



THE DAME KELLY HOLMES TRUST

# IMPACT REPORT



**" I look at myself now and I think 'how in two months have I become a completely different person?'... I have a new found confidence and I know that anything is possible now. "**

[Rebecca, 22, Get on Track Sheffield]

2014/2015

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# 1. Forward from the Chair



Welcome to the 2014/15 annual impact report from my charity, the Dame Kelly Holmes Trust.

It's been a particularly exciting year for me, celebrating the tenth anniversary of my winning double Olympic gold medals and now being able to share with you the continuing success and impact of the work of my Trust.

It is with great pride that I can introduce this report knowing that we have achieved so much. I'm especially thrilled to be able to celebrate and share with you our achievement of reaching our ambitious Business Plan targets for young people and athletes a year ahead of schedule. Our Business Plan stated our intention of reaching 200,000 young people by 2016 - and we have reached this target a year early.

It's so important to us that our work benefits all of our stakeholders – young people, athletes, communities, government and employers.

I'm proud to say that this year we've delivered more high impact programmes such as Get on Track than ever before, and my charity has also increased its social return on investment value for Get on Track from £2.50 to £3.70. This means that Get on Track creates around £4,000 of social value for each young person involved in the programme. This increase has been as a result of our focus on constantly improving the impact the programme has on young people's lives. It is my dream that this continues to grow and that we help even more young people and athletes to go on to inspire positive change in others.

Achieving so much in my athletics career taught me that commitment and ambition are essential for success. In April 2016 we will start our new strategy and we are already consulting and planning with our valued partners on the ambitions that will continue to drive my charity forward over the next four years.

I am as committed as ever and look forward to pushing ourselves even further to deliver high quality and impactful programmes for young people and athletes in our Strategy 2016 -2020 #nextchapter.

## 2. Introduction from our Chief Executive

In this, our second Impact Report, we present the findings from our ongoing effort to measure and evaluate the outcomes we achieve for all of our stakeholders.

With expert guidance from Envoy Partnership and Skyblue Research, the Trust has developed a robust approach to impact measurement so that we can be confident about the difference that our interventions make for the young people and athletes we support.

We believe we should **measure what matters not what's easy**, and as such the definition of a small number of 'Key Research Questions' help us agree internally what it is we seek to answer, and therefore what we can speak confidently about externally regarding the impact we have had.

Underpinning this is a Theory of Change which explains why we think there is a relationship between what we do and the change that happens. It is also supported by a 'logic model' that helps show the relationship between investment and impact. And falling out from those processes it has been possible to be much clearer about the 'outcomes' our work does or should create.

We gather evidence that these changes are a result of our work, recognising of course that there will be other factors and contributors to arrive at the outcomes we aim to deliver. So at no point do we overstate the effect of our work.

Our team works closely with young people, athletes, partners and supporters to ensure that our programmes are fit-for-purpose, of high quality and achieve desired outcomes. This report demonstrates the evidence and impact of our work. I am really proud of our commitment to impact reporting putting it at the heart of what we do to affect change for our beneficiaries.

I am also looking forward in line with our new Strategy 2016-2020 to continue to grow our research and insight with partners regarding proving how athletes are fantastic vehicles for change in others in the wider community in the UK.



**“ The Dame Kelly Holmes Trust has shown a real commitment to understanding the impact of its work on the lives of the athletes, young people and other stakeholders that it works with. Through investing in research and evaluation, the Trust has been able to demonstrate its impact and to continually improve. The Trust has all the hallmarks of a committed learning organisation, and this Impact Report is a culmination of the Trust’s success over the past year. ”**

[Alan Graver (Skyblue Research) & Oliver Kempton  
(Envoy Partnership)]


### 3. Our 2014/15 highlights


## Supporting Young People


Our young people programmes aim to engage or enhance young people's engagement in:


**S**port,  
**T**raining,  
**E**ducation, and  
**V**olunteering, with the ultimate goal of getting young people into sustained  
**E**mployment





 74,484 young people supported through 7 young people programmes and 311 community projects

 75% of young people who completed the Get on Track programme were participating in sport 8 months into the programme

 72% of young people who completed the Get on Track programme were in Employment, Education or Training 8 months into the programme

 81% of young people on Get on Track felt more connected to their local community

 89% of the young people supported by Sporting Champions group said they were either 'very inspired' or 'inspired' to continue playing sport

 88% of young people who completed the BP Young Leaders programme moved into employment, education or training

## Young people having a wider impact



**311 community projects delivered by young people on our programmes**

**1 young person on Get on Track impacted on a further 4 young people in their communities**

**On AQA Unlocking Potential, community projects impacted on a further 2,479 young people and raised over £1,800 for charity**



## Athletes working with young people



96 of our athletes were trained, supported, quality assured and worked on our 7 young people programmes and 534 projects

50% of the athletes that joined our GiveBack Team in 2014/15 are actively delivering on our young people programmes

## Supporting athletes to transition after sport

Supported 285 Olympic, Paralympic and Commonwealth athletes to move into a positive post-sport life

Delivered 27 athlete training days

Our Champion Voice programme placed 13 athletes into leadership roles within sport and charity sector

100% of athletes we met signed up to be part of the Trust



## Working in partnership



Worked with 91 different partners across our programmes in the UK

## Creating social value



# £3.70

of social value added for every £1 spent on Get on Track, equating to £4,000 of Social Value for each Young Person involved in the programme

## 4. Structure of the report

The evidence presented in this report is the result of our continued efforts to evaluate our work in order to understand its effect on our beneficiaries and stakeholders.

The following section draws on primary and secondary research to set the context for our work and our GiveBack system. Sections 6 to 8 structure our findings around our Key Research Questions, which are underpinned by a Theory of Change.

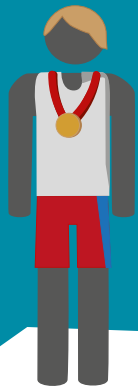
Our Theory of Change identifies the different components within our programmes that come together to create change.



All KRQs (Key Research Questions) are prefaced as follows: Is there evidence that as a direct result of our work...

<b>KRQ1</b>	... the life chances of the young people on the margins of society that we engage with are improved?
<b>KRQ2</b>	... the young people we engage go on to inspire positive change in others?
<b>KRQ3</b>	... our athletes have added value to the (scale, scope or duration of) impact achieved for our young people?
<b>KRQ4</b>	...there is a positive impact on the lives of the athletes we work with 'after sport'?
<b>KRQ5</b>	... a sustainable legacy has been created for our stakeholders?
<b>KRQ6</b>	... value has been created by the Dame Kelly Holmes Trust for its stakeholders?
<b>KRQ7</b>	Is our delivery model efficient and effective?
<b>KRQ8</b>	What learning lessons can help us increase the success of our work in the future?

## 5. Getting Lives on Track



The Dame Kelly Holmes Trust supports athletes as they transition from sport, and harnesses their unique attitudes and capabilities to transform the lives of disadvantaged young people through a variety of personal and social development programmes.

Our own research shows that Olympians, Paralympians and world champions have attitudes and capabilities that make them great mentors. They are driven and goal focused, they are tough-minded, and they've built the resilience and confidence to deal with the highs and lows of competitive sport.

### Our Vision

Young people and our athlete community are healthy, confident and able to determine and achieve their own aspirations.

### Our Mission

We get young lives on track by using world class athletes to engage, enable and empower disadvantaged young people.

