

**Shephard &
Moyes Ltd**

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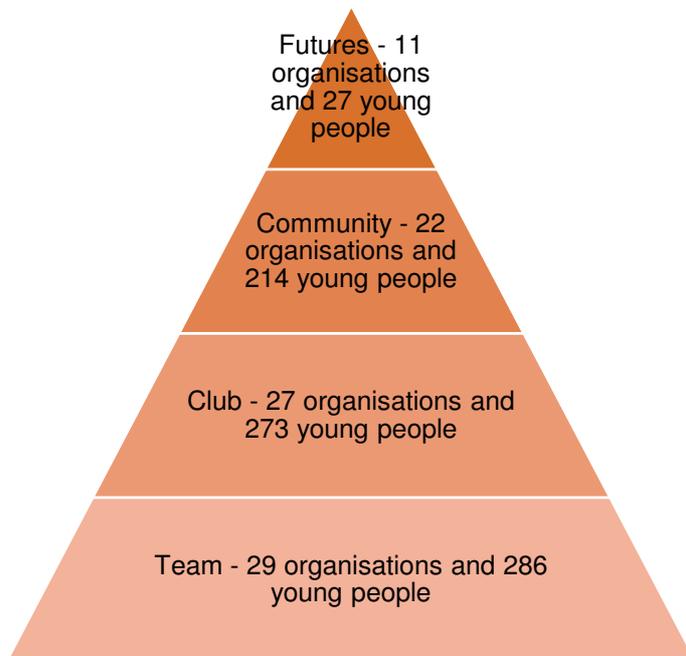
London Youth

City Leaders

End of programme evaluation 2016/17 (Pilot year)– October 2017

Executive Summary

The City Leaders programme aims to support young people to become leaders in their youth organisations and communities across London through participation in youth social action projects. In its pilot year of 2016/17, it involved 286 young people from 29 different youth organisations.



The programme takes a staged approach, with teams of young people progressing from planning and delivering projects for their teams, their clubs, and then their communities. In the final stage, young people from across the programme were brought together to take part in Future City Leaders; an intensive programme of development delivered at a residential and series of masterclasses.

The diagram to the left shows the number of youth organisations and young people participating at each stage.

60% of participants were male, 90% were aged between 12 and 18 and 80% were from Black, Asian and Minority Ethnic communities. Nearly a third have a learning difficulty, physical or mental disability, 90% were still in school or college when the programme started, and around 30% had never volunteered before.

Delivery

The table below outlines the key learning from the three main stages of the programme.

<p>Team and Club</p>	<ul style="list-style-type: none"> • The programme provided a new offer for over half of participating youth organisations. • For those that were already delivering leadership programmes, it had a greater focus on young people taking the lead and involved more young people • Youth organisations found that young people were keen to take part; they were interested in developing new skills that would enhance CVs, as well as wanting to get involved for the social aspect. • Youth workers agreed that young people understood the purpose of the programme, and it was delivered as a distinct activity outside of mainstream provision. • Youth workers felt the training, resources and ongoing support from London Youth was useful. This enabled youth workers to effectively support young people in making decisions over what projects they would deliver. • The main challenges were around motivating young people to attend meetings and asking for a commitment over a relatively long period of time. • Some youth organisations also found it difficult to manage group dynamics and help the young people to delegate roles and responsibilities.
<p>Community</p>	<ul style="list-style-type: none"> • The progression from Club to Community enabled young people to take more responsibility for decisions, and more ownership over their projects. • A range of projects were developed by the young people and youth workers used a range of methods to support the teams in choosing and delivering the projects. • A third of youth organisations saw the same group of young people taking part in the Community stage as the Team and Club stages. Nearly a quarter saw some young people dropping out, often due to other commitments. The rest had a mix of young people involved in the Club stage, and some new young people. • Youth workers have actively encouraged young people to think about what leadership means and how they can become leaders. This has been more easily achieved in youth organisations that have experience of delivering leadership activities, as youth workers have skills and experience they can draw on. • The pitch events were well run and high quality, with prestigious venues and panel members in senior positions helping to inspire young people and provide a sense of formality and occasion. • Youth workers felt that the pitch helped both motivate young people, as well as develop presentation skills. • Mentoring support was less effective, with communication issues between youth workers and mentors and timing of team meetings resulting in mentors being unable to attend sessions and provide support. • The key successes of this stage of the programme were young people developing their understanding of and ability to make decisions, delivery of successful projects that have helped build bridges in communities, and young people becoming more aware of and interested in the needs of their communities. • The main challenges were keeping young people focused and engaged, in particular in the run up to exams, distributing and managing responsibilities amongst team members and supporting young people to take responsibility for tasks without youth worker support.

Futures

- The Future City Leaders stage took young people out of their youth organisations, and brought them together at a residential and 6 masterclasses and offered the opportunity to apply for funding to do a further project.
- Masterclasses were held in different locations across London, had a specific theme related to leadership, power in London or personal development, and involved partner organisations both hosting and delivering the sessions, thus providing young people with a broader experience.
- Although 27 young people were selected, few attended most or all the masterclasses. Between 8-15 people attended each masterclass, which was lower than expected.
- One of the main differences between Futures and the previous stages was the opportunity it gave to bring young people from different parts of London together. By the last session they had made friends, were mixing well and commenting on how good it was to meet new people.
- The masterclasses were generally of very high quality, were well-planned and held in interesting venues that young people would not normally get the opportunity to visit.
- Satisfaction rates were high, with young people citing the expertise of the speakers, learning new things, and the opportunity to ask questions and discuss their thoughts and ideas.
- Youth workers felt that the Futures stage added value to City Leaders, as it is seen as a reward for people who have remained committed on the programme, as well as helping young people build on their leadership skills and confidence already gained.
- They felt it offered a new opportunity for young people, as it was delivered across London, focused on an individual's development rather than a group and helped expand young people's horizons.
- The only issue raised by youth workers was the timing of the programme, with it clashing with exam timetables and summer holidays.

Case study: Community project supporting people experiencing homelessness

The project was to give people experiencing homelessness the opportunity to take photos of their environment or things they thought were beautiful, and to share the stories behind their lives and the photos. To do this the young people handed out disposable cameras, developed the photos, selected some for an exhibition and showcased these in a cafe in Brixton. The girls wanted also to change the perspective people have of the homeless - show the variety of experience and their essential humanity - so it was important to hold an event to raise awareness of the work.

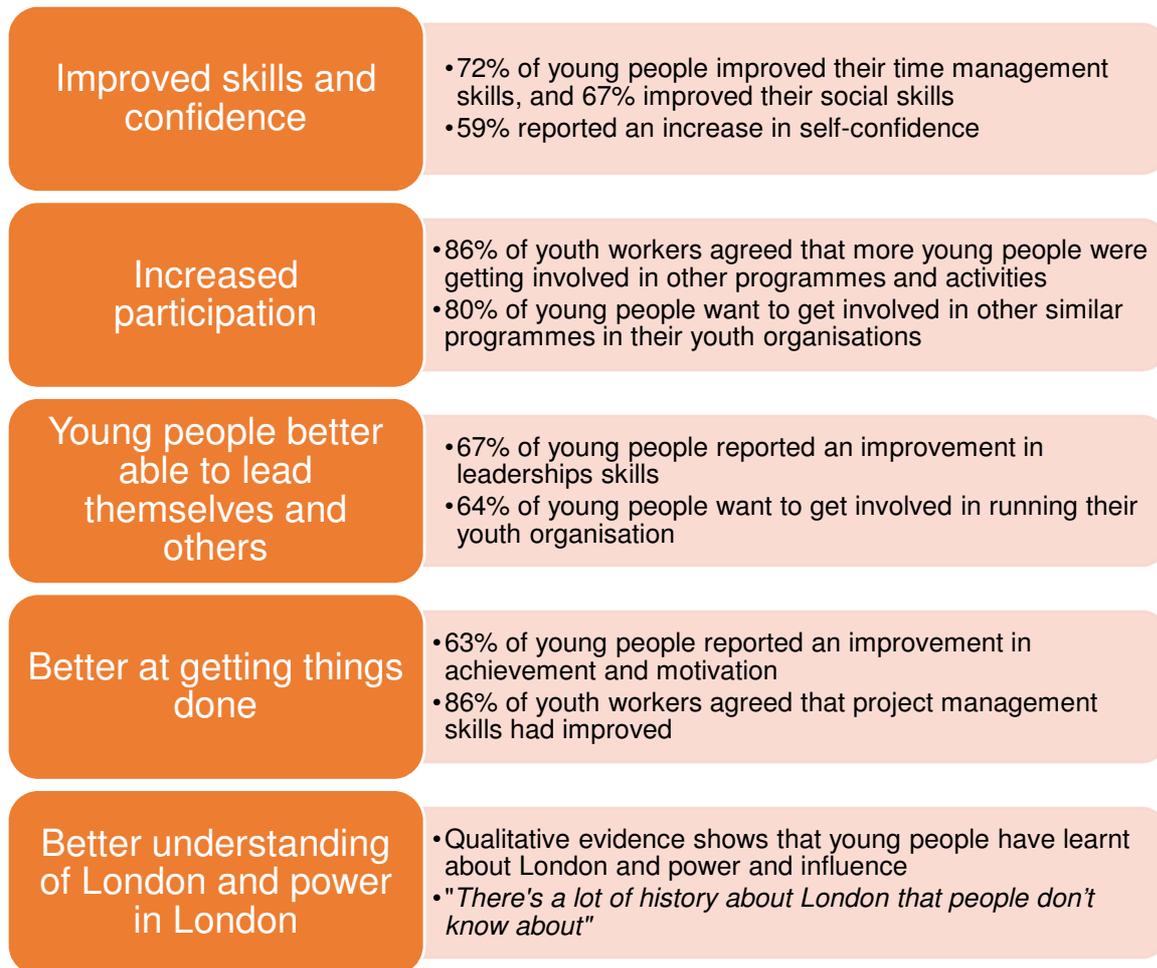
Case study: Impact on an individual

At the beginning A would rarely contribute in group discussions. We noticed a change in A after the club stage, A appeared more confident and was contributing more through their own initiative. During the community stage A nominated themselves for the research sub group and assumed responsibility for ordering equipment needed for the project. In addition A was the first person to present at the pitch.

A has gone on to join the Future City Leaders stage and we have seen their confidence and self belief continue to grow. It has enabled A to not just develop skills but apply them.

Impact

The diagram below summarises the impact of the programme, against the original programme outcomes.



