



Skyblue
Research

**Impact Evaluation of the SEE for the 2012 Games Partnership in
Yorkshire and the Humber**

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1. EXECUTIVE SUMMARY

This paper presents the findings of the first interim evaluation of the Skills Employability and Education for the 2012 Games Partnership in Yorkshire and Humber. The partnership comprises a Core Group of 25, four working groups (engaging some 45 individuals) and a wider network of in excess of 530. The evaluation objectives are to assess: the performance of the Core Group and the impact attributable to it; the added value of the Partnership and the efficacy of the partnership working; sustainability of activities; and to highlight good practice.

The research methods have included a desk research; depth interviews with Core Group members and key stakeholders; and a network survey. The findings of these activities are presented in sections 3.1, 3.2 and 3.3 respectively.

The conclusions of the research are summarised below and the recommendations are presented overleaf.

The development phase employed an effective collaborative approach, stimulating events and visits and an effective communications strategy. There is robust evidence of synergy arising out of the Core Group's partnership working. Over and above the successful partnership, the Core Group's achievements include a raised awareness of opportunities associated with 2012; development and sustenance of enthusiasm and a highly appropriate culture; and the comparatively recent initiation of the four signature projects.

Critical success factors have been the role of the Secretariat and the contribution of partners to Core Group meetings. Partners perceive the main benefit to be the partnership's ability to keep them informed, so continuing the commitment to communicating high quality information through a variety of accessible approaches is crucial to the Partnership's success. The information that is being distributed is being used to good effect and the active partners demonstrate a clear commitment to exploring opportunities that the network has brought to their attention.

The partnership undertook an internal review in October 2008. This highlighted the need to take steps towards more delivery as opposed to more development activities, and the opportunities available to focus on WorldSkills, Enterprise Education, Event Volunteering and Paralympics. There is clear evidence that these recommendations were unreservedly supported by partners and that the recommendations were well founded. The recommendations have been acted on and there is evidence of purposeful activity on all fronts.

Issues that have given concern to the Partnership are the need to make timely progress with activities and, in some partner organisations, limited resources, finance and time for implementation of activities. The Partnership is sustainable in the short term but there are risks and opportunities associated with the transition of the LSC into the Skills Fund Agency as a consequence of Machinery of Government changes, and the ongoing changes to the regional architecture due to Sub National Review. However, outside of the Core Group and working group activities, project funding has not been an essential prerequisite for most of the delivery activities. This suggests that sustainability of delivery may not present as great a challenge as it often does in similar circumstances.

To summarise the conclusions in the context of the specific evaluation objectives, the evidence points to strong performance, high impact and added value attributable to the synergy associated with effective partnership working. Reasons for the success of the SEE 2012 Games Partnership include the role of the key players in the secretariat; effective delivery of topical keynote events; the effective operation of the Core Group and the formal and informal communications systems that have given life to the network. The close alignment of missions and strategies of key players, and the real need that exists for an information conduit concerning the Games are other important factors. The Chair of the SEE Group also confirms that sustainability options for the Partnership after April/May 2010 need to be discussed between the RWSP and Yorkshire Gold Committee during the Autumn of 2009 as a matter of priority.

The evaluators are highly encouraged by actions that have already been taken in light of early evaluation findings that were reported directly to the Secretariat and the Core Group.

Our recommendations are as follows:

1. Stage an awareness raising event for recent recruits to the network and Core Group
2. Reallocate some of the evaluation resources to additional case study development
3. Increase personal contacts with network members, over and above the website
4. Explore the potential for closer relationships with key specialist groups/committees
5. The Secretariat should actively promote publication opportunities and deadlines
6. Ensure sustainability.

The rationale for the recommendations is described in section 5 of this report.

2. INTRODUCTION

2.1 SEE for the 2012 Games Partnership

The background to and development of the Skills Employability and Education for the 2012 Games Partnership, 2007 – 2009, is described in section 3.1 of this report. This introductory section describes the Partnership and its Core Group as they are in the summer of 2009.

The Partnership network currently comprises some 530 members (July 2009). The great majority, if not all, of the region's senior stakeholders in learning, skills and economic development are members of the network. An indication of the nature of member organisations is given by the response to the evaluation's survey; the majority of respondents are from the FE sector while organisations representative of sector interests form the second largest group. The sample is also representative of the geographic spread of membership with 90% of the network having an operational focus in Yorkshire and the Humber, and the remainder having a national remit.

Prior to 2009 the Partnership had been very active in awareness raising, promotional activities and in developing consensus with regard to the direction of activities. Since then there has been a much greater focus on activities supporting the ten 'Framework for Action' priorities that had been identified. Current activities are focused on four 'signature projects':

- Enterprise Education
- WorldSkills 2011
- Event Volunteering
- Paralympics

Communications are of fundamental importance to the Partnership. A highly informative bi-monthly newsletter has been central in successful communications within the Partnership while the Core Group (described in section 2.2) meets regularly with a full agenda. The secretariat is highly effective in communications with external stakeholders at all levels so that national, regional and local leaders in the field are well informed of the Partnership's activities and are frequently involved.

There is considerable interest in case studies for promotional purposes and some examples are included in the Appendices.

2.2 Core Group

The strategic purpose of the SEE for the 2012 Games Core Group is to:

- ensure the region creates a lasting skills, employment and education legacy as a result of the London 2012 Olympic Games, Paralympic Games and Cultural Olympiad
- enable, manage and monitor the effective delivery of the Framework for Action including its ten priorities and complementary signature projects
- focus activity in order to support the achievement of two key strategies, 'Delivering a Skilled and Employed Region' and 'Yorkshire Gold'

The approach of the Core Group is of critical importance. Core Group members participate fully at quarterly meetings. The Group encourages the wider Partnership network's participation in:

- delivering an agreed Framework for Action
- promoting the four signature projects
- communicating and celebrating achievements.

The secretariat is very active in promoting networking and actively facilitates information exchange. It works closely with the 25 Core Group partners, 45 working group partners, Yorkshire Gold, City Leads and sub-regional partners. It also supports the independent evaluation of its activities and is committed to acting on the outcomes of the evaluation.

Governance Arrangements

The Core Group is a sub-group to the Regional Work and Skills Partnership, liaising with other relevant regional and national groups and partners as appropriate. This Group has a reporting line to the Yorkshire Committee for the 2012 Games. Communication with Yorkshire Gold provides the opportunity for continuous sharing of information, and where possible at least one Core Group member is also a member of Yorkshire Gold theme groups in the region.

