related to challenges at the start of the Programme associated with finding a role for young people at the Games who would have otherwise been excluded by the Organisers' decision not to allow people with criminal records to work as Clydesiders:

“At the start it was vital in helping us to get some young people engaged – BP were very visibly willing and committed to making the Programme work around them”.

Having said that, Delivery Partners observed that while these factors were both present and crucial to the Programme, they were also to at least some extent prerequisites for all of their funder relationships:

“It's certainly crucial but probably not that unusual – as an organisation we don't simply chase funding at any cost, rather we only try to access things that tie in to our wider organisational aims”.

There was consensus from Delivery Partners that they would not associate duration of a programme with retention rates of participants (although one Delivery Partner did observe that the relatively low intensity of the Young Leaders Programme, coupled with the long duration, presented them with challenges in keeping the Young Leaders engaged). Rather, they believed that for Young Leaders that remained on the Programme, there were three key 'hooks' that kept them involved: (1) The opportunity to be involved in the Commonwealth Games (2) Relationships with Dame Kelly Holmes Trust athletes and (3) Visiting Glasgow (as part of a wider theme around seeing new places and getting out of their communities).

Chapter 7

How does the Programme compare to others working with similar audiences?

Programme	Budget	Number of starts	Number of completions ('eligible for positive destination')
BP Young Leaders (top level summary)	£500,000	58	
BP Young Leaders (comparison with other programmes)	£500,000		39
Programme A	£474,000		462
Programme B	£868,000		320
Programme C	£453,000		189
Programme D	£400,000		127
ALL 14:19 Fund Programmes	£13m (of which £5m Inspiring Scotland investment, £8m leveraged)		5,573

One key factor in taking learning from the BP Young Leaders Programme is understanding how it compares to other programmes in terms of cost, scale, and success in terms of positive destinations and their

sustainability. We are grateful to Debbie McColgan of Inspiring Scotland for providing details of some alternative programmes for analysis. Programmes have been anonymised though details are provided:

Number of positive destinations achieved	% positive destinations (against those 'eligible')	NOTES	Cost / positive destination achieved
51 (88% of those to start the Programme, of which 39% employment, 61% education or training)		Duration 12 – 15 months, intensity av. 0.5 days/week	
37 (of those who completed the Programme)	95%		£13,513.51
268	58%	This Programme provides ongoing support with no end date. The budget includes core costs.	£1,768.66
243	76%	12 month Programme run by one of the Young Leaders Programme Delivery Partners Young people are perceived as harder to reach than the Young Leaders, with the potential for criminal record, disability, and NEET. Participants are 14 – 19, mainly male. High Intensity - 3 – 4 days/week in construction industry	£3,572.02
120	63%	Criminal Justice programme. Duration 12 – 18 months. Variable intensity. Target audience is Young Offenders 14 – 19. Stirling-based.	£3,775.00
124	98%	Programme working with Young Carers perceived as providing excellent value.	£3,225.81
3,810	68% (of which 24% employment, 76% education / training)		£3,412.07

From the quantitative and qualitative insights available for comparison and contrast two assertions appear to be possible:

1 Qualitatively, the Young Leaders Programme has been excellent – it has delivered a much higher proportion of positive destinations than any of the other Programmes selected as being broadly comparable, with almost 90% of Young Leaders moving on to a positive destination compared with other Programmes delivering

approximately 68% positive outcomes (across all 14 – 19 Fund Programmes). We also note that a higher proportion of the positive destinations are in employment than across all 14 – 19 Fund Programmes (while also observing that the age profile of these Young Leaders, at 17 – 22, is older and therefore this could be expected).

2 Quantitatively, it is an expensive Programme compared with the others, and even taking into account its positive conversion rate, its cost per positive destination is between three and eight times greater than other Programmes.