"It has helped me to adapt my skills as a leader, I will use these in my role as a leader." (Young Person)

"It benefited me to see life in a different way and also to make me realise power in numbers is more powerful than doing things alone so I'm definitely grateful for this experience." (Young Person)

"I think the main impact this programme has had is it helped equip young people with skills which will make them better able to contribute to society, both locally and in the wider community." (Youth Worker)

Conclusions

Overall the programme has delivered a successful pilot year, involving a range of youth organisations and young people, delivering a variety of projects led by teams of young people that have resulted in improved skills, participation and leadership outcomes, with most outcomes being achieved by around two-thirds of young people.

A follow up report produced in 12 months time will consider how the young people's leadership journeys have progressed following their involvement in the programme.

Introduction

London Youth is network of diverse community youth organisations where young people choose to go. With a membership of over 300 youth organisations pan-London, members sign up to opportunities through London Youth with 29 taking part in City Leaders 2016-17.

London Youth is working in partnership with the City Bridge Trust and Morrisons Foundation to deliver the City Leaders programme. City Leaders is a leadership programme that aims to develop skills through social action projects delivered within a youth organisation and in their communities.

Running in its pilot year from September 2016 to September 2017 the programme aimed to support up to 300 young people to become leaders in their youth organisations and communities across London. In the final stage young people that showed the greatest promise and commitment to their own leadership and communities took part in an intensive 3-month leadership development programme. The programme objectives were to:

- Develop the confidence, networks and leadership skills of young Londoners, ensuring we reach beyond the usual suspects of those usually involved in these programmes
- Strengthen London's voluntary sector – investing in the next generation of civil society leaders
- Foster connections with the City of London – supporting young Londoners and community youth organisations to benefit from the assets and networks in the City

The project was delivered through four stages of activity:

- Team – up to 300 young people working in teams across different member organisations design and deliver a group activity and learn about teamwork
- Club – the same teams design and lead a project to improve their youth organisation
- Community – following a successful pitch to a panel of sector professionals and young people around 240 young people working in teams across approx. 24 different member organisations design and deliver a youth-led community challenge project alongside a community partner organisation
- Futures – young people who have shown the most promise and commitment take part in an intensive 3-month leadership development programme.

Evaluating City Leaders

Shephard & Moyes Ltd were appointed to evaluate the project, both during the 12-month programme and 12 months following. We combined self-evaluation support with independent evaluation to achieve the following objectives:

- Assess the extent to which the programme's outcomes had been achieved
- Assess the effectiveness of the delivery model and capture learning for future leadership programmes
- Provide evidence of individual, youth organisation and community impact for funders, members and wider stakeholders

We developed an evaluation framework following a workshop with London Youth staff and a member of London Youth's youth advisory board. The purpose of the workshop was to

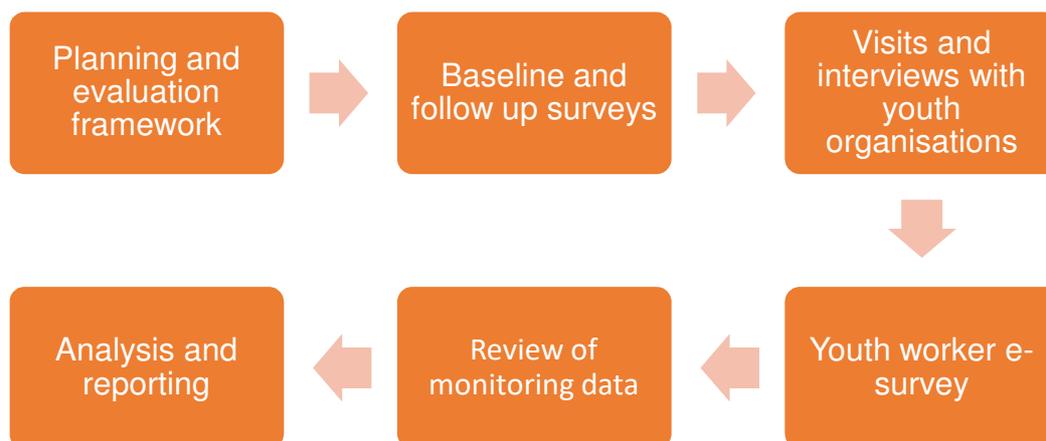
explore with stakeholders the desired outcomes for the programme and consider what evaluation tools may be appropriate.

The programme outcomes are:

- Improved skills and confidence
- Increased participation of young people within clubs
- Young people can better understand and lead themselves and others
- Young people are better at getting things done
- Improved access to opportunities
- Young people better understand London
- Young people better understand power in London
- Young people have more influence

The evaluation framework builds on the Journey of Change previously developed and uses this to develop research questions, which are shown in Appendix 1.

These research questions have guided our evaluation. Our approach to evaluating the City Leaders programme is shown in the diagram below.



This is our second report, produced at the end of the pilot year programme. It focuses on capturing progress, impact and learning over the delivery phase of the programme. A final follow up report will be produced 12 months after the end of the pilot year programme, which will consider how the young people’s leadership journeys have progressed following their involvement in the programme.

To inform this report we have:

- Collated and analysed 203 young people registration forms/baseline surveys collected from 29 members
- Collated and analysed 90 young people follow up surveys collected from 17 members
- Collated and analysed 83 youth worker observation surveys from 9 members
- Visited or carried out telephone interviews with 8 members

- Attended and observed 4 sessions of the Future City Leaders programme and one community panel session
- Sent two e-surveys to all participating youth organisations; one in February 2017 to inform the interim report, which resulted in a 57% response rate, and another in September 2017 which resulted in a 45% response rate
- Analysed monitoring data and resources produced by London Youth

Collecting data from youth organisations has been a challenge for both London Youth and ourselves – despite reminders, some youth workers have not responded to our requests to arrange visits, telephone interviews or complete surveys. This is not unusual for projects of this nature; youth workers are often very busy, not always in front of a computer/reachable by phone and tend to be difficult to ‘pin down’.

That said, when youth workers have engaged in the evaluation the quality of the information provided is high, and we are confident that the range of quantitative and qualitative data we have accurately reflects the programme.

The report is split into two chapters – the first considers how the programme was delivered and progress made against the original plan, and the second considers the impact the programme has had on young people, youth organisations and the wider community. The conclusions chapter summarises the learning to date.

Delivery

This chapter of the report discusses how the programme was delivered, focusing on what worked well and less well with the process. It also summarises the main outputs from the programme in terms of who has been involved.

Youth organisations and young people

Originally 31 youth organisations were selected to deliver the City Leaders programme. 29 of these completed the Team stage, with 281 young people participating, with team size ranging between 6 and 16. 27 of the 29 youth organisations progressed to the Club stage, and 22 successfully completed the Community stage, with 214 young people participating.

27 young people from 11 youth organisations were selected to be part of the Future City Leaders (Futures) stage.

Stage	Number of youth organisations	Number of young people
Team	29	286
Club	27	273
Community	22	214
Futures	11	27

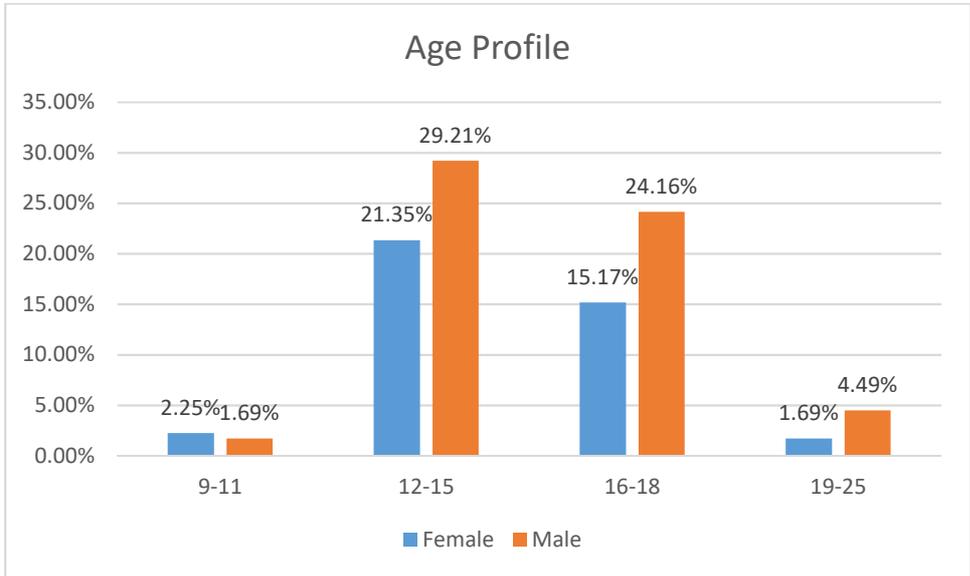
Originally the plan was for the Community projects to be completed before the summer holidays, enabling the Futures stage to be delivered following this. In reality, some youth organisations had not completed their community projects before Futures started, however this did not cause significant problems with delivery. Learning from the programme is that it will take youth organisations more time than originally envisaged to get up and running and plan their projects, and having a flexible timetable facilitated this.

Overall, just under £23,700 of funding has been distributed to youth organisations to enable them to deliver their projects. For Team stage this was an average of £80 per youth organisation, at Club stage this was an average of £400 and at Community stage an average of £720 per youth organisation, as shown in the table below.

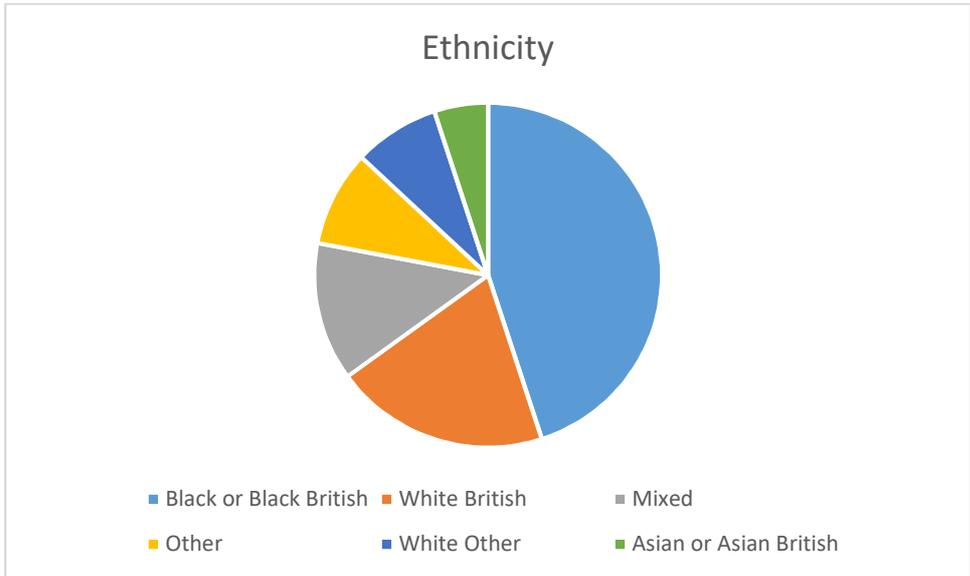
Stage	Total distributed	Number of organisations receiving funding	Average per organisation
Team	£2,307	29	£80
Club	£10,795	27	£400
Community	£14,400	20	£720

Participant profile

Using the registration forms, we can see that 60% of participants are male, and 40% female. The chart below shows the age profile of the young people involved. It shows that over half are aged between 12 and 15, and a further 39% between 16 and 18.