Membership

The membership of the Core Group currently comprises suitably experienced, knowledgeable and enthusiastic representatives from the following organisations:

- The Regional Work and Skills Partnership (Chair)
- Regional LSC,
- Yorkshire Forward,
- Sector Skills Councils,
- Jobcentre Plus Yorkshire
- Universities / HE representative,
- Association of Colleges / FE representative,
- Open College Network Yorkshire and the Humber,
- TUC Unionlearn,
- Sport England Yorkshire,
- Government Office for Yorkshire and the Humber,
- City Lead Group representative (Leeds), County Council 2012 representative (North Yorkshire),
- City Council representative (Sheffield),
- Local Government Yorkshire and the Humber,
- the Young People's Enterprise Forum,
- Lifelong Learning Network representative and the
- Football League Trust
- Business Link Yorkshire.

The Chair and Core Group invite further members on to the Core Group as necessary.

Roles and Responsibilities of Core Group Members

- Attend all Core Group meetings¹ and make active contributions to each Core Group meeting include presentations and updates from their field of expertise or influence
- Contribute from an informed position to decision making processes at each meeting
- Review the activity of signature project working groups and provide strategic support and direction as necessary
- Share SEE for the 2012 Games information and actions arising from Core Group meetings with other colleagues and networks as appropriate
- Advise the Secretariat of any new partners to add to the Virtual Network

Contribute news articles for inclusion in the bi-monthly SEE for the 2012 Games e-bulletins and provide content as it becomes available for the www.skillslegacy.co.uk

2.3 The evaluation

This impact evaluation of the SEE for 2012 Games Partnership was commissioned by the RWSP in March 2009. The evaluation objectives are to assess: the performance of the Core Group and the impact attributable to it; the added value of the Partnership and the efficacy of the partnership working; sustainability of activities; and to highlight good practice.

The evaluation activities to date have included:

- a productive inception meeting (25th March, 2009)
- a literature review (April)
- in-depth interviews with Core Group Members (April, May), and
- a survey of members of the 2012 Games Partnership network (June/July).

Evaluation findings are provided to the secretariat, for consideration and action, as they emerge. They are also formally reported to the Core Group quarterly. Thus, findings are immediately accessible to inform emerging strategy and the refinement of activities. Findings from this formal report will also be made available on the dedicated evaluation page of the network's new website www.skillslegacy.co.uk once approved by the Core Group in September.

¹ If a Core Group member is unable to attend a meeting they should please agree in advance whom can deputise for them with the Core Group's Chair

3. FINDINGS

This section presents the findings of each of the main research activities, i.e. desk research; depth interviews; and the network survey. It concludes with a summary of the key conclusions.

3.1 Desk research

The initial literature review (April 2009) revealed reports and online material falling broadly into three categories. These are: reports and online content that assist in understanding the history and development of the SEE Core Group²; evaluation reports relating to the SEE Core Group, closely associated activities and the Framework for Action; references to other 2012 related activities in the region. This section reports on each category separately and concludes by providing a summary of questions that emerged as a result of the literature review.

The literature review was completed four months before this report and is not fully up to date. The most recent activities of the Partnership are described in the introduction to this report.

Background: Yorkshire Committee for the 2012 Games

The Olympic and Paralympic Games are frequently described as the largest event on the planet and London has won the right to stage the Games in 2012. Yorkshire was a strong supporter of London's bid and launched the 'Yorkshire Committee for the 2012 Games' in May, 2006. The Yorkshire Committee's purpose has been to represent the collaborative efforts of the main public sector agencies in contributing to what is undoubtedly a once in a lifetime opportunity. The five leading agencies have been Yorkshire Forward (for Business); Yorkshire Culture (now Arts Council since Yorkshire Culture was disbanded); Sport England Yorkshire; Yorkshire Tourist Board (now re-branded as Welcome to Yorkshire); and Local Government Yorkshire & the Humber (for Communities). The Yorkshire Committee led its partners in the development of Yorkshire Gold, the region's strategy for seizing the opportunities offered by the Olympic and Paralympic Games.

www.yorkshire-gold.com provides a useful if lightweight introduction to the opportunities in the region in the lead up to 2012. However, while there are references to education and skills, these are very superficial and the Yorkshire Gold website does not give weight to skills priorities or the skills agenda. Other activities compensate to some extent, e.g. since starting this evaluation the SEE 2012 secretariat has secured an agreement with Yorkshire Gold to promote the network's www.skillslegacy.co.uk website and to carry links on relevant pages so that skills, employability and education information is in some way embedded. Moreover, successful reciprocal arrangements have been agreed so that 'skills' news features in every monthly Yorkshire Gold e-bulletin. .

More recently the Yorkshire Committee has been undergoing restructuring and a new revised Yorkshire Gold Strategy has been completed (April 2009), subject to final approvals.

The LSC Yorkshire and Humber is tasked with representing the skills agenda on the Yorkshire Committee and funds the SEE for the 2012 Games secretariat.

²The full name is: Yorkshire and Humber Skills, Employability and Education for the 2012 Games Core Group

Development of the Yorkshire and Humber SEE for the 2012 Games Core Group

Early in 2007 the LSC funded a small group to explore the impact that the Games would have on the Skills Agenda; to identify skills issues in each of five lead agencies' plans; to consider emerging proposals for a Yorkshire and Humber 2012 Games Skills Task Group; and to explore the potential structure for such a group.

The expected impact of the Games includes: increases in participation and a heightened interest in sport; a need for skills to showcase the region through the Cultural Olympiad; opportunities and challenges to the tourism industry and to sectors such as construction and transport; a greater need for event management skills; and the skills needed to support the expected increases in interest in volunteering associated with the Games.

The purposes of the Skills Task Group proposals were to³:

- Extract the skills development issues from each of the 5 lead-agency plans and ensure they are implemented;
- Explore with key partners the feasibility of setting up a Skills Task Group and look at its terms of reference, roles and objectives;
- Develop the proposed structure with links to existing bodies and establish how the Task Group will influence regional and sub-regional skills planning;
- Develop a strategy and workplan for the Group including recommended activities, responsibilities, milestones and outcomes;
- Identify opportunities, with key partners, for aligning existing resources to ensure implementation of the plan;
- Establish a monitoring and evaluation system for the Task Group;
- Advise on the best way to launch the Group and plan in the region.

The LSC indicated its intention to fund the initiative. The findings of a feasibility study⁴ undertaken at the time included a weakness of incomplete identification of skills priorities within the Yorkshire Committee's proposals and evidence that 44 explicit skills actions were contained in the five action plans. It asserted that, 'This work is not about new resources, or myriad new skills development activities that can easily be dreamed up, rather it is about developing new ways of working in partnership to achieve beneficial (and often multiple) outcomes for the region's people, its businesses and communities in an effective and meaningful way that will last beyond 2012'.