The travel and accommodation aspect of the BP Young Leaders Programme must be factored in too (20% of total investment); other programmes based in a single location do not attract these additional, and substantial costs. However, we must also consider that even if half of the Programme's budget had been spent in this way and were discounted from the overall Programme cost in terms of outcomes delivered, the BP Young Leaders Programme would still be the most expensive programme described here in terms of costs per outcome. Given the comments of the Young Leaders and

Delivery Partners, both of whom identified the hook of the Commonwealth Games and the opportunity to meet and make friends with other young people from around Scotland as key success factors to the Programme, we would suggest that the travel and accommodation budget has in fact been key to the Programme's qualitative success and may therefore be seen to have made a major contribution to positive destinations achieved.

At least two of the Programmes identified for comparison are of comparable length to the Young Leaders and one, with no end date, is potentially longer. The intensity of Programmes is variable, and Young Leaders is less intensive (in terms of average time input) than at least one of the longer Programmes identified above.

Key Point: Investment Approach and Effects

The Young Leaders Programme appears to have contributed to a higher proportion of positive destinations than other programmes working with young people to improve their employability. This does not appear to be directly related to the Programme's duration as there are other Programmes of similar duration already in existence; however, the nature of the support the Young Leaders Programme provides does appear to be a key factor in this. Factoring in costs, however, it must be borne in mind that even Programme A highlighted above, with fewer than 60% of its completers moving into positive destinations, delivered a higher actual number of positive destinations for less money than the Young Leaders Programme. The insight suggests that there are potentially always ways of driving greater value for money if that were ever the only or principle motivational driver for the investor.

Chapter 8

To what extent has the Management Group worked together as a cohesive group?

Key Point:

The Management Group have functioned effectively as a cohesive unit, driven to a very great extent by the strengths and qualities of the individuals that make up that Group. Any such success obviously brings with it risks in terms of the transferability of a Programme – we wonder could similar outcomes be achieved by the same organisations without these individuals and their relationships given their direct correlation with its success?

The Management Group have represented an extremely cohesive unit bound by certain key principles and approaches which are explored below:

Sponsor Mindset

- BP, as personified by Ian Duffy (Community Development Manager) and Ian Adam (Director UK Social and Community Affairs) has shown a drive (both organisational and personal from these individuals) to create the conditions for a successful project.
- This drive has been backed up by a willingness and indeed eagerness to learn from past experiences and commitment to improving the Programme's design and development.
- The Venture Philanthropy model adopted by BP is an approach which provides flexibility and empowerment to the Programme's managers and deliverers.

Due Diligence

- Prior to the Programme's start, Julie Whelan (former Chief Executive of the Dame Kelly Holmes Trust) carried out an extensive programme of due diligence activity, drawing on her personal and organisational knowledge and contacts to identify the best partners to work with in Scotland rather than attempting to manage the Programme themselves. This process identified Inspiring Scotland as an organisation with the clout, assets and remit to manage the Programme.
- Inspiring Scotland, having been selected as the Programme managers, themselves carried out a due diligence process to reduce their list of 80 ventures down to 10 potential Delivery Partners that displayed the qualities required (such as whether those Delivery Partners could verify, be credible, be anchors for the work, evidence commitment to sustainability, commitment to evaluation, and most of all that they were committed to creating pathways for vulnerable people).
- The Memorandum of Understanding between the Dame Kelly Holmes Trust and Inspiring Scotland was seen as a really effective way of formalising the relationship and understanding respective roles and responsibilities.

Shared Mission and Values

- The Management Group have shared a commitment to delivering a legacy for young people as part of the opportunity afforded by the Commonwealth Games.
- There has also been a complementary personality mix on the Group, maximising their effectiveness as a team. This has been driven by complete faith in each other's capabilities and judgements.
- Again, the mix of faith and respect between members of the Group is engendered at individual level but drives similar cohesiveness at organisational level.