### The GiveBack system





## 5.1. Why young people need our support

Disadvantaged young people benefit from our athletes' unique skills and experience to get their 'lives on track'

943,000 young people (aged 16-24) in the UK are not in education, employment or training. That's 1 in 8 of all 16-24 year olds in the UK.<sup>1</sup>



More than half of all NEETs spend more than 12 months out of education, employment or training.<sup>2</sup>

Each 16-18 year-old who spends some time NEET is estimated to cost the economy £56,000 over the course of their lifetime.<sup>3</sup>

The current estimated public finance costs of 16 to 18 year-old NEETs is between £12bn-£32bn.<sup>3</sup>

NEETs cost £22m per week in Jobseekers Allowance, and £26-133m per week in lost productivity.<sup>3</sup>

47% of NEETs cite their lack of experience as the main barrier preventing them from getting into work, education or training.<sup>4</sup>



Young people must attain a set of six vital capabilities in order to be ready for work: self-aware, receptive, driven, self-assured, resilient and informed.<sup>5</sup>



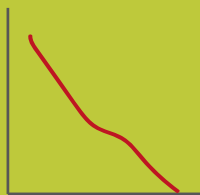
The soft skills deficit is one of the main barriers to employability for young people currently locked out of the labour market.<sup>6</sup>

Youth unemployment increases the risk of problematic behaviour.<sup>2</sup>

Being out of work, education or training leaves NEETs feeling stressed, anxious, socially excluded and unable to face the "real world".<sup>2,4</sup>

Soft skills contribute £88bn to the UK economy today, with this contribution predicted to increase to £109bn during the next five years.<sup>7</sup>

## 5.2. Why athletes need our support



Athlete transition is often found to be difficult because of the sudden cessation of intense demands of elite athletic performance, compounded by the sudden loss of the athlete's intense devotion to professional athletic competition<sup>8</sup>



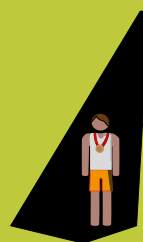
The social and professional changes induced by retirement from sport can in effect cause distressful reactions.<sup>9</sup>

Charity  
supports  
athletes



Retiring athletes face numerous challenges:

- Piecing together a new identity in the real world<sup>10</sup>
- Adjustment difficulties ranging from low self-confidence, increased anxiety, and disordered eating<sup>11</sup>
- Clinical depression, substance abuse, attempted suicide<sup>12</sup>



Retired athletes express a feeling of emptiness in their lives.<sup>13</sup>

## 5.3. Athletes as vehicles for social change for young people

Athletes  
'GiveBack'  
to the Charity



It's widely recognised that sport requires a high degree of discipline, responsibility and perseverance<sup>14</sup>. We believe that it's exactly these attitudes and characteristics that make athletes such effective mentors to young people who are not in employment, education or training by transformational mentoring which see change in their attitudes to lead a positive life who are facing barriers to move forward in their lives.

And that's why in 2014/15 we invested in 27 days of training to upskill our athletes to be effective mentors to young people on our programmes. By connecting athletes' attitudes and capabilities with the attitudes and capabilities that young people need and want we've supported young people to get their lives on track...

## ATHLETES HAVE



...Lower scores on anxiety scales, making them more resilient, emotionally stable, and better at remaining calm in stressful situations.<sup>15</sup>

“Mental toughness” is distinctive amongst elite performers, who are able to maintain unemotional, single-minded, and focussed in the face of adversity.<sup>18</sup>

Self-belief: Losing is an inevitable part of any sporting career. Athletes agree that the ability to perform is not enough; it's the self-belief in your ability to perform and succeed that is critical.<sup>18</sup>

## YOUNG PEOPLE NEED



Discipline, patience and motivation produce positive outcomes for young people.<sup>16,17</sup>

“Problem solving & resilience provides young people with a ‘positive protective armour’ against negative outcomes associated with risky life events.”<sup>19</sup>

“Enabling young people to recognise that they can make a difference to their own lives, and that effort has a purpose, is important to key outcomes such as career success.”<sup>19</sup>

## YOUNG PEOPLE WANT



“ Improve my behaviour ”

“ Improve relations ”

“ Increased confidence and motivation ”

“ To better my life ”

“ A direction to go in my life ”

“ A better outlook on life ”

## WHAT YOUNG PEOPLE SAY

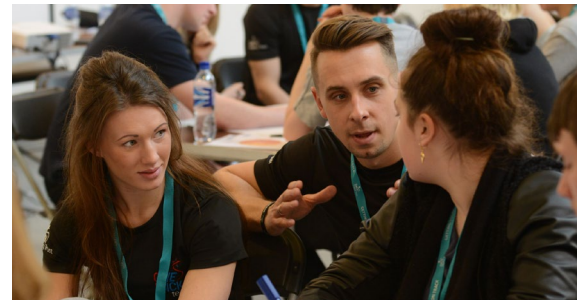


“I learned that even if something doesn't go right first time, then it's not the end of the world. I found this out when the athlete told their story.”  
Liny, Get on Track Merseyside

“I have learnt to deal with setbacks and I have learnt to never give up.”  
Paul, Get on Track Hayes

“The athletes taught me that if I believe in something and work really hard then I can do it and that I am good at what I do.”  
Jessica, Get on Track Plymouth

## 6. Our key activities & results



### 96% of young people feel prepared to enter education, employment or training.

Get on Track is a 14 month mentoring programme led by world class athletes to support young people to make positive decisions through improving communication, teamwork, confidence, health and well-being, as well as employability.

So far 72% of young people who have taken part in Get on Track have moved into employment, education or training within eight months of starting the programme.



### 70% of young people on the AQA Unlocking Potential programme reported that the programme had helped them with their school work or engagement in school.

AQA Unlocking Potential is run jointly by the Trust and education charity AQA. It is an eight month mentoring programme for young people who have shown resilience in the face of adversity. Young people get the chance to work with and learn from the Dame Kelly Holmes Trust's team of inspirational athlete mentors. They will take part in a number of group events and one-to-one mentoring sessions. With their support, young people also deliver a community project that will make a positive impact in their local community.



### 88% of young people who completed the BP Young Leaders programme moved into employment, education or training.

As part of BP's partnership with Glasgow 2014, the BP Young Leaders Programme 2014 mentored young people aged between 17-21 to help give them the chance to develop skills that will make them more employable.

The Young Leaders took part in a number of projects in their local communities reflecting BP's commitment to Scotland, their Glasgow 2014 partnership and the Games legacy. The BP Young Leaders Programme 2014 began in September 2013, and concluded in March 2015.



### On Track to Achieve is a new programme that has been developed by the Trust to ensure that participating young people feel motivated and inspired to achieve their full potential.

Athlete mentors work with a group of 4-8 young people over a 7 month period, often delivered in a 16+ educational setting. Partners identify participants whom they feel will truly benefit from the programme, these could be young people who are 'hardest to reach', faced with challenging personal circumstances or, who have a low self-esteem and a lack of confidence.



## How our works adds value to partner programmes

SPORT  
FOR  
CHANGE



**75% of young people have more confidence in themselves and their abilities at the end of the Sport for Change week.**

In partnership with the youth homelessness charity Centrepoin, our athlete mentors work with homeless young people on a week long intensive programme, giving them vital mentoring and key life-skills, including mentoring in physical well-being, staying motivated, managing money and healthy eating.

Sport for Change has expanded from working in London to new areas of Sunderland and Bradford this year.

**As a result of the athlete session, 94% of young people feel more motivated to complete the rest of the NCS programme.**

National Citizen Service is a government initiative, supporting young people from all backgrounds to work together, take on new challenges and make a difference. It is a voluntary programme for 16 year-olds and includes fun and challenging activities, away from home residential experiences and a self-designed social action project. The National Citizen Service aims to promote a more cohesive, responsible and engaged society by bringing young people from different backgrounds together to make a difference in their communities.

The Trust brings a network of Olympic, Paralympic and world sporting champions to inspire groups of young people to undertake their National Citizen Service. Many of the athlete mentors have a Level 3 mentoring qualification and are well placed to work alongside local partners to support local recruitment, community projects and graduation events.

**89% of the Sporting Champions group said they were either 'very inspired' or 'inspired' to continue playing sport.**

Working alongside Inspired Exchange, a team of elite athlete Sporting Champions have been recruited to work with young people with aspirations of increasing their participation in sport.

We currently have over 100 athletes, both current and retired, who are Sporting Champions. The project supports Sport England's Sportivate, School Games, Satellite Clubs, and Active Colleges programmes to increase sports participation.