Consistent with the Yorkshire Committee's commitment to build on, refine and extend existing plans, one of the Skills Task Groups principal approaches was to be forging new and dynamic **cross-strategy** and **cross-agency** activities stimulated by the added impetus of London 2012.

An example of an early and novel initiative designed to contribute to (and for some partners to kick-start) these developments, was the visit to London to view the Games site in the early stages of development. A newsletter produced to update partners and to report the outcomes of the visit referred to areas for development that were confirmed as a result of the visit. They included developing the region to be more active; more competitive; and more attractive. Partners recognised the potential of the Games as a catalyst for innovation and driver of inclusivity.

³ Yorkshire and Humber 2012 Games Skills Task Group Proposal, briefing paper, LSC

⁴ 2012 Task Group Feasibility – Phase 1 Report, Yorkshire Culture and LSC, May 2007

The consultants summarized their independent views of what the task and finish group needed to be in the very neat acronym, CORONA, which refers to Clear Outcomes; Regionally Owned; Nationally Aligned.

The task and finish group was launched and has evolved. It is now known as the Yorkshire and Humber SEE for the 2012 Games Core Group (SEE refers to 'Skills, Employability and Education'; for convenience the Group is referred to as the SEE Core Group throughout this paper).

Terms of Reference of the SEE Core Group (2007-2009)

The purpose of the SEE Core Group is to ensure that the region creates a lasting skills, employment and education legacy as a result of the London 2012 Olympic Games and Paralympic Games.

The objectives for the Core Group and its wider network are to:

1. Develop the Framework for Action, ensuring that it:
 - a. Supports with the activities and priorities identified by the 5 'Strategic Leads': sport and physical activity, tourism and enhanced profile, cohesive communities, culture and business.
 - b. Sets out a clear focus on 'golden' skills, employment and education interventions that will help Yorkshire and the Humber become more active, competitive, innovative, attractive and inclusive.
2. Align resources to support delivery of the Framework for Action
3. Engage, communicate and consult on the development and delivery work
4. Manage the delivery of the Framework for Action

The SEE Core Group researched and developed a short report, 'SEE 2012 Summary of resources to date', 17th January 2008. It presents stakeholders' and partners' views as to the resources that were being brought to the front to deliver an emerging Framework and to support the Yorkshire Committee. The LSC and Yorkshire Culture appear to be at the forefront with well defined contributions.

Others' contributions are either comparatively small, though specialised and relevant (e.g. OCN YHR – the Open College Network) or lacking in detail (e.g. Jobcentre Plus). Some appear less directly relevant but nevertheless have the potential to have considerable impact in some areas, e.g. Yorkshire Forward's STEM initiatives. The content of the report should make an invaluable contribution to the Yorkshire Committee's work and to the Yorkshire Gold strategy.

The SEE Core Group then developed 'Yorkshire Gold: Skills, Employability and Education for the 2012 Games', described as a SEE Framework for Action in support of the London 2012 Olympic Games and Paralympic Games. This was launched at an event in April, 2008; the event is referred to again in the following section describing existing evaluations.

Existing evaluations

Aspects of the SEE Core Group's activities have already been evaluated. For example, the SEE for the 2012 Games conference, held on 25th April 2008 at Leeds Metropolitan University was independently evaluated⁵. One of the central functions of the conference was to launch the SEE Framework for Action. It was attended by 174 people, and described as 'right' in the evaluation report, 'in that delegates represented organisations with a very clear remit to promote skills, employability and education in the Yorkshire and the Humber region'. The evaluation also reports delegates' interest in a variety of different supplementary information, including: 'solid facts, details and dates; more specific information about the Framework for Action and how it could work in practice; information on funding and bidding opportunities; good practice examples from previous host nations; and how the skills agenda has been integrated. The report concluded by highlighting the importance of follow up actions to sustain participants' engagement.

More recently, in October 2008, the activities of the SEE Core Group were internally reviewed by Emma Hoddinott, LSC, (Regional Lead), and Sharon Pickering, Director, Regional Skills Partnership. The report reminds us of the ten key priorities and a further four key areas not covered in the key priorities. In its conclusion it makes three very important recommendations.

The Ten Regional Priorities of the Framework for Action:

- 1: Improve the region's sports, health, fitness and outdoors workforce to widen participation in sports and promote active lifestyles
- 2: Innovative use of sport, culture and the Olympic ideal to encourage success, achievement and enterprise
- 3: Develop procurement skills to encourage more regional businesses to tender for major events, public and private sector contracts.
- 4: Maximise opportunities of WorldSkills 2011 / UK Skills competitions to foster skilled and competitive young people
- 5: Ensure adequate investment in elite coaching skills / training camp workforce to provide world-class services to athletes / competitors
6. Identify and respond to the skills, knowledge, innovation and business support needs in sectors which are key to 2012, and which offer long term growth / employment potential in this region
- 7: In preparation of the Games, improve customer service skills in all relevant industries and occupations across Yorkshire and the Humber
- 8: Invest in major events workforce skills development (paid and volunteering opportunities) including Cultural Olympiad talent development
- 9: Use London 2012 to derive long term benefits for people who are socially excluded or disadvantaged improving employability skills where they are needed most
- 10: Through the inspiration of the Paralympic Games significantly raise our region's awareness and knowledge of diversity issues and opportunities

⁵ SEE for the 2012 Games Conference Evaluation Report, Skyblue Research, June 2008

The report also identifies four key areas which, it says, are not sufficiently strongly represented in Yorkshire Gold. They are:

- FE & Enterprise (since changed to 'enterprise education') – exploring the potential to maximise enterprise activity in relation to FE – relates to priority 2 above
- WorldSkills – considering how the region might best use WorldSkills 2011 to inspire people – relates to priority 4
- Event Volunteering – agreeing a way forward on volunteering that recognises and maximises existing volunteering activity and programmes, and adds value through the inspiration of the Olympic Volunteer Programme – relates to priority 9
- Paralympics – considering the potential to maximise the skills benefits of the Paralympic Games, and consider broader diversity issues – relates to priority 10.

The Regional Priorities, as listed above, are high level and strategic in nature. Thus it is apparent that the SEE Core Group is seeking to engage partners and stakeholders, and to act as a catalyst and to develop synergy by exerting leadership and influence.