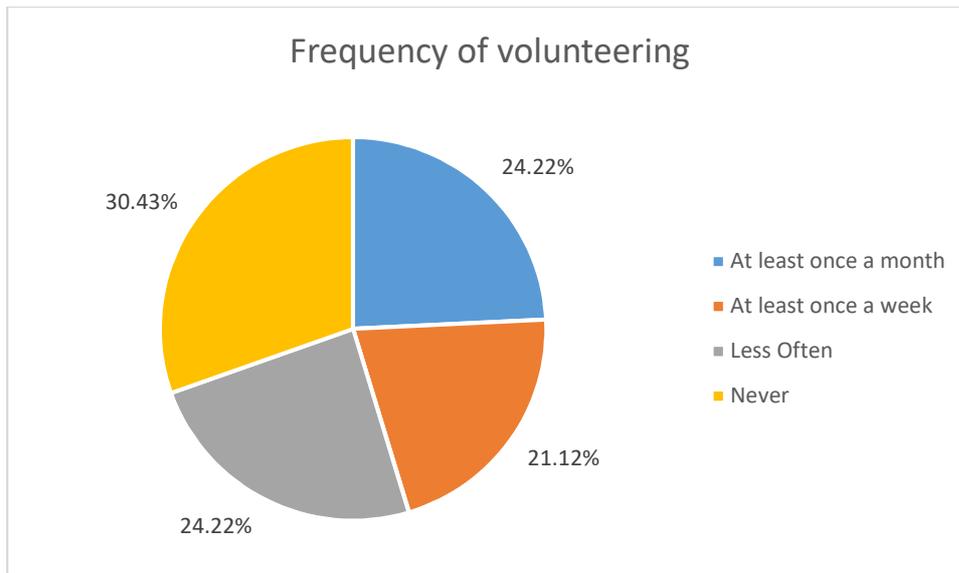


The chart below shows the ethnicity of participants, which shows that the majority (80%) are from Black, Asian and Minority Ethnic (BAME) communities.



The vast majority (87%) of participants are in school or college, 4% are working full or part time, 3% are in work related training (apprenticeships) and 1% are paid or unpaid interns. The remaining 6% are not in education, employment or training (NEET).

The chart below shows how frequently young people volunteer – it shows that most do some form of volunteering, with around a third (30%) having never volunteered.



31% of participants have a learning difficulty, physical or mental disability. Of those that do the most common is dyslexia (10% of participants).

Team/Club stage

Detailed analysis of this stage was included in the interim evaluation report in February 2017. To summarise our findings:

- The programme was providing a new offer for over half of participating youth organisations, who had not delivered a leadership programme before. For those that had, City Leaders had a greater focus on young people taking the lead and involved more young people and a larger commitment from the youth organisation
- Most youth organisations (53%) did not have any specific targeting for young people, however a third (35%) targeted young people who had not been involved in a leadership projects before
- Young people were keen to get involved as the programme provides them with new skills and something to include on their CV and UCAS applications. Young people wanted to get involved for the social aspect, to develop team working skills and to help them find employment in future
- Youth organisations were clear that the programme was distinct from mainstream provision at the youth organisation, helping ensure that young people understood that they were participating in a specific programme.
- 88% of youth organisations who completed the e-survey agreed that young people understand the purpose of the programme, with youth workers we spoke to explaining how they have spent time going over the programme's objectives. However, a small number of youth organisations did struggle to get across the purpose of the programme
- The majority of youth organisations felt the training, resources and ongoing support from London Youth was useful – however there were some suggestions to improve the resources to make them more accessible for young people with English as their second language, or had additional learning needs
- Youth organisations encouraged young people to make decisions over what projects they would deliver for the Team and Club stages and youth workers supported them to do this

- The main challenges faced by youth organisations were around motivating young people to attend meetings and asking for a commitment over a relatively long period of time. Some youth organisations also found it difficult to manage group dynamics and help the young people to delegate roles and responsibilities

Overall, the youth organisations we spoke to were supportive of the programme and could see the potential impact it would have on skills and confidence. Youth organisations also saw the potential of the programme to support leadership and decision making in their own youth organisations:

“We saw it as a good opportunity to give young people the chance to take a key role in decision making and having a say in what we do as a charity. Funding was important but not the main reason.” (Youth Worker)

Community stage

As the project progressed to the Community stage, a third of youth organisations saw the same group of young people taking part. 22% of youth organisations saw some young people dropping out at this stage, and 44% had a mix of young people involved in the Club stage, and some new young people. All youth organisations, however, had some young people progressing from Club to Community, with none having to recruit an entirely new group of young people.

Youth organisations found that the progression of the programme has enabled young people to take more responsibility for decisions, and more ownership over the projects they are delivering. Starting off with small, manageable projects and then progressing to more complex activities that involved multiple partners has worked well.

“The young people that have been involved in more than one stage have started to take responsibility for the decisions that are being made and are now telling us what they would like more than us having to suggest ideas first. They also understand negotiation and coming to a group decision a lot more as everyone did not always agree”. (Youth Worker)

Developing project ideas

The Community stage saw a range of projects being developed and delivered by young people:

- Working with people experiencing homelessness
- Developing relationships between police and young people
- Community events
- Working in care homes/cooking meals for older people
- Sports events with other youth organisations
- Comic book tackling youth violence
- Documentary making

Case study: Community project supporting people experiencing homelessness

The project was to give people experiencing homelessness the opportunity to take photos of their environment or things they thought were beautiful, and to share the stories behind their lives and the photos. To do this we handed out disposable cameras, developed the photos, selected some for an exhibition and showcased these in a cafe in Brixton. The girls wanted also to change the perspective people have of the homeless - show the variety of experience and their essential humanity - so it was important to hold an event to raise awareness of the work.

Case study: Community stage knife crime prevention project

The City Leaders group decided to create a comic which they hope will deter young people from carrying knives. This is following the group's personal experience of violence within their community. As a group, over the past 18 months three of their friends have lost their lives to youth violence. The group has been working with Queens Park Primary School, Westminster Academy and Queens Park Health Centre. All of these partners have agreed to make the comic available to the students and local residents that attend the surgery.

Young people were supported in choosing and delivering their projects in a range of ways by youth organisations. Youth workers encouraged them to think about who they would like to benefit, helped them develop a range of ideas and choose the most appropriate. Some carried out research into options and presented this to the young people to stimulate discussion. Youth workers were also instrumental in helping the young people make connections with local groups and organisations. Providing them with space and supporting creative thinking was also considered important.

“The young people came up with the idea independently however I supported them to make links with a local organisation that supports homeless people so that they had a safe space to carry out their research. This was also supported by a member of staff for safeguarding purposes.” (Youth worker)

“Luckily the group of community leaders we had were extremely flexible in their views and ideas. We heard their suggestions and they also heard our ideas because at the end of the day we just wanted to support them as much as possible. Allowing them to have the space and creativity they needed to come up with ideas that were meaningful and realistic.” (Youth worker)

Developing understanding of leadership

Youth workers have incorporated a number of ways to help young people develop their understanding of leadership, both through discussion ('learning') and practical exercises ('doing'). These have included:

- Leading by example – explaining how they as youth workers are facilitating discussions and helping address challenges
- Giving young people more responsibility for making decisions
- Stepping away and encouraging young people to deliver tasks
- Encouraging quieter members of the group to lead
- Discussions on the importance of leadership and what it means
- Workshops on decision-making and leadership

- Providing training in safeguarding and equality and diversity to enable them to take on a leadership role more widely in the youth organisation

“The young people have been able to see how we have handled the facilitation of the project, some of the challenges of the project and how these have been addressed or could have been improved. Thus the young people can use our example, learn from it and improve upon it based on the lessons. [We] have also shown them the value of planning and group discussions in the process of getting good ideas and building good plans overall, they could take this forward when constructing plans and coordinating a team to execute this plan.”
(Youth Worker)

“Over time they definitely learnt to understand that we will not be doing their tasks for them! I think that was a real moment for them when we said ok, this is your idea. Get to it! And they had to organise themselves and delegate tasks to each other in the best way possible without there being a dictatorship.” (Youth Worker)

“We discussed (and then put into practice!) the importance of leadership as taking responsibility and following through on our commitments, and that good leaders listen to others to try to understand their perspectives. We talked about this at the team stage to encourage the team to get on well despite their differences - and the challenge was made even harder when the people we were working with were not just peers, but the homeless, with very different life experiences”. (Youth Worker)

It is clear that a number of youth organisations have actively encouraged young people to think about what leadership means and how they can become leaders, rather than passively expecting this to happen as a result of delivering the project. From our discussions with youth workers and learning from other projects, this is more easily achieved in a youth organisation that has existing experience of delivering leadership activities, as youth workers have skills and experience they can draw on.

Pitch

The pitch event forms part of the Community stage of the programme where young people are required to pitch their community project idea to a panel of professionals in order to receive the funding. We observed one of these events and found it to be a very well run, high quality event. The key features which made the event a success were:

- Holding it in a prestigious location (Barclays Bank in Canary Wharf)
- Involving panel members from senior positions in the City and across the voluntary sector in London.
- Providing detailed panel briefings both prior and at the event which effectively introduced the aims of the programme, the role of panel members, expectations in terms of the quality of presentations and agenda for the evening.
- Providing good level of staff resources, to signpost and welcome young people and panel members
- Well managed and planned event
- Constructive feedback was given by the panel, highlighting positive aspects and areas for improvement. The panel also recommended changes to the project ideas.