## 6.1. Getting young lives on track

### Is there evidence that as a direct result of our work...

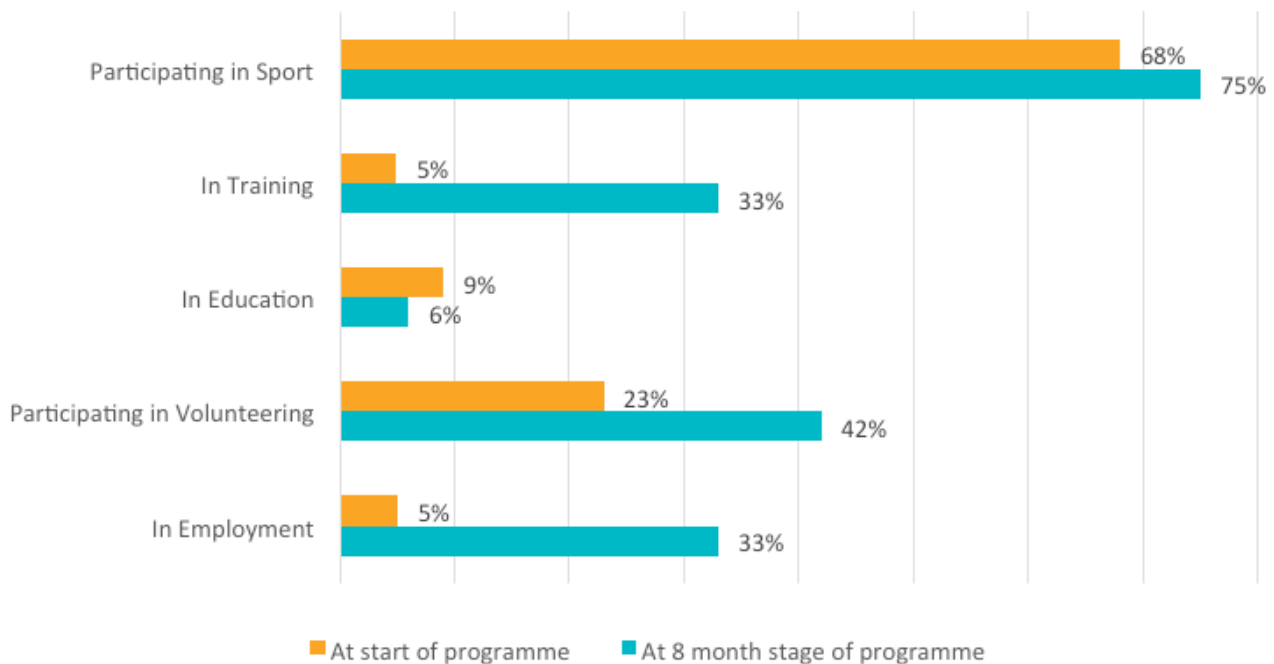
KRQ1	... the life chances of the young people on the margins of society that we engage with are improved?
KRQ2	... the young people we engage go on to inspire positive change in others?

Our young people programmes aim to engage or enhance young people's engagement in:

Sport,  
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Employment



### 2014/15 Sport, Training, Education, Volunteering and Employment outcomes for young people on Get on Track:



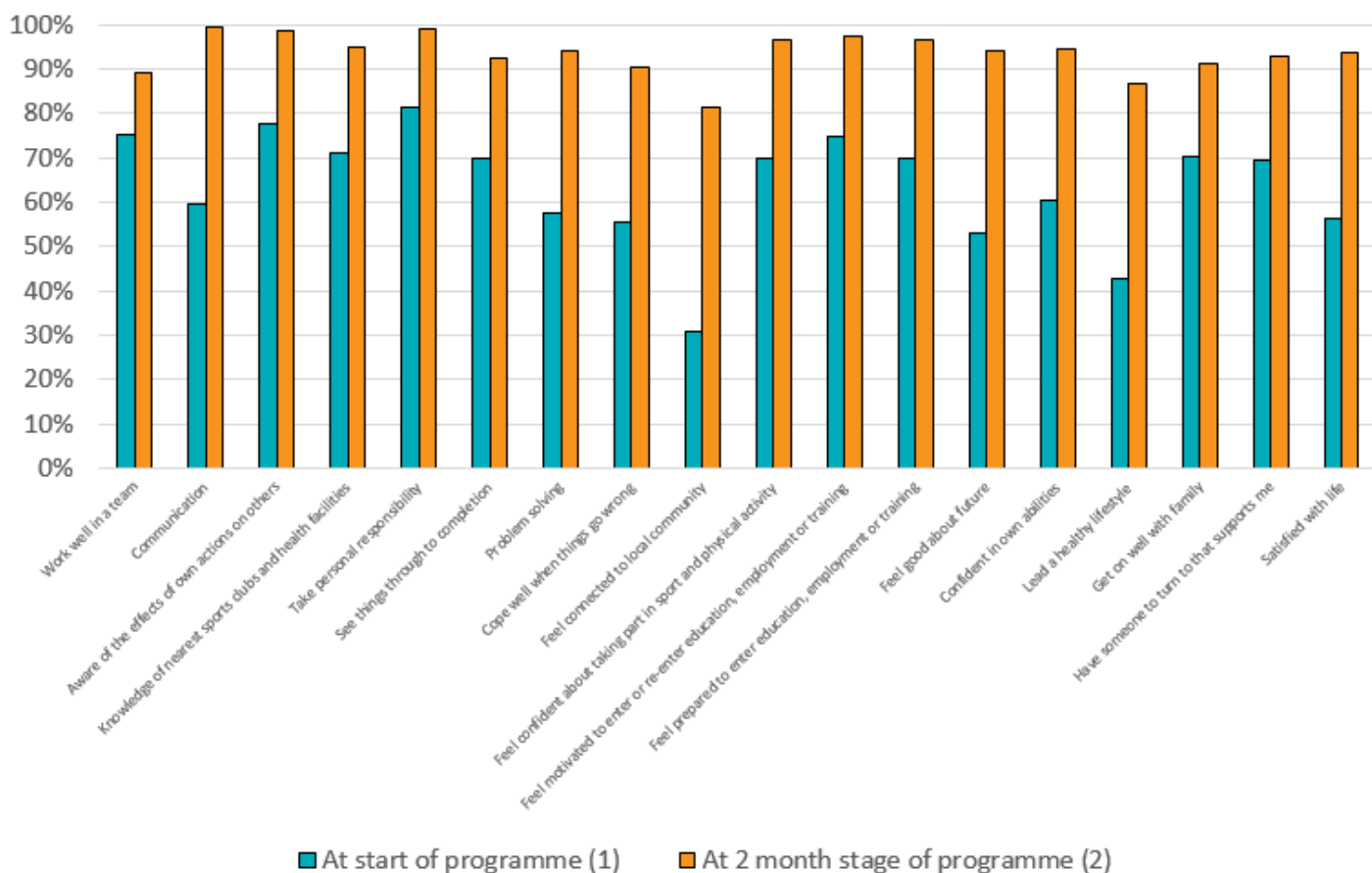
Our STEVE outputs are an important part of our work but our programmes have many other benefits.

### Developing young people's human and social capital

Through mentoring, experiential learning, reflection and community involvement on our programmes, young people develop their human and social capital, ensuring that they are ready (or 'fit') for work, life and society, whatever their goals and whichever pathway they choose. This might mean young people feel more motivated or prepared to enter or re-enter employment, education or training or that they develop their soft skills and capabilities in order to be ready for work:

**“ I have learned to keep on track and stay focused and positively motivated on the goals I have set myself. ”**  
 [Declan, Get on Track Hayes]

### Young people's progress on Get on Track:



Source: Evaluation responses from 2014/15 Get on Track programmes (1) data from 320 responses, (2) data from 201 responses.

**“ I have learned a lot about team work, building my confidence, and a lot about myself and how confident I am. ”**  
 [Rebekah, Get on Track Plymouth]

**“ The first day of Get on Track changed my life because my confidence was nothing and over the first eight weeks of Get on Track, it built bit by bit. ”**

**This time last year Rebecca from Sheffield was homeless, lived in a hostel, and had never worked.**

It was during the programme that Rebecca found a passion for sport, and did a work experience placement with world renowned physiotherapist Alison Rose. Rebecca is now working full time as a customer service adviser and is looking forward to studying sport at college, and training to pursue her dream of becoming a physiotherapist.