The SEE Core Group also identifies three core values:

- Engagement
- Added Value
- Diversity.

The conclusion to the October 2008 review is concise and worthy of quoting in full. It starts by stating: 'At this stage it is important that the work of the SEE moves from assessment and planning to delivery'. The independent evaluators agree with this assessment and see this as a crucial and urgent issue.

The report goes on to state, 'Whilst this is a four year project (i.e. to 2012), with longer term implications for legacy and sustainability (to 2017 aligning with the Yorkshire Gold Strategy), it is suggested that priority is given to setting an Action Plan for 2009 that can start the delivery process, set in train a series of activities for the period to 2012 and beyond, and identify lead organisations and resources. This would include developing the role of the SEE Core Group and formalising its terms of reference and developing a programme of projects (including pilot projects) and activities that demonstrate the potential of the Games with regard to skills. This Action Plan would also incorporate the four key areas highlighted above. It is suggested in the period between now and the end of 2008 this SEE Delivery Action Plan for 2009 should be agreed.

Underpinning this work would be the continued exploration as to how the benefit of the Games can be maximized and the provision of information on any Games related developments to the SEE'.

The recommendations arising out of the internal evaluation were as follows:

1. The SEE for 2012 group is maintained and work is done with terms of reference and governance to ensure that the focus turns from development to delivery
2. The SEE for the 2012 group considers 'commissioning' the delivery of a number of key projects in line with the principle of supporting the delivery of the redrafted Yorkshire Gold Strategy
3. The SEE for the 2012 group explores how the 4 key areas not covered explicitly by the key themes might be taken forward.

At the time of writing this report (September 2009) the evaluators can identify that progress has evidently been made with the first and third of the above recommendations. The Group has not commissioned projects though (recommendation 2) as it has no defined central budget to use for this purpose, but an interesting development is taking place which leads to a similar outcome in terms of real projects being delivered. The new signature project working groups have been defining their 2009-2010 action plans and have prioritised one or two 'projects' as a maximum to deliver. One example is a project – an enterprise education showcase event - that has captured the imagination of the London 2012 Team and Yorkshire Gold. The outcome is an event that will see Lord Coe's direct involvement in November 2009 at the English Institute of Sport. The project will be delivered through partnership contributions of officer time, event planning, access to other resources (e.g. student volunteers) and most of all energy and imagination. So the Core Group is not commissioning activity per se, but through the new delivery-focused working groups that have been set up in 2009, the Core Group is enabling the commissioning or realisation of very practical, tangible projects inspired by the Games in areas that are of strategic importance to the region and the Framework for Action.

Other London 2012 Activities

Other 2012 activities are of course ongoing in the region. For example, two launches of London 2012's 'Compete For' initiatives were hosted in Hull, (February 2008) and York (March 2008) respectively. They attracted some 95 businesses (these figures providing a comparison with the attendance at the launch of the Framework for Action in Leeds (April 2008), many of which sent more than one delegate. After the event, thirty four percent gave permission for the then evaluators of the skills development initiatives (this was not a main function of the event organisers) to pass contact details on to Train to Gain Brokers; and 40% expressed an interest in learning to support submission of tenders, in the context of 2012. It should be noted that the tendering skills for 2012 are immediately transferable and relevant to most public sector contracts. These examples demonstrate how skills issues can be tied into 2012 campaigns and how 2012 can promote learning and skills development.

We do not have any evidence of the extent to which the identified needs were met, either directly or indirectly, as a result of the events or the follow up work and recent enquiries with Yorkshire Forward (lead for 'Business') and Business Link Yorkshire confirm that data has not been tracked in such a way as to be able to identify which businesses attending these events received follow-up Train to Gain and / or actual business procurement skills training. Data has been captured, however, for how many businesses in Yorkshire have signed up to 'Compete For' since these launches and are reported in the region's formal 6 monthly progress report to something known as the Nations and Regions Group and LOCOG (London Organising Committee).

Summary of key findings from the literature review

The LSC allocated funds to explore the impact the Games would have on the skills agenda in early 2007 and a feasibility study undertaken at the time concluded that there was incomplete identification of skills priorities within the Yorkshire Committee for the 2012 Game's proposals while there were 44 explicit skills actions identified within the five lead agencies' action plans. These findings led to the creation of the Skills Task Group, the full name of which is now, Yorkshire and the Humber Skills, Employability and Education for the 2012 Games Core Group.

The 2007 and 2008 period was a time for developing the Core Group's partnership values, the virtual network and for defining ways in which it could produce a Framework for Action that would meet the twin aims of supporting Yorkshire Gold and the region's skills and employment strategy. It saw the successful launch of the Framework in April 2008 to over 170 delegates aimed at stimulating awareness of Games-related opportunities amongst skills, employment and education partners.

Having launched the Framework for Action in 2008, the Core Group identified an urgent need to move from assessment and planning to delivery. This ambition is now fully reflected in new Terms of Reference agreed in July 2009, and structures have evolved (working groups) to focus on four signature project areas that will identify, enable and in some cases deliver tangible projects and events in 2009 and 2010

3.2 Depth interviews

Summary of responses

1. A key strength from the early stages of development of the SEE Core Group and Network was undoubtedly the events. They seem to have been motivators and drivers for the secretariat as well as a way of immersing new Core Group members in high profile activities from the time they join the Group.
2. Turning to the present, the Core Group is still pulling key people from the key organisations. As one respondent said, it is 'strong enough for me always to turn up'.
3. It is appropriate to note that a very small number of respondents suggested that there were too many meetings and that some activities, e.g. developing the Framework for Action, were onerous, but they continue to attend and to be enthusiastic contributors.
4. Almost every member of the Core Group represents an organisation that has a vested interest in aspects of the Core Group's intended areas of activity and the members' organisations generally appear to have parallel but non-conflicting areas of interest. Furthermore, the list of organisations that have contributed as respondents confirms that almost all the relevant organisations are actively engaged. Thus there is great scope for synergy.
5. Notwithstanding the isolated comments about too many meetings, it is very clear that the great majority, or even all of the members of the Core Group share a fairly deep conviction that they are getting more out of participation than they or their organisations are having to put in. There is a strong commitment to working with other Core Group members in areas of common interest. This is strongly indicative of synergy arising out of successful partnership working.
6. Respondents who had been members of the Core Group in the longer term had all contributed to the Framework for Action. They reported that they understood it and shared ownership of it (although there is nothing to suggest that individual partners were responsible for leading in specific areas for action).
7. Most respondents feel a shared responsibility for delivering the Framework for Action and a high proportion have clearly been influenced by it. Some recognise the specific responsibility that the RWSP has for delivering the skills related elements of the Yorkshire Gold Strategy.
8. There have been some tensions concerning the relationship between Yorkshire Gold and the SEE Core Group's aspirations and priorities. In this context, evaluators need to take account of the Yorkshire Committee's brief to the RWSP.
9. Many respondents commented on the break in continuity of the secretariat. While it is clear that this has slowed down developments, the break does not appear to have been significantly damaging. It may actually have been beneficial, allowing partners to draw breath and renew their enthusiasm for new developments.
10. SEE 2012 does appear to have developed a life and purpose of its own, outside the remit given by the Yorkshire Committee. There is for example a consensus that SEE 2012 was usually 'in front' of Yorkshire Gold in some way. There is also a perception