Clear Roles and a Small Team

- The roles of the different members of the Group have been clear throughout and there has been mutual trust between people and organisations to fulfil those roles without obstruction.
- The leanness of the Management Group (with 3 – 5 people from 3 organisations working together at any one time) has ensured that flexibility and responsiveness could be maintained.
- This has been further supported by the continuity of individuals' involvement in the Management Group throughout the Programme.

Singular Investment

- The fact that this Programme was funded by a single investment from a single investor meant that decisions could be made swiftly, flexibility could be maintained, and purposeful activity delivered throughout.

Delivery Partner Perspective

The whole Management Group – Inspiring Scotland, BP, and the Dame Kelly Holmes Trust – were seen by Delivery Partners as committed, flexible, approachable and engaged. The strengths of the Management Group as a whole were seen as being flexibility, understanding of Delivery Partners' work, willingness to learn, and availability when required. The interest catalysed in the Programme from BP at local level was attributed to the work of Ian Duffy and Ian Adam at BP.

Chapter 9

How effective has Inspiring Scotland been in managing this Programme?

Key Point:

Inspiring Scotland have provided an outstanding project management service to this Programme – a consensus view from everyone the evaluation team asked over the lifetime of the Programme. We would regard their approach, systems, initial due diligence processes for identifying the ‘right Delivery Partners’, personal drive and ‘can do, will do’ attitude as exemplary. Much of this can be attributed directly to the efforts of Debbie McColgan, Programme Manager and her willingness to go beyond any contractual duty or obligation to help this Programme be the best it could be.

Two of the Delivery Partners already had a pre-existing relationship with Inspiring Scotland. As such, the effectiveness of the relationship was already perceived to be high and the data collection processes, for

example, were not seen as different to what they were already doing. One Delivery Partner observed that the Programme had led to a better relationship at an organisational level with Inspiring Scotland:

“Inspiring Scotland now have a better understanding of the challenges facing young people engaged with our organisation and the resourcing implications for us – we had a conversation with Debbie and she fed back to our relationship manager”.

The role of Debbie McColgan and Inspiring Scotland was seen as critical both in terms of her personal qualities and in terms of the role she fulfilled:

“Debbie was a critical success factor – she’s open-minded and a great listener. She’s also willing to admit when she doesn’t know things. Perhaps most importantly she actually liked the young people – this is critical but by no means a given for a Programme Manager!”.

“Process wise it was important to have a central contact point through whom all the information flowed. It was also important for that person to be able to deal with relationships at all levels – from strategic funding discussions with BP to buying a new pair of shoes for a Young Leader. Debbie provided a buffer between the Management Group and Delivery Partners in terms of the decision making process”.

Chapter 10

Concluding Assessment

- The BP Young Leaders Programme has had a profound effect on the 58 Young Leaders with whom it has engaged.
- Levels of outcome have been extremely encouraging for the Young Leaders Programme, with positive destinations in employment, education and training and softer outcomes aligned to further increasing the sustainability of those destinations.
- The extent to which those outcomes are directly attributable to the Programme is variable; some Young Leaders have secured work via placements through the Programme (a direct relationship) while some have secured places at universities and the Programme will have been one in a number of factors, not least of which are exam results, contributing to that success.
- The depth of outcome has been substantial, with significant improvements in Young Leaders' well-being and skills.
- Social Capital has been generated through Young Leaders' development of strong and supportive friendships ('Bonding'), through greater connections to communities and skills development ('Bridging') and through organisations learning from each other and collaborating ('Linking').
- Social return is estimated to be around £3.50 for every £1 invested.
- The Programme has removed barriers to employment for Young Leaders including low self-confidence and poor interview skills, and has raised all of them closer to Job Readiness – at least 88% of the Young Leaders are now 'Job Ready' (i.e. at Stage 3 or above of the Pipeline) compared with fewer than 1 in 10 before the Programme started.
- Ultimately the Programme has delivered a very high rate of positive destinations, with almost 9 out of 10 Young Leaders that were initially engaged going on to employment, education or training.
- Outcomes for Delivery Partners have been slightly different to those intended – the Programme has improved their capability and raised their profile in their communities and at national level.
- Athlete Mentors have improved their skills and well-being, particularly around communication skills and confidence for their careers post-sport.
- While the depth of the Programme's reach has been substantial, and there is evidence that Young Leaders have had a life-enhancing experience, other programmes with a similar overall budget have achieved a significantly wider breadth of outcome, reaching a larger number of young people.
- The 'hook' of the Commonwealth Games has significantly contributed to the success of this Programme in terms of the depth of outcomes, and has also contributed to improving retention on the Programme.
- It is possible that a certain amount of this 'hook' could be delivered without a mega-event providing that other aspects – namely new relationships with people from different communities and a chance to experience new places – were retained.
- The Management Group have worked together effectively as a cohesive unit, driven by the qualities and shared values of the individuals that made up that Group.
- The Management of the Programme by Inspiring Scotland has been effective and is highly praised.