Rebecca said: **“I look at myself now and I think ‘how in two months have I become a completely different person?’ The most important thing I’m taking away is a new Rebecca who is achieving her dreams. I have a new found confidence and I know that anything is possible now.”**

## Supporting young people to work towards goals and increasing their motivation and attainment education – AQA Unlocking Potential

Research on our AQA Unlocking Potential programme shows that the programme helps young people to work towards their goals and plans for the future as well as showing them “more pathways.”

**“ It's helped me to overcome a hard time and focus more on myself. ”**

[Stacey – year 12]



**“ ...Improving my confidence to allow me to apply for jobs. ”**

[Robert – year 13]





Particularly in relation to educational outcomes, the AQA Unlocking Potential programme demonstrates strong outcomes for young people's aspirations and attainment. In 2014/15:

- **70% of young people** reported that the programme had helped them with their school work or engagement in school.
- **64% of young people** reported that their grades had improved since the start of the programme.

Young people told us that the programme helped them with improving their attitudes and effort at school:

**" [AQA Unlocking Potential] helped me being more motivated and organised in relation to revision and focusing on it as a progression not at the last minute. My chemistry result has gone from a U to a C grade GCSE. "**

[Rupert - year 11]

**" [AQA Unlocking Potential] made me more focused and motivated on school work. Gave me confidence to go forward in applying for University and jobs. "**

[Jeremy – year 12]



Teachers involved in the AQA Unlocking Potential programme also reported that the programme improved their student's motivation towards school and education:

72% of teachers believed that where they had seen their young person's grades improve, this was mostly or entirely attributable to the young person's participation in the AQA Unlocking Potential programme.

**" I feel Alex's focus and drive in school has certainly improved. In the area I work in, Alex's current coursework and class work has improved and he has achieved excellent practical grades in his GCSE PE modules. "**

[Ms Smurthwaite & Ms Edmunds – Alex's teachers]

## Young people go on to inspire positive change in others



**“ It has impacted my confidence, independence and brought me closer to my sister. ”**

[Megan, AQA Unlocking Potential]

**“ Megan has become much more independent and now gets the bus by herself to school and to her language course. She can communicate better with her sister which has increased Megan’s happiness. ”**

[Charlotte – Megan’s athlete mentor]

At the start of the AQA Unlocking Potential programme, her athlete mentor Charlotte Hartley described Megan as “shy and introvert.” Megan really wanted to be able to communicate with her

deaf sister better and for her community project she decided to run a sign language class in her school to teach her classmates sign language.

“It was hard growing up with my sister because I didn’t know why she wasn’t talking to me.” She wanted to learn new skills herself, give other students an opportunity to learn sign language, and increase awareness of sign language.

Megan’s teacher said: “Since Megan’s been working with Charlotte, it’s given her a new focus.”

Across a number of our programmes, young people plan, design and deliver projects in their communities to support their learning and develop their skills and capabilities.

In total, the young people we directly worked with in 2014/15, delivered 311 community projects across the UK, impacting on a further 6,520 young people in their communities.

Community projects ranged from educational talks transferring skills, and knowledge about certain topics (eg. sign language and safety), to community sports festivals and family fun days.

Young peoples’ feedback about their learning from community projects can be grouped into **skills-based** and **affective outcomes**.



"PLANNING"

"ORGANISING"

"TEAMWORK"

"PRESENTATION"

SKILLS



"A GOOD FEELING"

"SELF-BELIEF"

"CONFIDENCE"

"INDEPENDENCE"

AFFECTIVE

True testament to the wider impact of our work is whether young people on our programmes go on to inspire positive change in others – in their families, communities and amongst their peers.

**“ I inspired my sister to exercise and be more confident ”**  
 [Danielle, Get on Track Thanet]

**“ I’m supporting my friend to become healthier and quit smoking ”**  
 [Puneet, Get on Track Hayes]

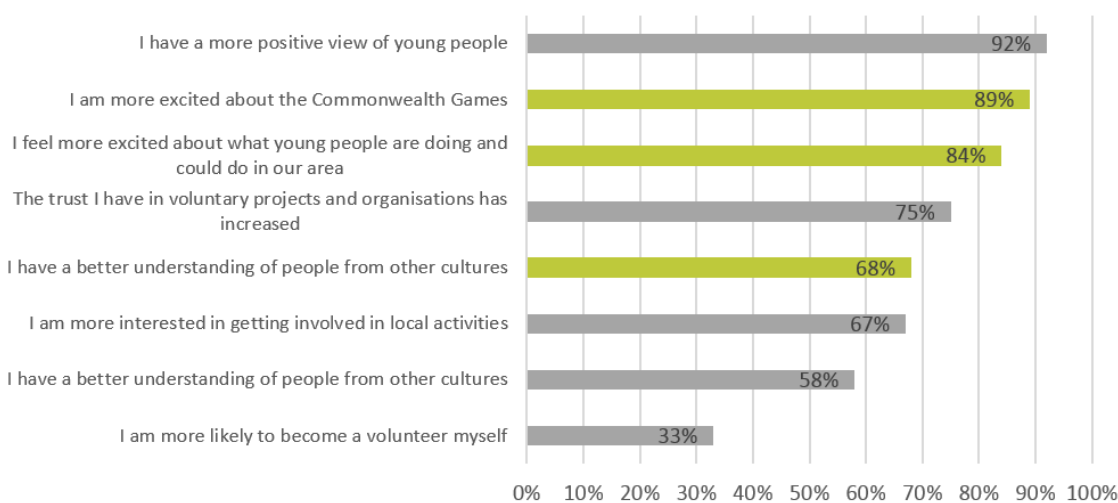
### Changing attitudes towards young people and volunteering - BP Young Leaders

Young Leaders helped to run and organise 12 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.

Young people involved in those projects emerged with positive feedback, new ideas and perceptions.



As a result of the project...\*



Source: Skyblue Research, Evaluation, Responses from 85 community beneficiaries surveyed across 5 different community projects.

\*Colour code: grey represents responses from 12 participants in the 'adult' survey & green represents the 73 participants in the 'U-16' survey.

The chart shows that engaging young people in community projects raises awareness and perceptions about young people, and can serve to bring local communities closer together.

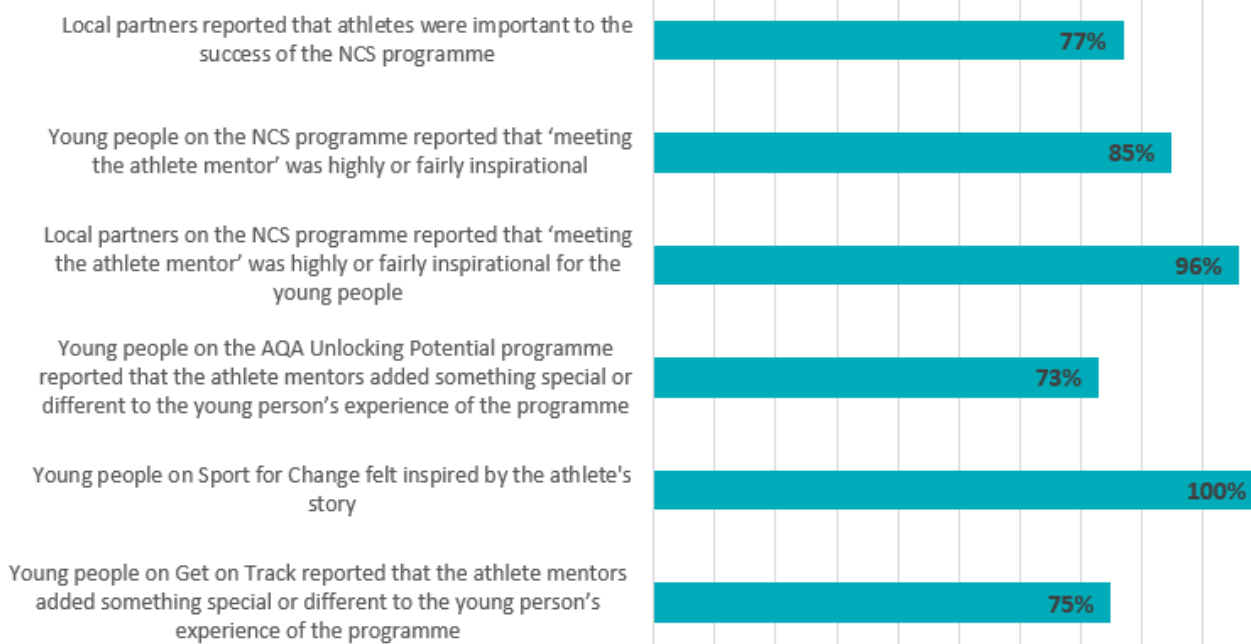
## 6.2. Harnessing the skills and capabilities of athletes to benefit young people

### Is there evidence that as a direct result of our work...

KRQ3	... our athletes have added value to the (scale, scope or duration of) impact achieved for our young people?
KRQ4	... there is a positive impact on the lives of the athletes we work with 'after sport'?