that Yorkshire Gold resisted some of the SEE Group's proposals, although this is not widely shared. Several Core Group members expressed disappointment with the new Yorkshire Gold Strategy which, they maintain, shows a very limited interest in the skills agenda. The secretariat has reported in July 2009, however, that the relationship with Yorkshire Gold, and interest in the SEE Group by Yorkshire Gold, has risen to an unprecedented level thus far in the lifetime of the Partnership. This has been achieved through close working and a focus on delivering mutually beneficial activities that align SEE Group, Yorkshire Gold and London 2012 activities all at once. When this is achieved, tensions subside.

11. The Yorkshire Committee's perspective was provided by its chairman, Martin Havenhand. He stated that the SEE Group/ RWSP has a clear brief and terms of reference from the Committee and that reporting lines are clear (bi-monthly and major reports at 6 month intervals).
12. A substantial majority of the Core Group's member organisations are directly involved in other 2012 initiatives outside the Core Group. In general this involvement is not much influenced by their Core Group role but, in the converse, it is likely that much of their contribution to the Core Group is informed by their involvement elsewhere.
13. The Core Group's achievements are highly beneficial partnership working, raised awareness of 2012, development and sustenance of enthusiasm and a highly suitable culture, and the recent initiation of the four 'signature projects'. Factors cited as contributing to this have been the role of the RWSP and secretariat, keynote events, Core Group meetings, and the virtual network.
14. While some Core Group members maintain that activities should and can be funded from existing mainstream sources, the majority are concerned that SEE 2012 activities have not usually been allocated any dedicated time and that the absence of specific funding is very limiting. Some organisations' representatives do not have sufficient power to influence internal allocation of budgets. This might suggest that more senior people could usefully have been engaged in the Core Group. However, had this been the case the trade off would probably have been that their conflicting priorities would have limited their contribution to the Core Group and to 2012 activities within their own organisations.
15. The relationship between the Core Group (or RWSP) and Yorkshire Gold is believed to be a barrier by several respondents but while the Core Group having representation on the Yorkshire Gold development group would undoubtedly have presented an opportunity, it is not clear (as yet) what the benefits might have been to the 2012 skills agenda.
16. All members of the Core Group are clear that the time has come for action, through implementation of the four signature activities currently under development in the working groups.
17. Several respondents feel that SEE 2012 needs to work up something to be a 'quick win' activity, to use to cement relationships and potentially for promotional purposes.
18. There is also a suggestion that the Core Group needs to check to see if it is necessary to realign with Yorkshire Gold priorities.

Implications regarding Ten Regional Priorities

This part of the paper reports the implications of the findings of the initial round of in-depth interviewing against the 'Ten Regional Priorities' and the additional 'Four Key Areas'. The evaluation seeks evidence of performance, effectiveness, impact, added value and partnership working in relation to the Priorities and Key Areas. It should be noted that the content is based on only one type of evidence; other parts of the methodology are employing different methods so that the complete findings will be synthesised out of evidence arising from several sources.

1: Improve the region's sports, health, fitness and outdoors workforce to widen participation in sports and promote active lifestyles – *Respondents offered little evidence of successes, attributable to the SEE Core Group, in this area (suggesting perhaps a limited awareness of the SEE Group's work with the National Skills Academy (NSA) for Sport and Active Leisure).*

2: Innovative use of sport, culture and the Olympic ideal to encourage success, achievement and enterprise – *There is no doubt that this is what SEE 2012 is doing.*

3: Develop procurement skills to encourage more regional businesses to tender for major events, public and private sector contracts – *SEE 2012 led the way in suggesting linking Train to Gain with CompeteFor. This and other activities appear to have contributed to awareness raising in this area.*

4: Maximise opportunities of WorldSkills 2011 / UK Skills competitions to foster skilled and competitive young people – *This, rightly, is one of the areas that the Core Group is focusing on at the moment.*

5: Ensure adequate investment in elite coaching skills / training camp workforce to provide world-class services to athletes / competitors – *The Core Group is not constituted in such a way that it can do very much more than offer support in principle to the activities of others in this area.*

6. Identify and respond to the skills, knowledge, innovation and business support needs in sectors which are key to 2012, and which offer long term growth / employment potential in this region – *The sector impact of SEE 2012 is unclear. Furthermore it is also unclear as to what SEE 2012 can contribute in the future. Reminder: this inference is based on interviews only; more evidence will be gleaned from supplementary interviews.*

7: In preparation of the Games, improve customer service skills in all relevant industries and occupations across Yorkshire and the Humber – *The results of the interviews do not suggest that this is happening, or that SEE 2012 has taken any great initiative in this area.*

8: Invest in major events workforce skills development (paid and volunteering opportunities) including Cultural Olympiad talent development – *No evidence from interviews (Personal Best is now very much a focus of SEE Group partners as they try and find funding to deliver this 2012 product).*

9: Use London 2012 to derive long term benefits for people who are socially excluded or disadvantaged improving employability skills where they are needed most – *The opinion that there is more for SEE 2012 to do in this area is widely shared by the members of the Core Group.*

10: Through the inspiration of the Paralympic Games significantly raise our region's awareness and knowledge of diversity issues and opportunities – *As above, Core Group members are clear that there is more, perhaps much more, to be done in this area.*

The four key areas

The four key areas are those that the secretariat and Core Group have identified as priority areas for action. The great majority of interview respondents are very much aware of these areas and similarly the great majority are actively involved in working groups that are developing activities to meet the challenges.

The four key areas are:

- Enterprise Education –exploring the potential to maximise enterprise activity in relation to FE – relates to priority 2 above
- WorldSkills –considering how the region might best use WorldSkills 2011 to inspire people – relates to priority 4
- Volunteering –agreeing a way forward on volunteering that recognises and maximises existing volunteering activity and programmes, and adds value through the inspiration of the Olympic Volunteer Programme – relates to priority 9
- Paralympics – considering the potential to maximise the skills benefits of the Paralympic Games, and consider broader diversity issues – relates to priority 10.