There were approximately 30 young people from 5 different youth organisations and all contributed to the presentation. From our observation young people were very engaged in

the process and were working in their teams before their pitches, practicing or doing final preparation on their pitch.

It was clear from observation that young people were working well together in their teams although because of the nature of the event and the time limitations with the venue there did not appear to be any interaction between young people on different projects. Young people were also supportive of other people's pitches by clapping after presentations and when the announcement of grant was given by panel.

The quality of the room and building created a professionalism and formality to the event which appeared to have an impact on young people as some were wearing suits and most were dressed smart/formally. One lead young person from one youth organisation informed us that she had briefed her young people on types of behaviour and appropriate dress for this type of environment but was mindful that young people were still themselves.

Due to the tight timescale and effort being made by young people to practice and prepare their pitches, there was little time for in depth conversation with them. However, feedback from young people about the event was positive. Despite finding it challenging to prepare, and obtain consensus on their project ideas, young people found the experience enjoyable.

"We enjoyed it." (Young Person)

"Preparing had been challenging because many needed to manage college/school commitments with project." (Youth Worker)

"It was challenging to get consensus at beginning of project as so many people had different ideas of what they could do but everyone was happy with the final idea." (Youth Worker)

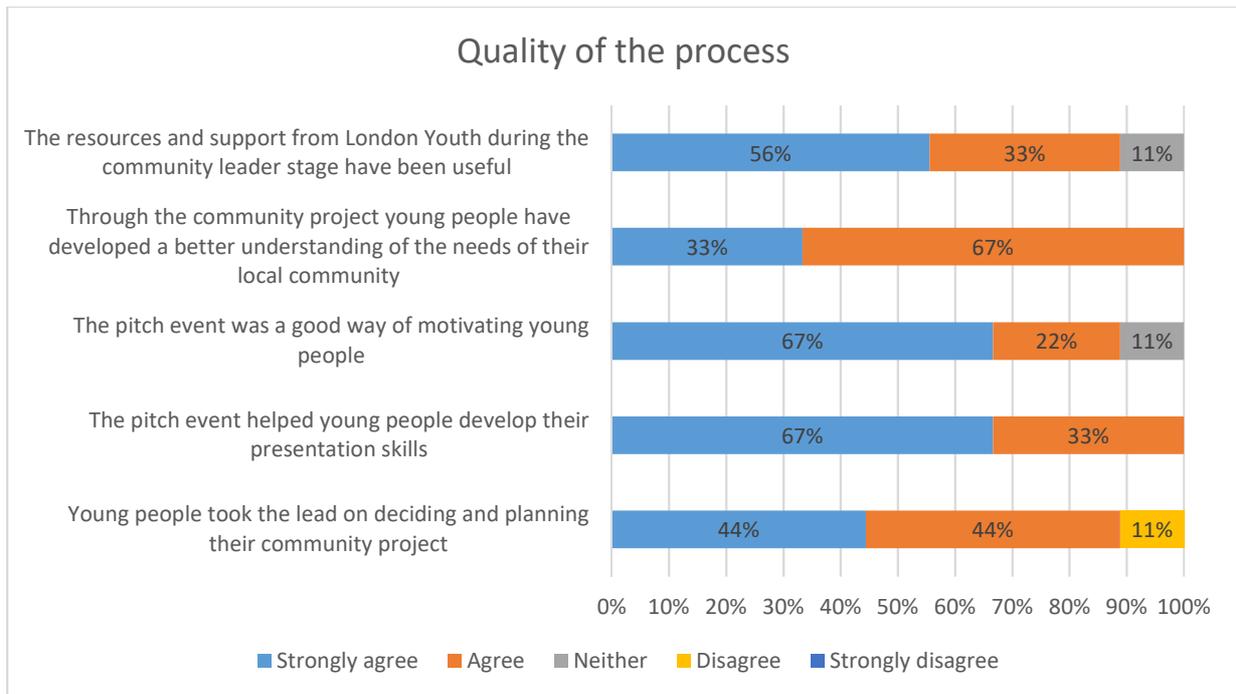
"Decision making was challenging although having good relationships amongst the group helped to decide and agree on one idea." (Youth Worker)

"The pitch event [was a success] where our young people could see other groups and how their project was part of a wider movement." (Youth Worker)

Quality of delivery

The chart below shows the views of youth workers around the process of delivering the Community stage. It shows that 89% of youth organisations felt that the resources and support from London Youth were useful, 100% of youth organisations felt that the pitch event was useful at developing presentation skills and 89% felt that it was a useful way of motivating young people.

88% of youth organisations agreed that the young people took the lead on their community project, and all youth organisations felt that the young people have developed a better understanding of the needs of their community as a result.



“Support [from London Youth] has been brilliant, very responsive to all queries and flexible for example with the Club stage they couldn’t find a date so there were delays and London Youth were very flexible and accommodating.” (Youth Worker)

“The fact that they got to leave their postcode and do something outside of their school setting was appealing. For example the pitch presentation was a particular area of interest for young people.” (Youth Worker)

Successes and challenges

Youth workers were able to identify a number of key successes of the Community stage of the programme:

- Young people developing their understanding of and ability to make decisions
- Successful events that have built bridges between groups in the community
- More experience and confidence in public speaking
- Young people learning about the work of local charities and needs of communities
- Young people more interested in getting involved in their youth organisation

“I would say that the most successful element of the Community stage was the young people demonstrating that they knew exactly what they wanted. They changed from a group that needed quite a lot of support to a group that was very definite about their ideas and the message that they wanted to get out.” (Youth Worker)

“The main successes of this was allowing the City Leaders to actually see what their hard work looked like in the physical. To see all their ideas on paper come to life! But also, knowing that the 'Family Fun Day' they brought alive will probably be something that continues year after year at every football tournament.” (Youth Worker)

“The experience gained in preparing for and executing the Community stage is a treasure chest of wisdom.” (Youth Worker)

The main challenges were:

- Keeping young people focused on the project, in particular in the run up to exams
- Agreeing on dates to meet which suit all young people
- Managing time effectively
- Distributing and managing responsibilities amongst team members
- Inconsistent attendance from some of the group members
- Helping them do things without the support of youth workers
- Sustained commitment - really making it clear that the project can only happen and be successful if young people take responsibility for it constantly, rather than at the last minute with a lot of chasing

“I think the main challenges were trying to get everybody to meet consistently all the time. The City Leaders really had to learn to manage their time and their schedules in ways they had not before. But with time they learnt how to prioritise so much better and completed exactly what they set out to achieve” (Youth Worker)

Mentoring

One of the main challenges experienced was the use of mentors. The aim was to recruit and support mentors from the professionals in the City to support youth organisations and young people in delivering their projects. Although there was interest in becoming a mentor from a number of people (in particular as part of corporate social responsibility programmes within large organisations that encourage employees to volunteer), overall this element of the programme was not successful. Issues with a lack of communication from Youth Workers, cancellation of meetings, and inability of mentors to attend the time of sessions (sometimes held before the end of the working day) meant that mentors could not be used effectively.

Although we do not have feedback from all mentors, the issues faced are expressed in the quote below, where one mentor had a dissatisfactory experience.

“I was largely unable to provide this support due to timing conflicts. The youth club met before I finished work and their sessions ended before I could ever reach them. The youth worker wasn't very receptive to my involvement and I spent my time apologising for not being able to make sessions. The youth worker also usually didn't communicate with me, even when I reached out directly. On the one time I was able to make a session, the youth worker wrapped up early. I contacted him by phone and email and left a message with his colleague. He never contacted me back or explained where he was that day”. (Mentor)

Despite issues with timing, one youth organisation did find the experience useful:

“Due to the different problems our group experienced, and timings of our sessions, [our mentor] was put in a position whereby he was not able to offer as much help and support as would have liked. The sessions he was there he was really helpful and did get the group to think about what actions to do regarding the stage they were at. Considering the various problems our group displayed, he was able to engage with them more on a 1-2-1 basis and has helped our group to build their confidence around new people”. (Youth Worker)

Learning from this element of the programme (albeit limited) suggests that for mentoring to work, the following needs to be in place:

- Buy-in and commitment from the youth organisation at the outset

- Matching appropriate mentors to the individual youth organisations – based on skills, but also availability
- Regular communication between youth worker and mentor

Should London Youth consider including this element in future programmes, some form of agreement between youth organisation and mentor may help reduce these challenges.

Improvements

One of the common lessons learnt by youth workers, particularly during the Community stage, was the need for more staff time and support to the young people than originally planned. Some youth organisations felt that they needed more staff to support the programme, and some felt that including staff costs in the funding would help provide this additional resource. Some youth workers also felt that they needed to hold more regular meetings with young people in order to build their leadership skills, and that splitting the group into smaller sub-groups to deliver specific elements of the project may help.

Some youth organisations also recognised the importance of getting parent buy-in to the programme, and felt that speaking to parents on the phone or through an induction day at the start would help get commitment. Other ideas to improve in future were to set team meeting dates in advance, and incorporate more team building activities at the start.

“We realised more regular meetings [were needed] with young people as to get the most out of the programme they need to spend more time with the youth workers and to build the leadership skills.” (Youth Worker)

“An induction day programme for parents, kids and youth organisations would be beneficial for a programme that works across a number of schools as parent involvement is critical. Something for parents, a launch event that is exciting and young people see it and parents can get involved. It will help create greater buy in.” (Youth Worker)

Future City Leaders stage

27 young people across 11 youth organisations were selected to become ‘Future City Leaders’. Youth organisations were asked to identify young people who would particularly benefit from an intensive leadership development programme. As a natural result of this, young people were chosen who showed particular enthusiasm and commitment to the previous stages. One youth organisation firstly shortlisted young people based on their attendance and then spoke to individuals where it was felt they had the skills to take full advantage of the opportunity. Availability was also important, as the programme took place over the summer holidays.

‘I think enthusiasm is a really important quality for young people engaging on this programme as it will keep them motivated and indicates that they will get the most from the opportunity.’ (Youth Worker)

Another youth organisations asked for nominations from the young people themselves – asking them to nominate three young people who have shown the most growth and made the strongest impression on them during the programme. This approach helps the Futures stage of the programme to be seen as a reward for engagement in the previous stages.

“We were particularly looking for the young people who had come out of their comfort zone throughout the programme and challenged themselves in terms of leading others or initiating tasks.” (Youth Worker)

Once the young people were selected they attended an induction, a residential and six masterclasses over the summer. They also had the opportunity to apply for additional money to continue the projects they had delivered at Club or Community stage.