**" I feel that the athlete contribution is excellent. The young people are always engrossed with what the athletes have to say and their stories, they capture the attention of the young people in a way that local partner's cannot and they give a project that special value. "**

[National Citizen Service – Lisa, Local Partner]



**" I personally and professionally feel that to not have the athletes as part of NCS would affect the outcomes and experience the young people have, the aim of the athlete involvement underpins the infrastructure of the project and gives it that edge over everything else... "**

[National Citizen Service – Graeme, Local Partner]





**" ...Their approach to everything was literally superb; made us feel motivated, good in ourselves and were always positive... "**

[Jamal, Hayes]



**" ...My athlete mentor taught me no matter what your difficulties are, everyone can achieve... "**

[Heather]

**" Jeremy found the whole process to be most rewarding and Tom was an excellent mentor. Home life has been very difficult for Jeremy, and having Tom to talk to has helped him a great deal. "**

[Ms Saxon – Jeremy's teacher]



**" ...His story was easily relatable in the sense that he failed but was still able to succeed... "**

[Georgia]

**" ...I have learned from them that you can do anything if you put your mind to it... "**

[Megan]

**" ...They taught me that if you are really passionate about something, if you work hard enough, give it all your all and never give up, and continue fighting, you'll be living a life doing or taking part in something without a doubt... "**

[Young Leader]

**" ...I've learnt that with determination and a bit of right people around you to guide support and be there for you, everything is achievable... "**

[Young Leader]



" I really enjoyed meeting new people, it was a fun experience and Hannah and Lee were very inspiring and have motivated me to do better "

[Monique]

" I enjoyed this week so much and the athletes were fantastic and inspiring "

[Jamie]



" Alistair makes me want to play more football, to become better at football so I can join a team. I also want to teach football like him today, because he said I would be good at it. "

[Young Person, Sportivate]

" It was fantastic having Courtney as a Sporting Champion; he engaged the young people, inspiring and enthusing them to get involved in Sportivate and the project as a whole. "

[Deliverer]

## 6.3. Working in partnership to deliver the best outcomes

### Working with Local and National Partners



Success requires “local authorities to take action...to exercise leadership and form partnerships...”<sup>20</sup>

Lack of labour market contact inhibits the development of key ‘employability’ and ‘soft’ skills including self-motivation, time management and communication skills.<sup>2</sup>



“Many local authorities have a much bigger NEET problem in reality than their official data suggests.”<sup>20</sup>

18% of establishments recruiting school-leavers found that these recruits had poor attitudes to work and a lack of motivation.<sup>23</sup>



“By giving young people with complex needs the support they need, it would be possible to improve their life chances and reduce their negative outcomes.”<sup>21</sup>



Young people who participate in social action programmes display “significant improvements to their skills for work and life.”<sup>22</sup>

## Supporting our athlete team



In 2014/15 the Trust supported **285 athletes in their post-sport lives.**

The Trust is leading the way in training athletes to become vehicles for social change. We work closely with sports performance partners across the UK (EIS, SIS, UKS BAC, BOA) to support athletes at all stages of their performance pathway, including when they leave elite sport.

This year we focused part of our research on understanding in more detail how the Trust has an impact on athletes. This allowed us to build a Theory of Change showing how the Trust's activities lead to outcomes for athletes (see Appendix 1 for our Athlete Theory of Change).

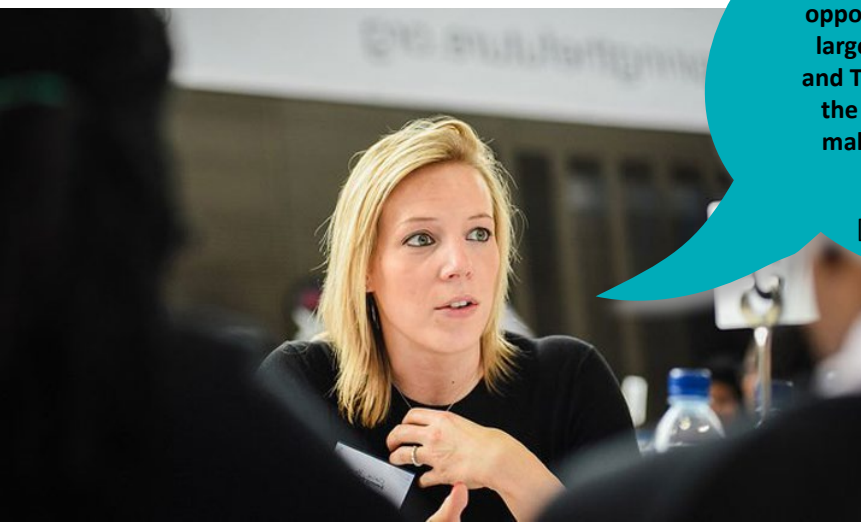
**“ My biggest fear when retiring from competitive swimming was my life would no longer have a purpose. Delivering on Get on Track for the Trust gave my life a purpose straight away, and made the transition into life after sport a good one. ”**

[Grant Turner, Former GB Olympic swimmer]



**“ More people know who I am because of the Trust and I am constantly being offered new and different opportunities that have come via the Trust. I have a much larger network now than I have ever had...My Facebook and Twitter followers have increased by 50% since I joined the Trust as an athlete in 2013, and I have been able to make more of a name for myself in the sporting world, notably in the realm of women in sport. ”**

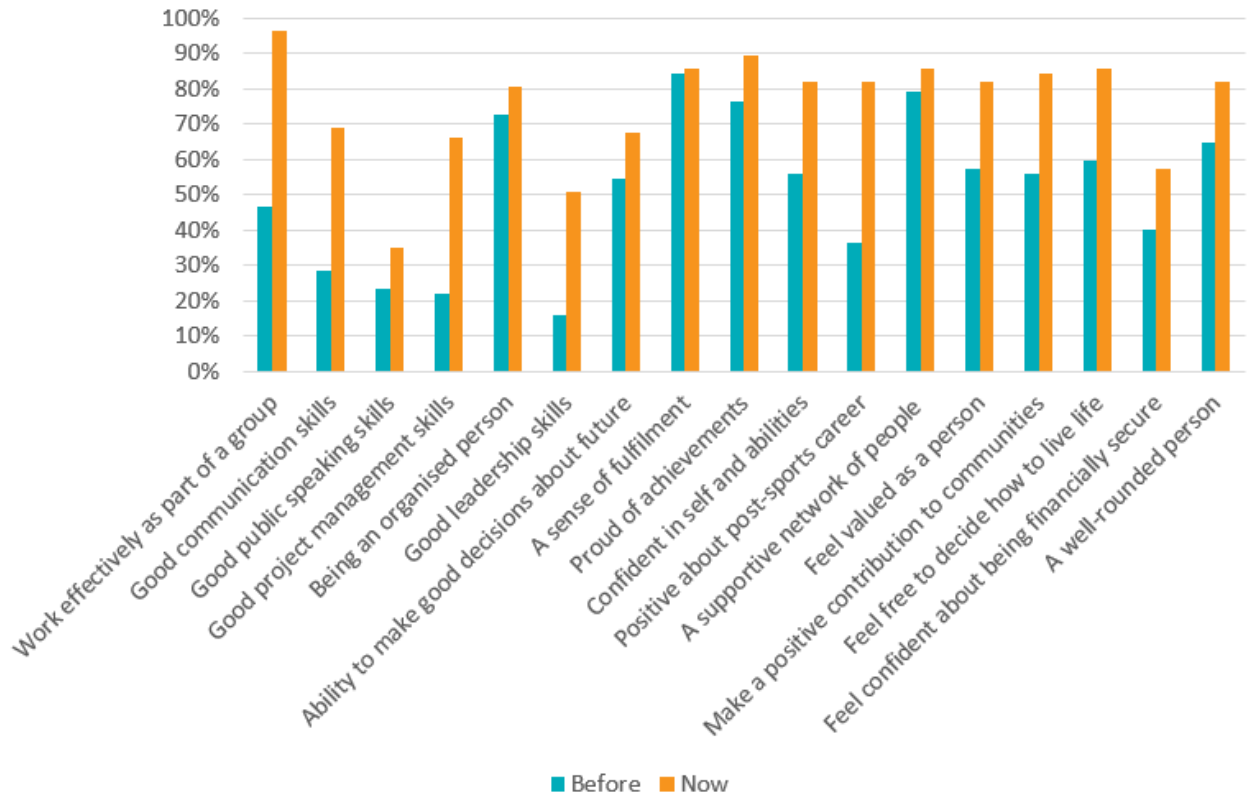
[Claire Bennett, Former GB Fencing International]