Summary of findings from the qualitative interviews

Respondents strongly support the view that delivery must now be the Core Group's priority and fully support the recommendations referred to above.

Interview findings also demonstrated that the power of the events that the Core Group has delivered (e.g. Conference in April 2008) is substantial and that the Core Group continues to draw significant support from the key organisations that, for their own strategic reasons, have a commitment that parallels the Core Group's aims. There is robust evidence of synergy arising out of the Core Group's partnership working.

Over and above the successful partnership, the Core Group's achievements are a raised awareness of opportunities associated with 2012; development and sustenance of enthusiasm and a highly appropriate culture; and the comparatively recent initiation of four signature projects.

The factors cited as contributing to the successes have been the role of the RWSP and secretariat, keynote events, Core Group meetings, and the virtual network.

3.3 Survey

Survey Sample

75 members of the SEE for the 2012 Games Network participated in an independent survey in June and July 2009. This equates to 16% of the entire Network membership. There was high representation in this sample from further education, higher education and sector specific organisations.

Games-related opportunities

91% of respondents think that the London 2012 Olympic Games and Paralympic Games offer opportunities for their organisation, and 87% believe the Games offer opportunities for the Yorkshire and the Humber region.

Main opportunities for organisations in the Network	Main opportunities for the Yorkshire and the Humber region
<ul style="list-style-type: none"> • Skills and education related • Supporting delivery of specific organisational goals • Encouraging more: <ul style="list-style-type: none"> • participation in sporting activity • volunteering • partnership working • enterprise • Increased awareness / profile • Cultural opportunities • Increased emphasis on equality and diversity • Careers / employment opportunities 	<ul style="list-style-type: none"> • Raising regional profile nationally and internationally • Opportunities for increasing sports, cultural and educational participation • Business, enterprise and employment opportunities • Opportunities related to hosting of events / training • Tourism and hospitality opportunities • Opportunities for promoting inclusivity across the whole agenda • Stimulus for workforce development in some sectors • Stronger partnerships

Yorkshire Gold strategic and cross-cutting themes

There appears to be particularly strong interest in the skills, employability, education theme from Network respondents as one would expect (93%), closely followed by business (83%), communities (83%) and sport (81%). Scoring slightly lower, but nevertheless, still of interest to over two thirds of the sample are the themes of culture (72%) and tourism (64%).

Skills, employability and education outcomes

81% felt that Yorkshire and the Humber can use the Games to achieve positive skills, employment and education outcomes. Twenty-five examples were recorded (please see full report). Those that were more negative about this opportunity cited lack of funding (for voluntary organisations), lack of action in Yorkshire and a view that the major opportunities would only benefit London.

Awareness and usefulness of key resources, strategies or initiatives

Awareness of Yorkshire Gold, the SEE for the 2012 Games e-newsletter and Get Set are particularly high amongst this sample. Mid-range awareness levels are evident for PODIUM, www.skillslegacy.co.uk (launched in June 2009). Lower levels of awareness were evident for Inspire Mark, WorldSkills and the SEE for the 2012 Games Framework for Action. However, usefulness rankings suggest that WorldSkills, and the three SEE-related resources score highest.

With usefulness ratings typically over 70% for most of the key resources, the evaluators conclude that the Network's investment in communication resources such as its new www.skillslegacy.co.uk website and continued commitment to producing the newsletter (e-bulletin) with content that reinforces the awareness of these key resources is sound.

Progress in delivering the Framework for Action (2008-2017)

63 out of 75 respondents (84%) report that they have undertaken at least one activity related to the Framework for Action priorities in the past 12 months. This suggests either a good fit between the Framework and organisation's existing plans and / or some evidence that the Framework is perhaps influencing partner thinking during this time period.

The three priorities where most activity had been undertaken were:	Least activity had been undertaken in these three priority areas:	Areas showing most potential and interest for the future:
<ul style="list-style-type: none"> Improve the region's sports, health, fitness and outdoors workforce to widen participation in sports and promote active lifestyles 	<ul style="list-style-type: none"> Ensure adequate investment in elite coaching skills / training camp workforce to provide world-class services to athletes / competitors 	<ul style="list-style-type: none"> Through the inspiration of the Paralympic Games significantly raise our region's awareness and knowledge of diversity issues and opportunities
<ul style="list-style-type: none"> Through the inspiration of the Paralympic Games significantly raise our region's awareness and knowledge of diversity issues and opportunities 	<ul style="list-style-type: none"> Maximise opportunities of WorldSkills 2011 / UK Skills competitions to foster skilled and competitive young people 	<ul style="list-style-type: none"> Use London 2012 to derive long term benefits for people who are socially excluded or disadvantaged improving employability skills where they are needed most
<ul style="list-style-type: none"> Innovative use of sport, culture and the Olympic ideal to encourage success, achievement and enterprise 	<ul style="list-style-type: none"> Develop procurement skills to encourage more regional businesses to tender for major events, public and private sector contracts 	<ul style="list-style-type: none"> Innovative use of sport, culture and the Olympic ideal to encourage success, achievement and enterprise

Barriers to delivering the Framework for Action priorities

86% of respondents were able to identify at least one barrier to their undertaking activity related to the Framework for Action. By far the most common category of barrier was access to funding and finance. Others felt that the problem was trying to understand exactly what support, if any, might be available. Other barriers included: lack of time, lack of organisational capacity, limited resources and facilities. There were also a number of barriers highlighted which related to the leadership / coordination regionally or within organisations: *"...turning ideas into action - a lot of meetings but nothing ever happens..."*

Network benefits

64 (85%) of respondents described at least one benefit of being part of the SEE for the 2012 Games Network. 11 (15%) either said they had no benefit to date or did not realise they were part of the Network. The main benefit, by far, was the Network's ability to keep subscribers informed and to produce regular useful information about areas of interest to their organisation. Many Network members are therefore quite passive in terms of their level of engagement. Others have been more actively engaged benefiting from: exposure of their organisation's news in the SEE Newsletter or website; attending useful workshops; or learning more about specific areas of interest previously unknown to them e.g. WorldSkills. For some the Network acts as a source of knowledge transfer and good practice, in turn helping organisations – particularly colleges – start to interpret how they might 'fit', contribute to and benefit from involvement with the Games i.e. seeing what sort of skills, employment or education ideas exist for them to plug into and use to the best advantage of their institution and their students.