The masterclasses were held in different locations across London, had a specific theme related to leadership or personal development, and involved partner organisations both hosting and delivering the sessions. This helped provide young people with a broader experience than if it was solely delivered by London Youth staff in London Youth or youth organisation premises.

Although 22 young people were selected, few attended most or all the masterclasses. Between 8-15 people attended each masterclass. This was lower than expected, but due in part to delivery taking place over the summer, and partly due to young people being responsible for travelling to the venues themselves. This is a common issue shared across programme and London Youth were in regular contact with all young people throughout the programme. However it may be possible to do more to incentivise or support young people to attend most sessions.

One of the main differences between Futures and the previous stages was the opportunity it gave to bring young people from different parts of London together. Although young people found it hard to mix at first, by the last session they had made friends and mixing well and some commented on how good it was to meet new people. Building in opportunities for young people to meet a range of people from across the city is something that could be incorporated into the youth organisation and Community elements of the programme.

Masterclass observation

We attended 4 of the 6 masterclasses in an observational capacity. The sessions we attended were generally of very high quality, were well-planned and held in interesting venues that young people would not normally get the opportunity to visit. Most young people we spoke to had never visited the venues or areas of London previously, which is a benefit in and of itself.

The masterclasses were on a range of different topics, and had a good mix of lecture/presentation, practical work, debate, experience and group discussion.

Having sessions led by other organisations is clearly a strength of the programme, however it did mean that the quality of presentations was variable. For example, whilst the content in the Employability masterclass was good, the presenters were less experienced at facilitating sessions for young people. This was followed by an inspiring workshop by a former member of the Dare London panel, who was excellent.

Both speakers at the first masterclass were passionate speakers and engaging, however the ‘how to use the media’ did not start well due to timing issues with the previous session and young people were initially disengaged, until support from London Youth staff helped move things forward. However, the session led by young people at the same masterclass was excellent – the facilitators were highly skilled at involving the participants and the topics were relevant and interesting.

Despite this variability, the advantages of variety and experience outweighed the disadvantages in terms of quality, and the young people found all sessions useful and interesting.

At the sessions we were able to speak to young people about why they wanted to take part in Future City Leaders. The most common responses were around developing skills and confidence, particular with regard to finding employment and wanting to do more around running community projects. Running the programme across London and with a range of young people from other youth organisations was also appealing.

“I want to help other people in my community so it will help me to do this.” (Young Person)

“To develop skills to help with future employment.” (Young Person)

“I wanted to learn more about political structures which you don’t get to learn about in school or other areas of life as a young person.” (Young Person)

“I wanted to get out of our area and do something constructive.” (Young Person)

“To socialise and meet others as I don’t always feel like I fit in.” (Young Person)

From our observation and discussions with young people, they really valued the sessions which involved group discussion, and opportunities to share ideas and get to know each other. One commented that it would have been better to have held the residential earlier, so they would have gotten to know each other sooner.

“It would be beneficial to know other young people better – perhaps we could have done the residential earlier which would have helped this. The marketing event was designed to work with new people which helped us to get to know people too.” (Young Person)

Although a simple idea, the networking session held in the final masterclass really engaged the young people, with them really enjoying finding out more about each other’s likes and dislikes and plans for the future.

“It wasn’t too stationary, we all moved around and got to learn new things about each other.” (Young Person)

We were also able to explore with young people what they enjoyed and learned from the sessions. More detail is provided on learning in the next chapter, however the following quotes demonstrate that young people were engaged in the sessions, enjoyed them and felt as though they were benefiting.

“I learned that I have my own personal power, before the event I just assumed that power sat with people in authority.” (Young Person)

“Improved communication skills, particularly with the marketing event where we needed to work with people we didn’t know on design of a marketing campaign.” (Young Person)

“Old Bailey visits – we learned about London court system and London in general as we were shown a part of London wall and how London was originally surrounded by a wall with different gates for entry.” (Young Person)

‘The session was great and it was delivered by other young people.’ (Young Person)

Experience

Detailed evaluation forms were completed at the end of each masterclass, which have been extremely useful in capturing feedback and learning from the programme. The table below shows the satisfaction levels across the 6 masterclasses – the most popular was the ‘Justice

in London’ session held at the Old Bailey, and the least popular was the first session. However, all had high levels of satisfaction and all young people said that the sessions should be repeated.

Masterclass	Average score out of 10
Power and Influence	8.58
Pitching and advanced communication	9.10
Justice in London	9.19
The Media	8.64
Wellbeing and self-care	8.75
Employability and next steps	9.10

When asked what was ‘really good’ about the sessions, young people frequently cited the expertise of the speakers, learning new things, and the opportunity to ask questions and discuss their thoughts and ideas.

“How we spoke about everyone’s opinions. Sharing what I thought about power and influence with others.” (Young Person)

“Getting an expert on the subject that has experience.” (Young Person)

“It was fun, interactive, engaging.” (Young Person)

“It was amazing. Learning what happiness really is.” (Young Person)

Common suggestions for improvement were:

- More opportunities for group discussion and interactive sessions
- Shorter speeches
- Shorter walk (one masterclass involved a walking tour)

“Would have added more questions for the group discussion as it would have got a lot of the group involved.” (Young Person)

“The longevity of the speeches. I received the messages early in the speeches.” (Young Person)

Adding value

We spoke to a small number of youth workers from youth organisations where young people were taking part in Future City Leaders. Youth workers felt that the Futures element of the programme added value to City Leaders, as it is seen as a privilege or reward for people who have remained committed on the programme, as well as helping young people to enhance their leadership skills already gained.

“It provides an incentive and something for young people to work towards. If sold right it is something that young people should aim for and want to achieve.” (Youth Worker)

Youth workers also recognised how it helps build on the skills and experience gained through the previous stages of the programme, and really helped to boost self-confidence.

“It helps understand concepts of leaderships better and develop skills further by implementing them in an additional stage.” (Youth Worker)

“Our young person became to view herself as a leader by the Future City Leaders stage. She wouldn’t have had the imagination to identify and design a project at future leader stage without having participated in other stages.” (Youth Worker)

“It takes them out of their comfort zone of working with people they know to begin applying these skills with others. Makes them more adventurous and risk taking.” (Youth Worker)

Youth workers also felt that it offered a new opportunity for young people, as it was delivered across London, focused on an individual’s development rather than a group and helped expand young people’s horizons.

“Few opportunities are pan London and it allows young people to mix with others outside their borough and give them a sense of what their city is like as a whole rather than a small area.”(Youth Worker)

“Masterclasses and exposure to experts will help with networking in the future.” (Youth Worker)

“A focus on the individual rather than a group or club.” (Youth Worker)

“She feels it will have expanded her horizons and made her think of herself as a leader rather than involvement in a leadership programme.” (Youth Worker)

“Reward for young people who work hard which short-term programmes don’t offer.” (Youth Worker)

Improvements

The only main issue raised by youth workers was the timing of the programme, with it clashing with exam timetables and summer holidays.

Impact

This chapter of the report considers the difference the programme made, focusing on participant outcomes, development of skills and the wider impact on youth organisations and communities. It is drawn from participant surveys, alongside qualitative research with youth workers and young people.

Experience

The table below shows young people’s levels of enjoyment with the programme, demonstrating high satisfaction rates of at least 8 out of 10. Young people enjoyed the experience, found their youth workers, mentors (where applicable) and London Youth to be supportive and would recommend the programme to others.

Young people also agreed that the project helped them to develop new skills; one of the outcomes of the programme.

The results show that overall young people had a positive experience on City Leaders.

Question	Average score (out of 10)
I enjoyed taking part in City Leaders	8.57
London Youth staff were helpful and supportive	8.41
Staff at my youth club were helpful and supportive	9.31
If applicable, our mentors were helpful and supportive	9.03
I would recommend City Leaders to others	8.75
The club and community panels helped me develop my skills	8.45
I learnt new skills from taking part in City Leaders	8.46

“[I like] how it's organised - structured small to large.” (Young Person)

“They are very supportive and helpful.” (Young Person)

“I liked everything!” (Young Person)

“[I] learnt new skills while on the project” (Young Person)

Personal development outcomes

The Life Effectiveness Questionnaire was completed by young people at the start and at the end of the programme. It measures change against a range of outcome statements. To analyse this data we have assigned each of the 24 statements to one of the programme outcomes shown in the introduction to this report. The detailed results of the LEQ survey, showing the results of each question are shown in Appendix 3.

The table below shows the average scores (out of 8) from the baseline ‘Before’ and follow up ‘After’ surveys. It shows a positive change across all outcomes, with the greatest change being young people’s ability to lead themselves, development of relationship and time management skills and their ability to lead others. This is a positive result given the focus of the programme on developing leadership skills.

More modest improvements were made to confidence levels, getting things done and increased participation.

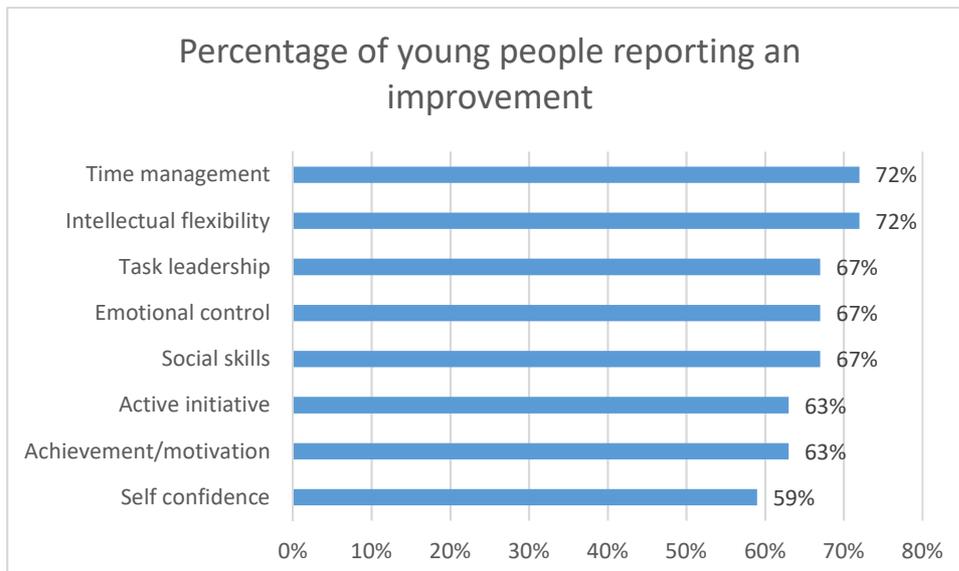
A between-subjects t-test comparison of participant scores before and after the programme demonstrates that the increase in the average score across all factors is statistically significant ($p < 0.01$).¹

LEQ Factor	Programme outcome	Before	After	Change
Time management	Organisational skills	5.49	6.16	0.67
Social competence	Relationship skills/ Team work	5.85	6.65	0.80
Achievement and motivation	Getting things done	6.55	6.94	0.39
Intellectual flexibility	Lead themselves	6.03	6.79	0.76
Emotional control	Lead themselves	5.34	6.40	1.06
Task leadership	Lead others	5.81	6.43	0.63
Active initiative	Participation	6.30	6.88	0.58
Self-confidence	Confidence	6.48	6.94	0.46

Individual change

Analysis of matched surveys; i.e. those where we have both baseline and follow up surveys for the same individual, also demonstrates how the project is improving young people’s skills and confidence. These results need to be treated with some caution, as we only have matched data for 54 individuals, however the results indicate that the programme has resulted in most young people reporting an improvement across all the LEQ factors, as shown below.