We surveyed a sample of athletes in our GiveBack Team to measure change for them across 18 knowledge, skills, well-being and ability measures from before they joined the Trust to now.

Athletes reported improvements across **all of the measures:**



**“ [The Trust] has given me hope and belief that I can achieve in my post sport career. That I am capable of building a future that isn’t entirely revolved around my chosen sport. That I have qualities that can help and inspire other people. ”**

[Lauren Briggs, England Squash]



**“ The Trust has been fantastic in supporting me not only in moving in a different direction after sport but helping me grow as a person and learn new skills. The confidence I have gained from working with the trust has been enormous. ”**

**[Jenny Wallwork, England Badminton]**



**“ Being involved in the Trust has really helped me in my career...I have been able to get work post athlete career in something I enjoy...and it is incredibly rewarding when you see young people making positive changes in their lives. ”**

**[Anna Turney, Paralympic Skier]**



## From elite sports person to young people mentor and Athlete Team Leader to a full time post-sport career



Ross Davenport – Double Commonwealth Games Gold medallist

“It was in 2009 and I was still swimming full time but I knew that I was going to finish my swimming career after London 2012, if not before. My biggest concern was that I would have to reinvent myself and transition from an elite sports person to a father and successful Account Manager.”

“Without the Trust I don’t know where I would be today. I worked on all the programmes that the Trust offer plus being an Athlete Team Leader for 18 months. The Trust helped me keep my identity whilst helping young people achieve something they can be proud of. I am proud that in some way I have helped make someone’s life better... This is something I’m really grateful for because I wouldn’t have been given this opportunity if it wasn’t for the Trust.”

“The Trust have been there for me every step of the way from still competing to retiring to now where they have supported me into full time employment.”

Ross is now working full time for a swimwear brand called FINIS as the Western European Account Manager. He’s in charge of growing the brand in this region whilst working with the current customers to help them grow through FINIS.

“I’m really enjoying what I’m doing and I’m happy that I have found a job that I love as much as I did working for the Trust. I’m happy with way things are going and I’m looking forward to growing the brand of FINIS in Europe.”

## From “no man’s land” to increased goals and aspirations

When Theo wasn’t selected for the London 2012 Olympic team he found himself in “no-man’s land,” “lost”, “hating (the) sport and everything to do with it”. Having dedicated so much time to judo it was clear that he needed support to make the most of his abilities.

The Trust helped Theo take control of his circumstances including through business coaching and mentoring sessions, which “created stability”, allowing him both the time and guidance to “find clarity” in the direction he wanted to take his life in.

Enrolling Theo as an athlete mentor on the Trust’s young people programmes provided timely employment as well as “massively increasing the amount of real work experience” he had, having previously concentrated on training and competing on a full-time basis. In addition, Trust training days and networking opportunities also formed an important source of personal and professional development for Theo. He cites improvements in “self-assurance and confidence in new social settings” as conscious behavioural changes he recognised, in addition to transferable skills like “(his) presentation and public speaking skills, (which) improved greatly” since first joining the Trust. Not only have Theo’s “goals and aspirations increased massively” he “no longer feels anxious about the transitioning process or leaving sport” and as a result has developed his wider career options and experience whilst competing at the highest level in his sport.



Theo Spalding-McIntosh – GB Judo

Not all of the athletes we work with may want to deliver on our young people programmes. Some just need support, guidance or direction as they approach and enter their post-sports careers. So the support we offer ranges from providing formal training and mentoring to development opportunities and employment.

**“ I was in a pretty clouded place before I got involved in the Trust, no real purpose or direction and was stuck in a normal 9-5 retail management job. I now get the same buzz about this work as I did when I was competing. ”**

[James Kirton, British Breaststroke Swimmer]



**2014 saw 16 athletes start our second Champion Voice programme.**

Champion Voice is a 2-year leadership development programme designed to build on athletes’ experience as elite performers and develop their skills to perform well in a new career. The programme trains world class athletes to make a positive, strategic-level impact as members of prominent sports and corporate boards.

LEARNING OUTCOMES	WHAT ATHLETES WANT TO GET OUT OF THE PROGRAMME
<b>Cognitive</b>	<p>“Gain a better knowledge of working in organisations, how they are run, how they grow”</p> <p>“Learning more about the structure of actual sports bodies and seeing how I could be a leader in one of them”</p> <p>“Developing a sound knowledge of organisational structure at a board level”</p>
<b>Skills</b>	<p>“Concrete skills &amp; tools that will help me to be an effective leader”</p> <p>“Support with improving my ability to portray my message”</p> <p>“To gain knowledge of how to interact and voice opinions on a more senior level”</p> <p>“Developing good practices through experience”</p>
<b>Affective</b>	<p>“Confidence to lead”</p> <p>“Understand the role I can play within an organisation and the impact I can have. Build my confidence in an area of work I feel unfamiliar with”</p>

So far, the Trust has placed 13 out of the 16 Champion Voice athletes on the Boards of various sporting and charitable bodies, including Sport Scotland, Sport England, British Shooting and Women’s Sport Trust.