Added Value

A quarter of all respondents indicated that they felt that being part of the Network had already prompted them to do something they might not otherwise have done i.e. the Network had created some 'additionality' or 'added value'. This included examples such as getting involved in meetings and 2012-related seminars; undertaking focus groups with students; setting up local groups; engaging other staff members in the organisation; developing skills programmes or piloting ideas; taking part in London 2012 competitions; or registering on Get Set.

Future engagement with the Network

The SEE for the 2012 Games Core Group has recognised that the size of the Network is steadily growing, particularly since March 2009. At the time of writing this evaluation report there are now over 520 individual subscribers, and the Secretariat reports an increasing volume of calls and emails requesting information, advice, guidance, contact information for partners or face to face meetings in order to help identify how their organisation can get involved in practical action and delivery.

As such the Core Group has developed a range of practical opportunities for any Network member to take advantage of. The survey tested these opportunities and it indicates strong demand and interest by Network members to:

- Make links between their organisation's and the Network's website www.skillslegacy.co.uk (69%)
- Get more involved in the activities being led by four new working groups that have been set up in 2009 (Enterprise Education [63%]; WorldSkills [47%]; Paralympics [60%]; and Event Volunteering [63%])

- Receiving a personal phone call / visit from the Network's Secretariat or member of the Network's regional steering group to discuss ways in which your organisation might be able to get involved in delivering the Framework for Action (64%)
- Submitting a news article for publication in future editions of the SEE for the 2012 Games Network Newsletter / E-bulletin (61%)
- Develop a case study with the Network's evaluation team around any current or future partnership activity that relates to the SEE for the 2012 Games Framework for Action, and having this promoted to the Network and other interested parties (60%)
- Attending a relevant workshop / focus group to meet with other Network members and share good practice and ideas (up to 72% interest in this idea)

Summary of key survey findings

The survey findings have demonstrated that the network's approach to communications and the Framework for Action are strongly fit for purpose. There are indications that the Network is adding value. The network offers many opportunities for partners and volumes of activity are increasing. However, there is still an urgent need to translate ideas into practical actions that partners can get more directly involved with in 2009 and 2010. Partners' strong interest in signature projects demonstrated in their response to the survey appears to show most potential in this regard.

4. CONCLUSIONS

The 'Skills Task Group', established in 2007 set the original agenda for skills, education and employment development in relation to the 2012 Games. The Group and its supporting secretariat developed and employed an effective collaborative approach to action planning; a stimulating programme of meetings and visits; and a newsletter that has been consistently welcomed by its intended audience. This model evolved to become the SEE for the 2012 Games Partnership, comprising a Core Group and the wider Partnership network. The Framework for Action was completed in 2008 and has proved to be highly relevant to the interests and activities of partners.

The power of the events that the Core Group has delivered (e.g. Conference in April 2008) is substantial and the Core Group continues to draw significant support from the key organisations that, for their own strategic reasons, have a commitment that parallels the Core Group's aims. There is robust evidence of synergy arising out of the Core Group's partnership working.

Over and above the successful partnership, the Core Group's achievements include a raised awareness of opportunities associated with 2012; development and sustenance of enthusiasm and a highly appropriate culture; and the comparatively recent initiation of the four signature projects.

The factors cited as contributing to the successes have been the role of the RSP (now RWSP) and especially the secretariat, keynote events, Core Group meetings, and the virtual network. Active members of the partnership believe that the Games offer many opportunities for their organisations; these are usually described in terms of the benefits available to their client groups (which reconcile very well with the LSC's priorities). Many partners are developing strategies for their engagement with the 2012 ideals as a direct result of their involvement with the virtual network.

Network members are hungry for the flow of information that continues to be available through network events, newsletters and proactive networking. The main benefit by far that is perceived by partners is the partnership's ability to keep them informed. Partners feel 'good to be on the inside track and ready'. Thus the Partnership's communication strategies are clearly meeting a substantial need. The continuing commitment to communicating high quality information through a variety of accessible approaches is crucial in the partnership's success.

The information that is being distributed is being used to good effect. Partners report participation in useful workshops, or learning more about specific areas of interest previously unknown to them e.g. WorldSkills. Survey respondents demonstrated a clear commitment to exploring opportunities that the network has brought to their attention.

For some the network acts as a source of knowledge transfer and good practice, in turn helping organisations – particularly colleges – start to interpret how they might 'fit', contribute to, and benefit from involvement with the Games (i.e. understand what sort of skills, employment or education ideas exist for them to plug into and use to the best advantage of their institution and their students). In support of this some partners have been actively engaged benefiting from exposure of their organisation's news in the SEE Newsletter or website.

The partnership has been subject to review on more than one occasion. Early in its existence it successfully made the case for an extension in funding and appropriate reorganisation once the original feasibility study had reported. In an internal evaluation carried out in October 2008, Emma Hoddinott (then LSC Lead for 2012) and Sharon Pickering (Director, RWSP) concluded that 'At this stage it is important that the work of the SEE moves from assessment and planning to delivery'. They recommended that:

- 'The SEE for the 2012 Games Core Group is maintained and work is done with terms of reference and governance to ensure that the focus turns from development to delivery
- The SEE for the 2012 Games Core Group considers 'commissioning' the delivery of a number of key projects in line with the principle of supporting the delivery of the redrafted Yorkshire Gold Strategy
- The SEE for the 2012 Games Core Group explores how the four key areas (WorldSkills, Enterprise Education, Event Volunteering and Paralympics) not explicitly covered by the key themes might be taken forward'.

There is clear evidence that these recommendations were unreservedly supported by partners and that the recommendations were well founded. The recommendations have been acted on and there is evidence of purposeful activity on all fronts. This is particularly obvious in the activities of the working groups that are taking forward development of highly appropriate 'signature projects' that address all the key areas that are identified above.

As to the question of areas for improvement, it is possible but far from certain that the Core Group could have moved from the planning phase to project delivery more quickly. There is no doubt that partners were all highly aware of the need for action by the time of the internal evaluation referred to above. On the other hand, the evaluators suspect that, had projects been introduced very much earlier, they would not have been planned through and the context within which they would have been launched would not have been sufficiently stable to achieve maximum benefits.

The one other concern is quite widely felt among partners. Delivery organisations' limited resources, including finance, time, and slow progress in turning ideas into action, are perceived as the main barriers to more activity.