For the subset of participants where both before and after scores are available, a within-subjects t-test also demonstrates the same statistical significance as above ($p < 0.01$).



Similar to the analysis at cohort level, the greatest impact has been on improving time management and intellectual flexibility (ability to lead themselves), with over 70% of young people reporting an improvement in these outcomes. For each outcome, at least 59% of

¹ This compares results across the group as a whole rather than change for individual young people.

young people have reported an improvement, with most being achieved by around two-thirds of young people or more.

These results are backed up by young people’s feedback – when asked what they liked the most about City Leaders, the most common responses were around meeting other people, and being responsible for organising projects for their youth organisation or community:

“Getting to know people in the club more, being able to spend money.” (Young Person)

“Learning new things / working as a team.” (Young Person)

“Able to lead projects and organise activities.” (Young Person)

“Freedom to make large decisions.” (Young Person)

“The new experience and working with people from my youth club.” (Young Person)

“Organise activities for our community.” (Young Person)

Youth Worker observation

In order to provide a youth worker perspective on the impact of the project on young people, we designed a short observational tool, which asked youth workers to score young people on a scale of 1-4 across a range of social and emotional capabilities. The outcomes selected were those that young people may find difficult to reflect on themselves, but youth workers are able to observe change in behaviour.

The table below shows the results of this, again showing an increase across all domains, with the largest change being in aspirations and leadership skills.

Outcome	Before	After	Change
Creativity	2.28	2.94	+0.66
Aspiration	2.34	3.22	+0.88
Resilience	2.14	2.78	+0.64
Empathy	2.50	3.16	+0.66
Communication	2.41	3.00	+0.59
Motivation & influence	2.53	3.00	+0.47
Leadership	2.04	2.75	+0.71

“[Improved] public speaking skills particularly at events. This in turn has led to an increased sense of pride in themselves.” (Youth Worker)

“[They are] less shy with adults and authority figures – improved communication skills.” (Youth Worker)

“[An] increase in confidence, community participation and a sense of belonging.” (Youth Worker)

This is further backed up by the e-survey to youth workers, where 100% of respondents agreed that the young people were taking more responsibility for planning and delivering team activities, and were developing improved confidence, leadership and communication

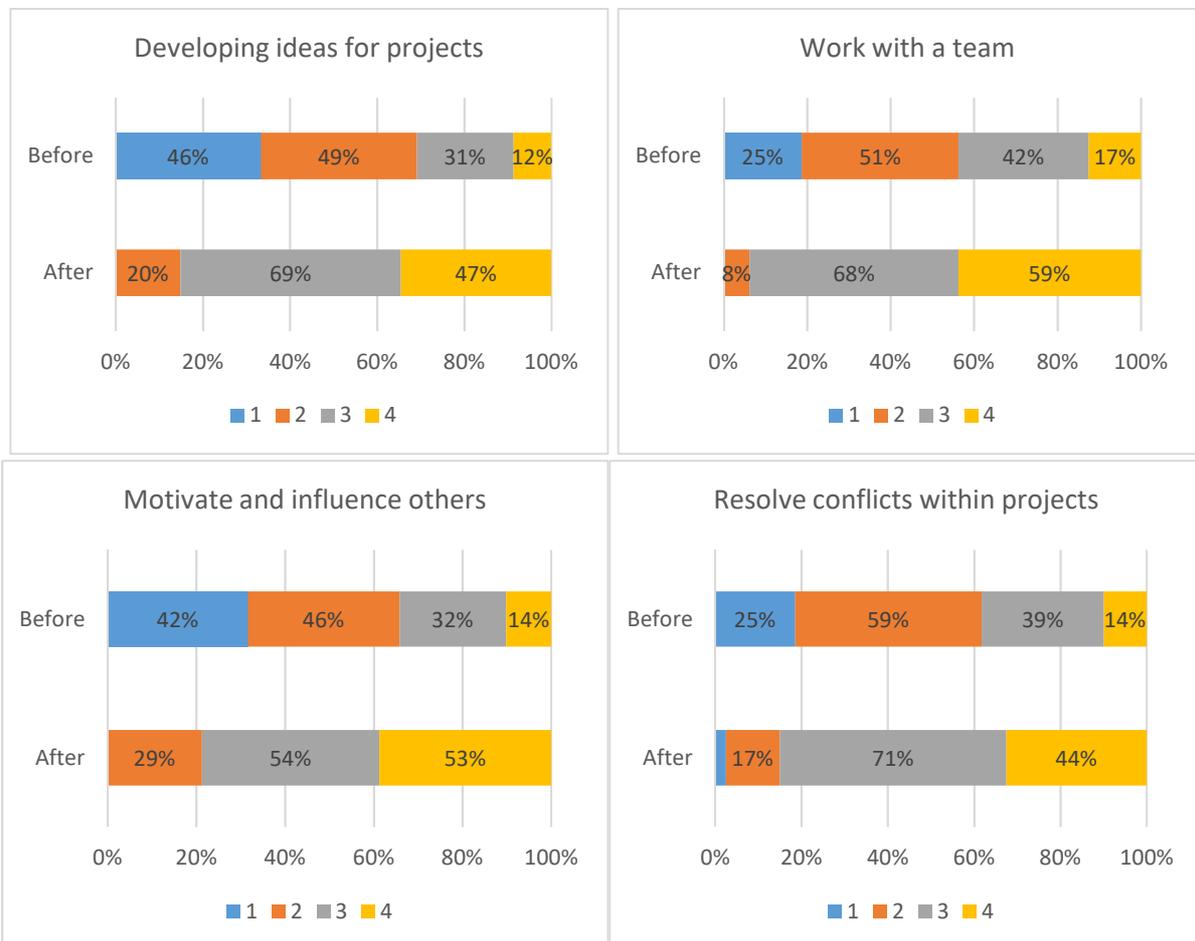
skills. 86% of youth workers felt that the young people had developed improved project management skills.

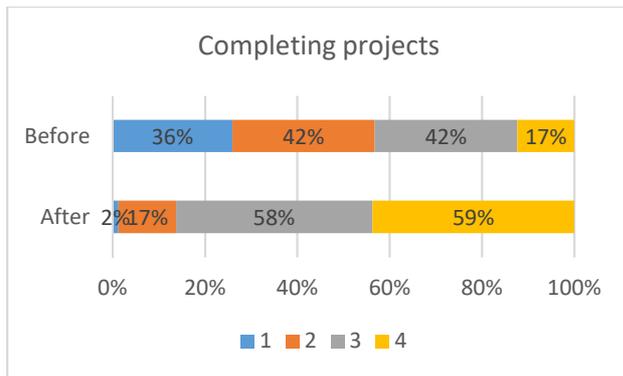
Project management and leadership skills

To further explore the impact on young people’s project management and leadership skills, we designed a short tracking tool, which asked young people to rate themselves against a series of statements (scoring 1-4, with 1 being less experienced and 4 very experienced) related to their experience of managing a project. This tool has the advantage of being able to track the practical application of skills and social and emotional capabilities.

The charts below show the results of this tool, showing that across all key stages of managing a project, young people have moved from mainly 1 or 2 out of 4, to mainly 3 or 4 out of 4.

The detailed results, showing the individual statements for each score are shown in Appendix 2





These results show that not only have young people developed new skills around project management and leadership, that they have generally progressed from having minimal experience and confidence of managing a project in a team environment, to feeling much more capable.

“Their ability to plan and organise an event has improved.” (Youth Worker)

“Budgeting skills was key as they had very little concept of cost of running events.” (Youth Worker)

“They now have more experience with executing projects so can approach future projects with confidence. The young people also seem to have enjoyed the process. As time progressed through the project I saw that personal initiative increased for certain young people, e.g. by contacting other group members about assigned task progress. Carrying this initiative on would definitely help them as time goes on.” (Youth Worker)

Case studies

The stories below demonstrate the considerable impact the programme has had on individuals.

“T was already member of the youth council and fairly confident. However, over the last year the City Leaders programme has helped T to develop their skills and confidence, particularly when delivering the pitch presentation for the community stage. T delivered our presentation at the pitch and now has aspirations to be a presenter and has talked about a career in TV. T’s involvement in this programme has definitely contributed to their confidence and focus in this area. T has continued to use their skills as a presenter and is currently presenting and producing YouTube content on behalf of the club and charity. T recently led an interview with Rachel Riley from Countdown.” (Youth Worker)

“S has been part of the youth club for just over a year. S has always been good at coming up with ideas for things we can do as a youth club. This project is the first time that S has gone beyond just an idea and helped to bring that to life. Throughout the project S has learnt how to conduct themselves in meetings, learnt good negotiation skills and understands that it is not always possible to get your own way. S has also grown in self-confidence and awareness of themselves and others. The way S communicates with adults has also developed due to working with us to implement the project and I think that it will be very interesting to see where all these developments take S in the future.” (Youth Worker)

Future City Leaders

'A young person told me after one workshop that it gave her more understanding of how power works in London which has expanded her thinking about this in relation to her career aspirations – she wants to be lawyer.' (Youth Worker)

Increased knowledge

During the masterclasses and at the residential, the young people participating in Future City Leaders were asked to reflect on what they have learned as a result of the programme. The table below summarises this learning. It shows that young people have learnt more about leadership and project management, power and influence and the opportunities that are out there for them.