Chapter 11

Actionable Policy Insights

Programme Direction

1 Leadership – what's in a name?

The Young Leaders Programme has provided a sense of empowerment to its participants by giving them significant input into its naming, leading to a title of 'Glasgow 2014 BP Young Leaders Programme' rather than 'Get Ready, I'm Ready' (its original title). However, the name of the Programme now has limited connection with its reality – unlike a previous Young Leaders Programme, the focus of this one is not on leadership or community activation, but on personal development and independence. The Management Group should consider a) whether they feel the Programme was aptly named and b) how much it matters if it was not when approaching any future opportunity.

Young Leader Well-being

2 Sustaining well-being after it has peaked

Overall, Young Leaders' self-assessment of their well-being peaked in the immediate aftermath of their Commonwealth Games experience. The Management Group may wish to consider ways in which this high point can be better sustained beyond the 'peak' of the event itself. This could be done by creating that next moment and re-generating the emotion of being a purposeful citizen and providing service to others – recreating the excitement of being a volunteer. This could be done by putting a focus on community activation and volunteer project delivery after the event (within 3 months is suggested where practical life-decisions and destinations of young people allow).

3 The Young Leaders Community – Alumni

Another way to maintain well-being, particularly given the value Young Leaders ascribed to the new relationships they have made, is to ensure that systems are in place to maintain those relationships both in person and via social networks over a longer term. This could involve delaying future Graduation Events to 12 months after the 'peak' event or even 12 months after the end of the Programme, to provide a focus around which Programme alumni could gather. Young Leaders could then (indeed would need to) also be involved more in the organisation of the event and its logistics in terms of timing and location.

Young Leader Employability

4 Accessing the Professionals

As young people progress into work, further or higher education, particularly post-event, they are likely to be more interested in and receptive to people with real world work experience. Maintaining access to such people (for example BP employees) in the form of a remotely accessible network maybe up to 12 months after the end of the Programme may generate mutual benefits in terms of increased work experience and community knowledge and profile. This may also mean re-deploying the resources of BP employees and support in future Programmes with a greater emphasis significantly post – rather than pre-Programme (whilst retaining those aspects of support most highly valued, including face to face contact and work placement/experience opportunities).

5 Competitive Advantage – ‘Selling Oneself’

Young Leaders were very motivated from the start of the Programme by the idea of using it as a way to make themselves more attractive in terms of their CVs, in job interviews and in personal statements. Indeed, many told us they had used their experience to good effect during the lifetime of the Programme. The Management Group may wish to consider offering post-event direct support to develop practical tools and means of talking and writing about their unique experience²⁹ that will give Young Leaders a competitive edge over their peers when it comes to securing further future opportunities, especially those entering education and training as opposed to employment.