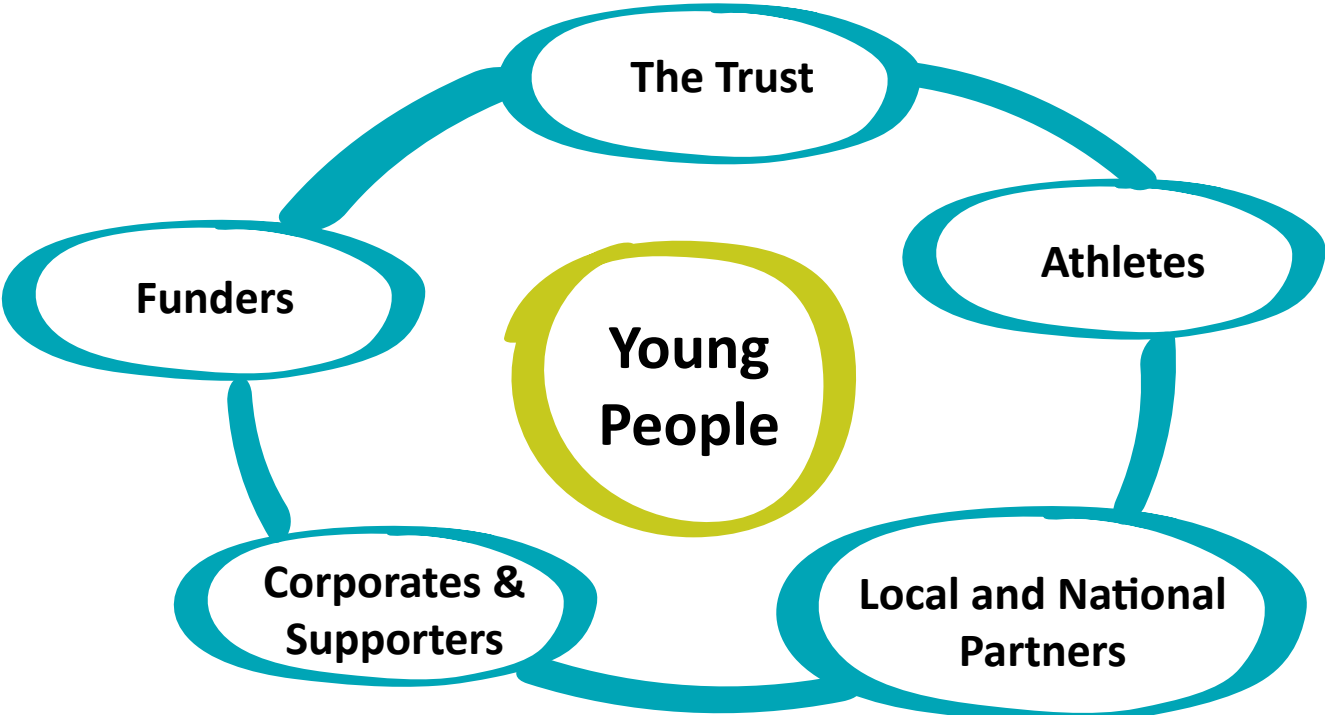
**“ I am determined to learn to be a good leader, and felt this programme will help me to become aware of what is required of a leader in terms of skills, knowledge and behaviours. Then I am more able to map my current abilities to develop a plan to improve. ”**

[Andy Burns, GB Judo, Athlete mentor, Bronze medallist at Glasgow 2014]

**Supporting athletes on Champion Voice not only means that athletes gain the knowledge, skills and abilities to be effective at Board level, but it also opens up new and unique opportunities for organisations to benefit from the fresh perspectives and insights that athletes can offer their organisations, demonstrating that athletes have the ability and skills to benefit wider stakeholder groups.**

### 6.4. Working closely with partners and stakeholders to create a legacy and value

We work closely with our stakeholders in order to ensure that our work is effective, aligned with our impact measurement strategy and business objectives, and is sustainable. We do this by adopting a model of partnership working and exemplary practice.



The underlying premise of the relationships that we form with our various stakeholders is having shared vision and aspirations, and ensuring that each group realises value for them. We explored this further with our different stakeholders, the results of which are presented below.



## LOCAL STRATEGIC PARTNERS

**“ We have gone through the challenge of introducing a new programme into an area where we have significant (if not always high quality) competition for young people needing to build their confidence and access work / training. We feel we are on the right track, and [the Trust] continues to support us as we look for local funding sources to ensure this programme is sustainable into the future. ”**

[Steve Nelson, Chief Executive,  
West of England Sport Trust]

**“ The partnership has ensured that we seek out new partners who are engaging with young people on a daily basis in a range of support services...Working with the Trust has not only supported our development of the Sport as Driver for Change theme but has also helped with our income diversification targets as a CSP. ”**

[Jane Ratcliffe, Sport Development Manager,  
North Yorkshire Sport Ltd]

## NATIONAL PARTNERS & SUPPORTERS

**“ The values of the Trust mirror our own at The View from The Shard, as our employment strategy is to support and recruit previously unemployed young people, who live locally. Our partnership with the Trust offers employee engagement opportunities amongst our staff, but also helps drive awareness of the work of the Trust to our visitors through our external communications. ”**

[Anna Domingo, Marketing Director, The View from The Shard]



**“ AQA Unlocking Potential is part of how we demonstrate we are meeting our charitable purpose...the programme has had a positive impact on the staff who helped shape it and also the AQA volunteers who take on the role of supporting the young people by using their own skills and experience.”**

[Sadie Visick, Director of Communications and Marketing, AQA]



**“ Through our work with the Trust we have learnt about reaching the very hard to reach young people who are not only disengaged from sport, but are actually disinterested in general - on the edges of society...Get on Track has demonstrated to government ministers that sport can have wider social and economic impacts ”**

[Mike Diaper, Director of Community Sport, Sport England]



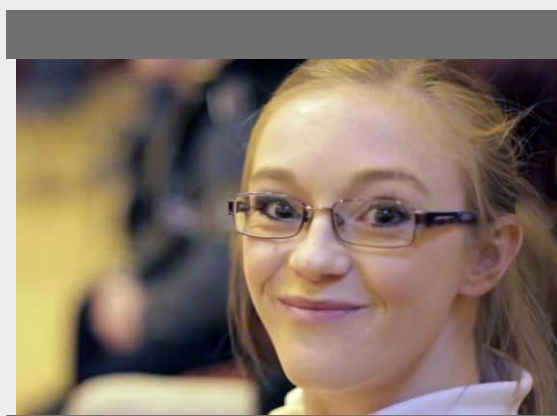
Ensuring that we create value for our stakeholders is important to demonstrate that money is spent well and where needed. On our flagship programme Get on Track, we've taken this a step further to measure the Social Return on Investment of the programme.



Underpinning all of our work is our driver to ensure that we create value for our stakeholders – in particular young people, athletes, communities, government and employers.

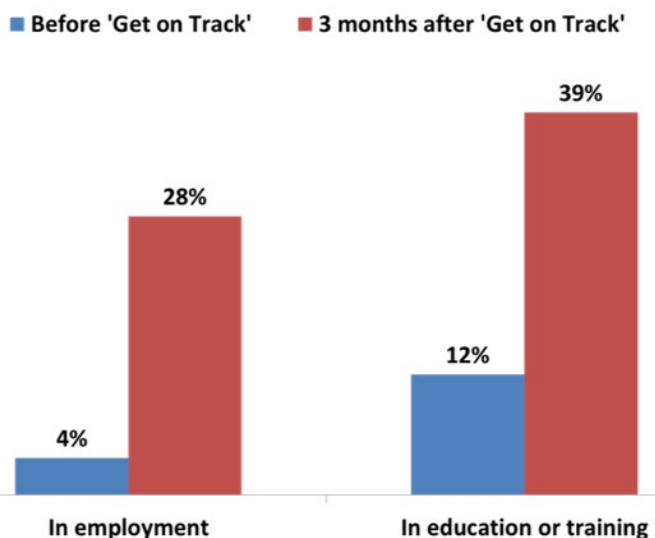
Our 2013/14 Impact Report<sup>24</sup> outlined the Social Return on Investment (SROI) of our Get on Track programme, demonstrating how Get on Track creates social value for our stakeholders. This year we have updated our SROI model. We have:

- Included new data for 2014/15, so that the model now uses programme data from 2013/14 and 2014/15
- Updated some of our sources of data and assumptions
- Incorporated outcomes for athletes for the first time



Over the past 2 years, our SROI model shows that the Get on Track programme has created over £4.6 million of social value. Get on Track creates around £4,000 of Social Value for each Young Person involved in the programme, and around £1,250 of Social Value for each athlete involved.