Young people's responses to being asked what they have learnt

What it takes to be a leader	Telling the truth and speaking your mind To be respectful and positive towards people so that you can interact with one another
How to manage projects	Make sure communication is clear Getting other people involved in activities
London	There are so many opportunities in my city! There's a lot of history about London that people don't know about
Power Structures and decision making in London	A lot of power lies in the City of London Everyone has power and influence and its just how you use them to help with your decision making
How to influence others	Care for others Be yourself, don't change for anyone Motivate/inspire
Opportunities that are available now and in the future	Dare London (London Youth's youth advisory board) Internships and work experience - law firms/finance

Improved leadership, team working and social skills

Feedback from young people also shows how their leadership skills have increased, as a result of what they have learnt on the programme:

"To be a good leader you have to start with a small objective and grow with all the experience you gain." (Young Person)

"The differentiation between power over & power with and the importance they can possess." (Young Person)

"The importance of being able to communicate clearly." (Young Person)

“Before I didn't know how to get my message through to people – but now I do.” (Young Person)

“It has help me to adapt my skills as a leader - the 4 different ways (leadership styles), I will use these in my role as a leader.” (Young Person)

By working with young people across a range of youth organisations, participants in Future City Leaders have been able to further improve their team working and social skills.

“It helped me find it a bit easier to talk to new people I've only just met and be myself around them.” (Young Person)

“To be more confident and able to do projects with a team. Also improve teamwork skills plus doing projects with different people across the capital.” (Young Person)

“Teamwork skills have improved, confidence level has improved. Got to know different people and made new friends.” (Young Person)

“Team working – bonding that happened over trips was really good, building relationships with different young people from different schools.” (Youth Worker)

Improved independence and aspirations

By locating the masterclasses across London and encouraging the young people to travel independently, Future City Leaders have widened their horizons, as well as learnt more about the city in which they live.

“I like making my own way to masterclasses scattered around London.” (Young Person)

“[I've] never been to Shoreditch High Street.” (Young Person)

“It has made me independent and has let me explore London.” (Young Person)

“[It has given them a] sense of independence, improved by the travel to events and they have given them more freedom and confidence to walk around the city” (Youth Worker)

Through the learning and new experiences and opportunities, young people on Future City Leaders have demonstrated an increase in personal aspiration.

“It has helped us to grow as unique and independent individuals through different skills including - to be more open minded and optimistic especially being in a problem solving situation, confidence, being a better listener, social-skills being in a group with new people.” (Young Person)

“It has helped me with my confidence and has given me independence, I have also realised how lucky I really am.” (Young Person)

“It benefited me to see life in a different way and also to make me realise power in numbers is more powerful than doing things alone so I'm definitely grateful for this experience.” (Young Person)

Case study

A joined at 17, he was an introvert. At the beginning A would rarely contribute in group discussions and we needed to probe them constantly to encourage them to share their views. We noticed the first change in A after the club stage, A appeared more confident and was contributing more through their own initiative.

During the community stage A nominated themselves for the research sub group and assumed responsibility for ordering equipment needed for the project. At first A really struggled with IT skills and openly articulated that they had never ordered anything online before and appeared really anxious. We spent some time with A and saw their confidence grow once they had developed the skills and had the opportunity to put these into practice and assume full responsibility for this area. In addition A was the first person to present at the pitch, they nominated themselves to go first and we were all very surprised considering how introverted A was at the beginning of the programme.

A has gone on to join the Future Leaders stage and we have seen their confidence and self belief continue to grow which we believe would not have been possible without each of the stages which has enabled A to not just develop skills but apply them which has benefited both their confidence and value in themselves. We recently received a message from A's sister thanking us for supporting A as she has seen a massive improvement to A's self-confidence and self-belief as a result of their involvement.

Benefits to youth organisations

As well as making a difference to individual young people, the City Leaders programme has also had an impact on the youth organisations. 86% of youth workers felt that as a result of the programme more young people were getting involved in other programmes and activities. Young people also agreed, scoring the statements 'After City Leaders, young people are more involved in running my youth club' and 'Taking part in City Leaders supported me when thinking of changing my youth club or community' as 8.42 out of 10. This demonstrates that young people's involvement should increase as a result of the programme.

"This programme has shown the young people that they can have a say in what the club does and this has increased their participation in the youth committee and helping the staff develop their projects. The young people are also more willing to engage in projects as well." (Youth Worker)

"Young people have become more involved in what goes on at the club." (Youth Worker)

"Some of the young people have developed an interest in the way that we deliver youth work to their peers and have since volunteered at the club over the summer holiday. I believe this to be due to them wanting to contribute to the informal education and club activities that their peers engage in, as they have stated that "they know how to get through to kids their age."" (Youth Worker)

"[I liked] taking ownership of the club activities." (Young Person)

Some youth organisations have seen a real progression from City Leaders to volunteering within the youth organisation. One has resulted in two young people now joining the staff team on a voluntary basis and Junior Support Workers:

“Since the programme, they have shown outstanding commitment to the youth club and the work that we deliver. Other participants of the program have learnt a lot about respect for themselves and others, how to understand people who are different, shown an increased level of empathy, become more patient and have a new consideration for their community and the people in it.” (Youth Worker)

“The young people are more willing to lead. this summer two young people volunteered as young leaders supporting the facilitation of the summer programme” (Youth Worker)

There is also evidence that the programme has helped build the skills of youth workers, particularly those without experience of delivering leadership programmes in the past.

“It has better equipped youth workers to work better with young people, through improving skills such as communication and project management. It has helped the club to better run Camp 2017, additions made this year to the welcome packs may carry on to future years, as they were well received.” (Youth Worker).

“City Leaders has shown us a new way to reconnect with young people that had stopped coming to the youth club. The young people thrived on the fact they were responsible for the success of a programme that they had planned, developed and delivered. Although we encourage young people to have their say in the planning of projects we have never worked in such a way where the youth workers took a back seat in the way that they did during the City Leaders. The young people were more competent than we imagined” (Youth Worker)

Benefits to community

There is also evidence that the programme is helping young people to better connect to their communities, which is also having a positive impact on the wider community in terms of improved relationships and understanding of different groups' needs.

“The young people have noticed that the relationship between them and the older members of the community has continued to develop and change. The young people said that they feel they are now seen as less scary and that the adults that came to the tea dance now say hello to them on the street.” (Youth Worker)

“[It is] making the community more aware of what we do in the local community.” (Youth Worker)

“One [young person] in particular is not very confident, but came on a one-off, out of hours visit, without any of her friends, to visit another soup kitchen to talk to the men there about the photos they had taken. It wasn't compulsory, but I thought it showed not only increased confidence, but the kind of empathy and interest in the lives of others in the community that we were seeking to foster.” (Youth Worker)

Next steps

The chart below shows what young people want to do next, after their involvement in City Leaders ends. It shows that the majority are keen to get involved in other projects at their youth organisations, with over half keen to get involved in other projects in their local communities. This suggests that the programme has had a positive impact on young

people’s willingness to become volunteers, or support future youth organisation or community activity.



Young people also state that they are more confident about taking part in similar projects in their youth organisations and communities, scoring this as 8.59 out of 10.

The extent to which these intentions have been achieved will be assessed as part of the 6 and 12 month follow ups we will carry out with youth organisations and young people.

“I think the main impact this programme has had is it helped equip the youth with skills which will make them better able to contribute to society, both locally and in the wider community.”
(Youth Worker)

Conclusions

In the pilot year of delivery, the City Leaders programme has involved 286 young people from across 29 youth organisations in planning and delivering projects in their youth organisations or communities. To conclude this report we return to the original outcomes of the programme to determine the extent to which they have been achieved.

Improved skills and confidence

Giving young people the responsibility for deciding on and delivering a range of projects has resulted in improved skills, with over two-thirds of young people reporting an increase in social skills and time management. An improvement in social skills (relationship skills and team work) was the second biggest impact of the programme, which has been created through the creation of named teams within clubs that have responsibility for delivering a number of projects.

Young people's confidence levels have improved, however this was the lowest measured change, with 59% of young people reporting an increase in confidence and youth worker observation showing this as the smallest change across a number of outcomes. This may be because the project is pushing young people slightly out of their comfort zones or it may be that it is not targeting young people who have particularly low self-confidence – the baseline score for self-reported confidence was the highest of all the outcomes.

In particular, the phased nature of the programme has helped build skills and confidence over time, as young people are given responsibility for delivering more complex projects. And the Community stage pitch event helped improve skills and confidence around delivering presentations and gave a focus to the team work element of the programme.

Increased participation of young people within youth organisations

The majority of youth workers and young people agree that participation in youth organisation activities has increased as a result of the programme. Young people are also getting more involved in volunteering and decision-making in youth organisations, as a result of the leadership skills they have developed. The ability of members to build on participation beyond the end of City Leaders will in all likelihood depend on the existing pathways and opportunities within the youth organisation.

As well as increased participation within youth organisations, the programme has also encouraged young people to look outside their clubs and develop a better understanding of the needs of their local communities. As a result over half are keen to get involved in other activities in their local communities.

Young people can better understand and lead themselves and others

The outcome data shows that young people have improved their leadership skills, with the greatest impact of the programme being on leading themselves. The programme has resulted in an improvement in young people's levels of task leadership, emotional control and intellectual flexibility, with over two thirds of young people reporting an improvement in all three outcomes.

The programme has been particularly successful when it has combined learning around leadership with the delivery of the projects. Youth workers who have built into their delivery discussions on what leadership means, and what it means to be an effective leader have found this particularly effective at building leadership skills.

The Future City Leaders stage has built on this further, by providing an intensive programme of leadership development. The evidence shows that the young people involved in this stage have developed an improved knowledge and understanding of leadership skills and styles.

Young people are better at getting things done

Project management skills have also increased, with young people being supported by youth workers to take responsibility for delivering their project ideas. Young people report that they now have more experience at coming up with project ideas, working in a team to deliver a project, tackle problems as they arise and ensure the project is completed as originally planned.

Not only have young people developed new skills around project management and leadership, they have generally progressed from having minimal experience and confidence of managing a project in a team environment, to feeling much more capable. This has worked well where youth workers have encouraged young people to take responsibility for delivering their projects.

Young people better understand London and power in London

The Future City Leaders stage of the programme has been successful at taking young people out of their youth organisations and communities, supporting them to travel independently around London and experiencing places they would not normally have the opportunity to visit. As well as the experiential learning, the masterclasses have provided young people with increased knowledge on power and influence and helped them to think about what this means for them.