Improving Understanding

6 Understanding Quality of Outcomes

In future evaluation work, there is an opportunity to enhance the approach of this Programme to comparing and contrasting with other programmes with similar ambitions around delivering employability and well-being outcomes for young people. In particular the evaluation team would welcome greater focus on examining difference in terms of not just quantity, but also quality of outcomes;

this Programme has certainly yielded a substantial depth of outcome in terms of both employability and well-being and it would be helpful to compare and contrast that depth, as well as breadth, with other programmes. This would include the sustainability of those outcomes over a period of at least 3 years post-Programme.

7 Outcomes for non-completers

A deeper understanding of the reasons why individuals did not complete this Programme, as well as the outcomes they took from it, would only strengthen our insights. We know from conversations with Delivery Partners that there are a range of reasons why young people have left the Programme, including personal circumstances becoming increasingly challenging or, more encouragingly, positive destinations requiring Young Leaders to reduce their out of work commitments (we know this has happened to at least some extent as more Young Leaders have achieved positive destinations than finished the Programme). Understanding the well-being outcomes and sustainability of destinations for those people as well as those that are engaged until the end of the Programme will help inform future delivery. It will of course present challenges to maintain engagement with these young people after they have consciously disengaged³⁰.



²⁹ E.g. blogs, approaching media to conduct interviews, setting up meetings with local employers.

³⁰ There may be merit in Inspiring Scotland capturing/measuring the outcomes for Programme beneficiaries who ‘drop out’ from any Programme they manage in future because they actually achieve a positive destination before that Programme experience has run its course.

Investment in the Future

8 Improving Value for Money

This Programme has set out to achieve an ambitious range of outcomes for a large number of different audience types. While it has delivered an impressive depth of change, particularly for its key audience of Young Leaders, it has done so at a very high cost compared to other Programmes which engage five or six times as many young people for a similar total investment. There are a number of ways of improving value for money, though all of them come with the potential to reduce the depth of outcomes even as they increase the breadth of their reach:

- Increase the number of young people engaged for the same £ investment.
- Decrease the total investment but retain the same volume of beneficiaries.
- Re-profile the programme to achieve a greater 'multiplier effect' (perhaps by increasing the focus on community delivery and activation).
- Redeploy resources away from any aspect perceived as more expensive/lower value and more towards those aspects regarded as less expensive/high value.
- Reduce the number of intended outcomes (thus tightening the focus of the Programme).

9 Investment in Future Programmes – Duration

A direct relationship between this Programme's duration and the outcomes it has delivered has not been established. This is because Delivery Partners, both those involved in this Programme and others working with Inspiring Scotland, already run 12 – 18 month programmes of varying intensities with an employability focus and those Programmes have delivered a very different set of outcomes in terms of (certainly) quantity and (potentially) quality. Future investment should focus on the aspects of this Programme which have been seen as particularly valuable both by Young Leaders and Delivery Partners, namely the opportunity for young people to experience life outside their communities, building of relationships between young people from a range of backgrounds, and some kind of 'sparkle' provided by either a major event, or the presence of some 'stardust' individuals, or both.

10 Transferability to Major, rather than Mega Events.

The peak in Young Leaders' well-being immediately following the Commonwealth Games, and their comments and those of Delivery Partners before it, certainly suggest that some kind of 'goal' for young people to aim at provides a motivator for retention on a programme and a powerful mechanism for delivering outcomes during it. However, the final assessment of the Young Leaders was that the most valuable aspects of this Programme were their new friends and the Delivery Partners' input, while the elements they had found most enjoyable were similarly their new relationships and the chance to do something outside their normal communities. If major events can be found that give young people the chance to build relationships and experience new communities, it is the view of the evaluation team that positive outcomes will still be delivered. Aligning the concept of the Young Leaders Programme to the activities of 'Spirit 2012' may, for example, be of merit and at a scale that might work. The number of opportunities, the length of event and having something not too narrow a focus may all increase the propensity for successful transferability of this concept to other events.

“My single biggest achievement was to be a part of a great family and be able to work in a team; learning how to talk to people; how to help people and in all how to offer my time and effort in whatever I do which has led me to be part of this year’s Commonwealth Games”.



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