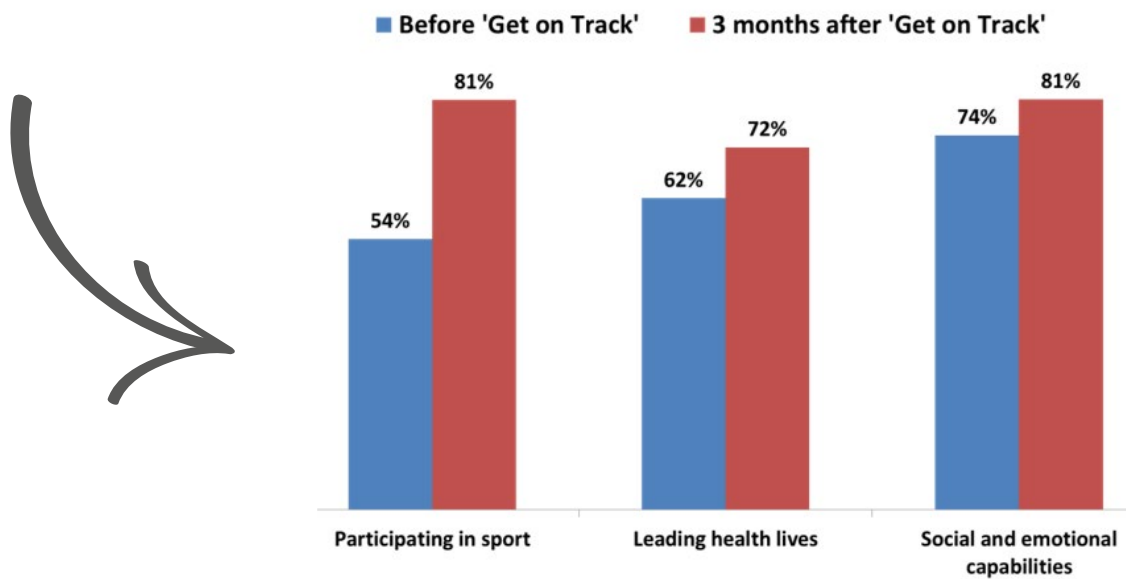
Young People benefit in a number of ways. Many of them gain employment, education or training; while 4% were in employment and 12% in education or training before Get on Track, 28% were in employment and 39% in education or training after completing Get on Track.



Proportion of Young People in employment, education or training before and after Get on Track (data from 2013/14 and 2014/15)



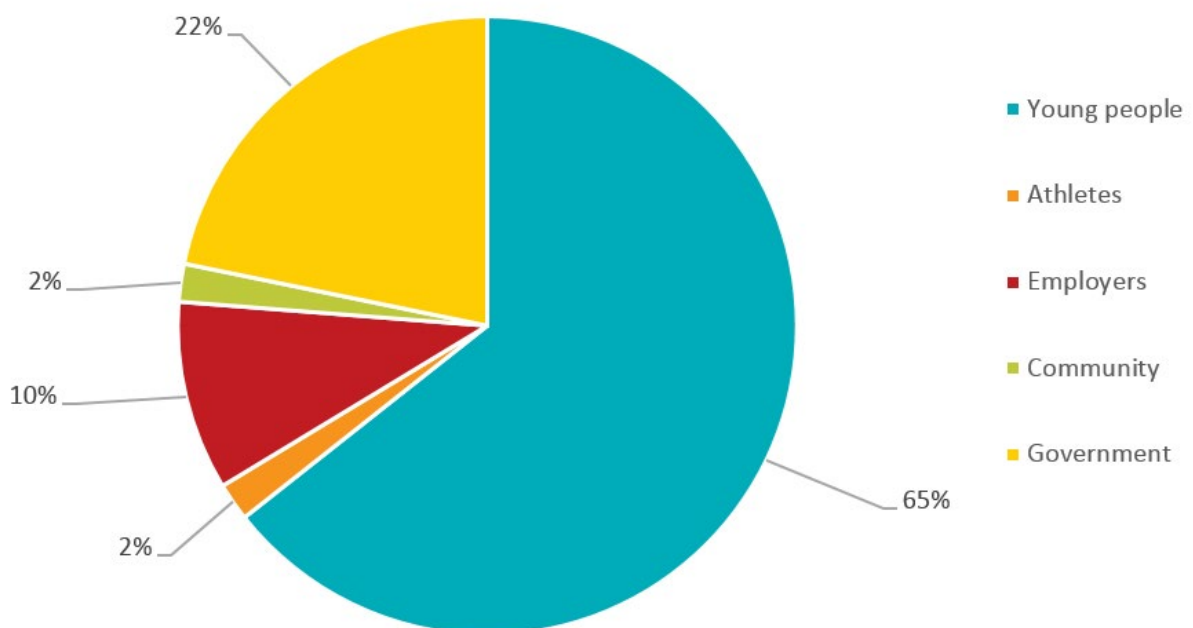
Equally, after Get on Track, many young people participate in sport more, lead healthier lives, and have improved social and emotional capabilities (such as improved confidence and resilience).



The average level of sport participation, healthy lifestyles, and social and emotional capabilities before and after Get on Track (data from 2013/14 and 2014/15)

Nearly two-thirds of the value created by Get on Track goes to young people and nearly one-quarter to government. Smaller proportions go to employers, the community and athletes.

### Social Value created on Get on Track



## 7. Reflecting on 2014/15 & what we've learnt

### Young People

The work that we have done over the past year has shown that young people need support that is focused on personal and social development that will stay with them throughout their life. Many of the young people that we work with have struggled to engage with other projects that lack flexibility. In our high impact programmes like Get on Track and AQA Unlocking Potential, athletes mentor and support young people to make positive decisions in all areas of their lives including sport and employment and as a result we have achieved fantastic outcomes.

### Athletes

Athletes can do more and more! As we have shown, athletes can have a great impact on the young people we work with, and that they benefit from being involved in our programmes. We have trained and developed our athletes to deliver to a high standard and to quality assure programmes across the country, taking their expertise in delivery and assessment to improve the quality of all delivery with our young people programmes. We will continue to build on this and invest in our athletes in the future.



### Success

This year the Trust reached its target of working with 200,000 young people between 2012 and 2016 a year early. Working with world class athletes has instilled a culture in the organisation of continuing to improve, stretch and grow our ambitions. We will continue to strive to do more for athletes and young people in the years ahead, and have already increased the target for young people to 260,000.



## 8. Looking ahead

### Ambitions for the Future: Our new strategy 2020

This is an exciting year as the Trust introduces its new five year strategy which will start in April 2016. We will use what we have learnt since we began in 2008 to plan how we can get more lives on track, doing more for young people and athletes. We continue to consult with our stakeholders and build on our many strong partnerships for the future. We will be launching the new strategy in January 2016, watch this space!

### Leadership

We are building a Leadership Programme to support young people to extend their personal and social development alongside the Trust. The programme will see the Trust working with young people for longer, in a more structured way, building on the qualities that young people develop through our programmes to become excellent role models in their communities.

### Scotland

In May this year, thanks to our partnership with the People's Postcode Lottery, we began delivery of our first Get on Track in Scotland, led by Commonwealth Gold Medallist Sarah Clark. Building on the successes of our partnership with Inspiring Scotland we will be working with ventures across Scotland to enhance current programmes of delivery and to learn more.



## 9. Thank you to our partners, funders and supporters



### Thank you to our Local Partners who we have worked with in the past year

Active Devon	Motiv8sport	Sport4Life
ByDesign Group	North Yorkshire Sport	Wesport
Black Country Consortium	Positive Futures, Leeds City Council	YMCA Central
Catch-22	Really NEET	YMCA Hayes
GreaterSport	Sheffield Futures	Youth Federation
Luton Borough Council	Sporting Futures	

The Trust has worked closely with



and **ENVOY** Partnership

in the development of our research and evaluation strategy.

It has been crucial to have independent experts to help us inform our decision making and scrutinise our work. Skyblue Research is a well established professional impact research and evaluation specialists and Envoy Partnership is an advisor in strategic research and evidence-based communications. Working together we have built our impact measurement strategy including our social return on investment model.

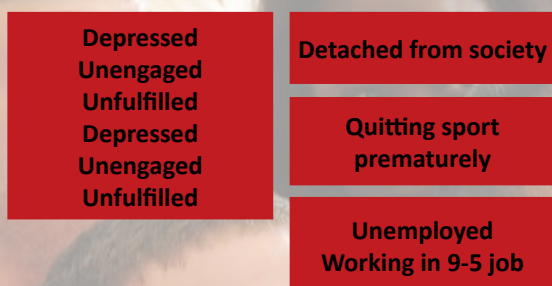
# Appendix 1

## Athlete Theory of Change

### SITUATION BEFORE GETTING INVOLVED



### WHAT WOULD HAVE HAPPENED WITHOUT TRUST



### MOTIVATIONS FOR BEING INVOLVED



### WHAT THE FUTURE HOLDS



### IMMEDIATE CHANGES



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