The feedback from the Future City Leaders stage is extremely positive, and there may be the opportunity to build some of this into the Club or Community stages – for example by bringing young people from different clubs together to learn about their projects and what they are doing. The pitch event at the Community stage does provide an opportunity for young people to visit different parts of London and meet young people from other clubs, however the focus is very much on preparing and delivering their pitch presentations.

Overall the City Leaders programme has been well managed by London Youth, and well delivered by youth organisations; although this is often dependent on the experience and skills of the individual youth workers. Young people have had a positive experience on the programme and have reported improvements across a range of outcomes.

Learning and recommendations

The table below summarises the learning from the City Leaders programme. A ‘learning to action’ workshop will be delivered with the team to consider how to use this to improve the programme in future years, and will generate a set of actions to take forward.

<p>Training and support to youth organisations</p>	<p>High quality training, resources and support from London Youth enables youth organisations to fully take on board the aims and ethos of the programme</p> <p>Some youth organisations will need more ongoing support throughout the delivery phase in order to ensure youth workers are able to effectively communicate the purpose of the programme. This will be</p>
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	needed more in organisations who don't have experience of running youth leadership programmes.
Recruitment and reach	The programme is appealing to young people who are keen to improve their CVs and develop new skills. The programme has effectively reached a large proportion of young people from BAME communities, and those with disabilities or learning difficulties.
Delivery model	<p>A phased programme means that young people can deliver small, quick wins early on and start to develop their leadership skills before tackling larger projects</p> <p>The Future City Leaders stage adds value by focusing on individual personal development. Taking young people out of their clubs and bringing them together in a range of locations across London, with sessions delivered by external organisations provides a rich experience and new opportunities.</p>
Supporting young leaders	Although young people are encouraged to take the lead on designing and delivering projects, they require support from youth workers to do this. Providing meeting space, facilitating and structuring meetings and providing advice help set young people up for success.
Quality of delivery and additional opportunities	<p>Although support from London Youth is important, the success of the programme will largely be dependent on the skills of the youth workers. Organisations that have experience of delivering youth leadership programmes will be better able to support young people, and will also be able to offer additional opportunities for young people's involvement after City Leaders ends.</p> <p>The challenge for London Youth is to support the youth workers in delivering a high quality programme. Resources and training are important, however opportunities for less experienced workers to learn from more experienced may also help.</p>
Maintaining commitment	Keeping young people interested for the duration of the programme is a challenge. Use of incentives, rewards and other motivational methods may help youth organisations to maintain enthusiasm, and this is something that London Youth may look at providing additional support or advice around.
Achieving leadership outcomes	It is important that youth workers actively encourage young people to think about what leadership means, rather than passively expecting this to happen as a result of delivering the project. Youth workers need to incorporate a number of ways to help young people develop their understanding of leadership, both through discussion ('learning') and practical exercises ('doing')

Appendix 1 – Evaluation research questions

Project outcome	Research questions
Improved skills – team work, decision making, organisational, financial literacy, relationship skills	<ul style="list-style-type: none"> • Are young people self-reporting an improvement in skills? • Are youth workers noticing changes in young people's attitudes or behaviour as a result of improved skills? • Are young people taking more responsibility for team activities? • Has the training and support provided to youth workers been effective and enabled youth organisations to build the skills of young people? • To what extent did the mentors support young people in developing their skills/confidence? Did they have the right skills to do this?
Increased confidence	<ul style="list-style-type: none"> • Are young people self-reporting an increase in confidence? • Are young people more willing to get involved in conversation/group work as the project progresses? • Are young people more confident about working with other people? • Are youth workers noticing changes in confidence levels that are affecting other areas of young people's lives?
Increased participation of young people within youth organisations	<ul style="list-style-type: none"> • Are young people getting involved in more/a greater range of activities within their club? • Are youth workers noticing greater involvement? • Are young people becoming more involved in other local community activities? • Are the size of teams important when delivering club or community activities?
Young people can better understand and lead themselves	<ul style="list-style-type: none"> • Are young people more resilient? • Are young people better able to self-reflect and reflect in groups? • Do young people have greater self-belief/self-efficacy? • Has aspiration/motivation increased? • How have youth workers helped support young people in building levels of resilience and self-reflection?
Young people better understand and can lead others	<ul style="list-style-type: none"> • Have communication skills improved? • Are young people demonstrating greater empathy? • Are young people better able to with a range of different people? • Are young people able to delegate/coordinate others? • To what extent has the programme engaged young people who wouldn't normally sign up for a leadership programme? • How have youth organisations effectively engaged and supported ongoing commitment from young people?
Young people are better at getting things done	<ul style="list-style-type: none"> • Are young people better able to set goals and achieve them? • Are young people better organised? • Are young people able to plan and deliver a project effectively?
Young people better understand London	<ul style="list-style-type: none"> • <i>Are young people more confident about navigating the city on their own?</i> • <i>Do young people have more knowledge of different areas of the city?</i> • <i>Are young people more willing to take on opportunities outside of their communities?</i>

Project outcome	Research questions
Young people better understand power in London	<ul style="list-style-type: none"> • <i>Do young people participating in the City Leaders stage better understand concepts of power and influence?</i> • <i>Do young people participating in the City Leaders stage better understand power structures and decision making bodies?</i> • <i>Do youth organisations have a good understanding of the power structures in London and has this been effectively communicated to young people?</i> • <i>How has London Youth supported youth workers in providing young people with the right tools to understand power structures in London?</i>
More influence	<ul style="list-style-type: none"> • <i>Do young people participating in the City Leaders stage understand how to influence/engage in decision making?</i> • <i>Are young people becoming more involved in decision making within their youth organisations?</i> • <i>Do young people have a wider network of contacts?</i> • <i>Are young people better connected to groups in their local communities?</i>
Improved access to opportunities	<ul style="list-style-type: none"> • Do young people feel that they have more choices/options in life? • Do young people have improved awareness of opportunities? • Are young people taking up new and different opportunities? • To what extent have youth workers demonstrated skill and commitment to support young people on their leadership journeys?

NB outcomes and research questions in italics are just for the 24 young people involved in the City Leaders element of the programme.

Appendix 2 -Project Management and Leadership tracking tool

Developing ideas for projects

Before	%	After	%
1 - I didn't have much experience of coming up with project ideas	29%	1 - I still don't have much experience of coming up with project ideas	0%
2 - I tried to think of new project ideas but sometimes this was difficult	37%	2 - I try to think of new project ideas but sometimes this is difficult	14%
3 - I was often able to think of new project ideas if I had help from other people	25%	3 - I am often able to think of new project ideas if I have help from other people	53%
4 - I found it easy to think of new project ideas on my own and could confidently communicate these to other people	8%	4 - I now find it easy to think of new project ideas on my own and can confidently communicate these to other people	34%

Work with a team to deliver a project

Before	%	After	%
1 - I didn't have much experience of working in a team	8%	1 - I still don't have much experience of working in a team	0%
2 - When I worked in a team I would tend to just get on with my own tasks	44%	2 - When I work in a team I tend to just get on with my own tasks	7%
3 - When I worked in a team I was able to contribute my ideas on what needed to be done	34%	3 - When I work in a team I am able to contribute my ideas on what needed to be done	47%
4 - When I worked in a team I made sure everyone had a chance to contribute their ideas on what needed to be done	14%	4 - When I work in a team I make sure everyone has a chance to contribute their ideas on what needs to be done	44%

Motivate and influence others

Before	%	After	%
1 - I didn't feel very confident about persuading or encouraging other people	24%	1 - I still don't feel very confident about persuading or encouraging other people	0%
2 - I tried to persuade or encourage other people to complete tasks, but this was difficult	34%	2 - I try to persuade or encourage other people to complete tasks, but this is difficult	24%
3 - Most of the time I was able to persuade and encourage other people to complete tasks	29%	3 - Most of the time I am able to persuade and encourage other people to complete tasks	36%
4 - I found it easy to motivate other people to give their best	10%	4 - I now find it easy to motivate other people to give their best	39%

Resolve conflicts within projects

Before	%	After	%
1 - I found it difficult to think of solutions to problems	15%	1 - I find it difficult to think of solutions to problems	2%
2 - I tried to solve problems but sometimes this was difficult	41%	2 - I try to solve problems but sometimes this is difficult	12%

Before	%	After	%
3 - When we had problems I was mostly able to come up with a solution	36%	3 - When we have problems I am mostly able to come up with a solution	54%
4 - Other people looked to me when a problem needed resolving	8%	4 - Other people look to me when a problem needs resolving	31%

Completing projects

Before	%	After	%
1 - I found it difficult to complete tasks on time	24%	1 - I find it difficult to complete tasks on time	2%
2 - I would complete my own tasks but I'm not really sure about the rest of the team	25%	2 - I will complete my own tasks but I'm not really sure about the rest of the team	14%
3 - I was able to keep track of progress but sometimes things didn't get done when we originally agreed	36%	3 - I am able to keep track of progress but sometimes things don't get done when we originally agreed	34%
4 - I was able to keep track of progress and make sure our team delivered what we said we'd do on time	15%	4 - I am able to keep track of progress and make sure our team delivers what we said we'd do on time	49%

Appendix 3 – LEQ results

The table below shows the average results from the LEQ for each of the 8 dimensions.

LEQ Factor	Questions that feed into this dimension	Average baseline score	Average follow up score
Time Management	1. I plan and use my time efficiently.	5.49	6.16
	9. I do not waste time.		
	17. I manage the way I use my time well.		
Social Competence	2. I am successful in social situations	5.85	6.65
	10. I am competent in social situations.		
	18. I communicate well with people.		
Achievement Motivation	3. When working on a project, I do my best to get the details right.	6.55	6.94
	11. I try to get the best results when I do things		
	19. I try to do the best that I possibly can.		
Intellectual Flexibility	4. I change my thinking or opinions easily if there is a better idea.	6.03	6.79
	12. I am open to new ideas.		
	20. I am adaptable and flexible in my thinking and ideas.		
Task Leadership	5. I can get people to work for me.	5.81	6.43
	13. I am a good leader when a task needs to be done.		
	21. As a leader I motivate other people well when a task needs to be done.		
Emotional Control	6. I can stay calm in stressful situations.	5.34	6.40
	14. I stay calm and overcome anxiety in new or changing situations.		
	24. I stay calm when things go wrong.		
Active Initiative	7. I like to be busy and actively involved in things	6.30	6.88
	15. I like to be active and energetic.		
	23. I like to be an active 'get into it' person.		
Self Confidence	8. I know I have the ability to do anything I want to do	6.48	6.94
	16. When I apply myself to something I am confident I will succeed.		
	24. I believe I can do it.		