With regard to sustainability, the Core Group has more than sufficient impetus to continue in the short term, and the membership continues to evolve as new personnel are invited on, and some personnel change jobs. However, at the level of the Core Group and Secretariat there is considerable risk associated with the winding down of the LSC. The worst case scenario in this instance is serious, as the funding for the driving force of the Core Group could be withdrawn with two years to go to the Games. The working groups will function until at least until March 2010. There is funding in place to sustain the Secretariat's role and www.skillslegacy.co.uk network site a little longer, until the end of May 2010. The energy and enthusiasm in each working group is currently very high and if sustained through 2010 and beyond, the working groups could provide the most significant model for achieving real results attributable to the SEE Partnership in future.

Outside the Core and working group activity, project funding has not been an essential prerequisite for most of the delivery activities. This suggests that sustainability of delivery activities may not present as great a challenge as it often does in similar circumstances.

Two case studies of best practice are included in an annex to this report. The first describes Askham Bryan College's engagement with Get Set; the second is an introduction to PODIUM, the FE and HE unit for the 2012 Games.

To summarise the conclusions in the context of the specific evaluation objectives, the evidence of the opening paragraphs of this section points to strong performance, high impact and added value attributable to the synergy associated with effective partnership working. Reasons for the success of the SEE 2012 Games Partnership include the role of the key players in the secretariat; effective delivery of topical keynote events; the effective operation of the Core Group and the formal and informal communications systems that have given life to the network. The close alignment of missions and strategies of key players, and the real need that exists for an information conduit concerning the Games are other important factors. Sustainability after April/May 2010 gives cause for concern.

5. RECOMMENDATIONS

Recent developments

The recommendations should be considered in the light of recent developments.

The evaluators are encouraged by actions that have already been taken in light of early evaluation findings, for example, the redevelopment of terms of reference for the Core Group that have a much clearer delivery focus. The development of signature project working groups since March 2009, for WorldSkills, Enterprise Education, Paralympics and 'Personal Best' are evidence that the focus is moving towards delivery and, at the time of writing this interim report, the evaluators have been made aware of the new action plans that have been developed by each of these groups.

Already, achievements prompted and directly attributable to these working groups have included: the provision of free disability inclusion training to the sports sector in the region; a successful proposal made to Yorkshire Gold and London 2012 that will see Lord Coe visiting Sheffield in November 2010 to observe and participate in a bespoke enterprise education event inspired by the Games; the celebration of Team UK WorldSkills competitors from Yorkshire who will travel to Calgary in 2009; and the engagement of no fewer than 45 individuals from the wider network and Core Group already in the activities of the four working groups giving rise to resources and collaboration that was previously unavailable. The experiences of these new and continuing contributors will feature strongly in the final evaluation.

Recommendations for additional actions are given below.

1. Stage an awareness raising event for recent recruits to the network and Core Group

It is the evaluator's opinion that to be resource efficient a single briefing event for Network members (circa 50 partners would likely be interested) should be hosted to inform and engage them further around the four signature project areas of focus i.e. WorldSkills, Enterprise Education, Paralympics and Event Volunteering. The model should be that of the earlier successful events. Presentations could be delivered by the individual Chairs of each of these working groups, and workshops could follow to identify how Network members could get more practically involved in the delivery of their 2009/2010 action plans. This approach builds on the history of successful events within the Network.

2. Reallocate some of the evaluation resources to additional case study development

Similarly, given the extremely strong interest in developing case studies, and the power they potentially have to help other partners see how they can more practically connect to the Games in this region, it is proposed that the resources previously allocated as part of this evaluation to a further Network survey in 2010 be invested instead in developing more of these kinds of resource.

3. Increase personal contacts with network members, over and above the website

A telephone campaign by the Secretariat and / or Core Group members would be beneficial in light of the finding that two thirds of Network members would appreciate this kind of

support. The intended outcome would be helping organisations identify how they could further help deliver the Framework for Action.

4. Explore the potential for closer relationships with key specialist groups/committees

The secretariat makes efforts to establish links with the regional tourism skills group and regional cultural steering group in order to identify any areas of useful collaboration (e.g. increasing the focus on customer service skills in preparation for the Games) that could emerge. This suggestion is made in light of the finding from qualitative interviews with the Core Group that not much in real terms had been achieved in relation to these two Yorkshire Gold strategic themes from a skills perspective. Furthermore, the Secretariat is recommended to explore practical approaches to engaging Sector Skills Councils and National Skills Academies more involved at sector and signature project levels.

5. The Secretariat should actively promote publication opportunities and deadlines

Given respondents' strong interest in submitting news stories about their own organisations, it is important that the Network Secretariat is proactive in communicating future copy and publication deadlines for SEE e-bulletins.

6. Ensure sustainability

The Core Group needs to consider the best arrangement for sustaining the momentum clearly now being achieved along with how to satisfy in future an ever-growing number of network member's needs, expectations and requirements, after April/May 2010. As we get closer to the Games themselves there is likely to be further awareness, and realisation, of opportunities for current and future network member organisations. The Core Group needs therefore to ensure there are robust, sustainable structures and information sources in place to continue to harness the talents of these organisations, and help co-ordinate and focus their interest in priority areas where possible.

ANNEX - CASE STUDIES

Askham Bryan College Gets Set for Success

This is the story of how a new recruit to Askham Bryan College - Rachel Carrick – recently found out about 2012 activity in the Yorkshire region and how she has been inspired to get the College involved in a range of activities that will help them, their students, businesses and the local community as a result.



The catalyst

Rachel Carrick is the course manager for the National Diploma Sport Outdoor Adventure (seen here up a tree!), a brand new course offered by the College.

In April (almost at the 11th hour), a flyer arrived on her desk inviting her to attend a symposium hosted by Podium – the Further and Higher Education Unit for the 2012 Games. Intrigued by what she read, she grabbed the chance to attend. At the seminar Rachel made a number of useful contacts and came away from the event enthused and inspired to think that she could be the catalyst needed to get Askham Bryan College involved with London 2012 and beyond.

The Askham Bryan 2012 Group

Rachel recognised that although the Olympic focus is upon sport, there was the potential for all sorts of people to become involved. On return to College she was quick to contact a number of staff from different departments whom she thought would be interested. She also had a look at the London 2012 Get Set education programme web site and found all sorts of useful resources that could be used across College. As a result Rachel invited Alan Graver (SEE for the 2012 Games Network Secretariat in Yorkshire and the Humber), Tania Weston (from the York and North Yorkshire Partnership Unit) and Andy Pope (of Youth Sport Trust) to come to the College to explain to the group their remits and how they could support the College in becoming involved with London 2012. The meeting brought together 9 different members of staff from the College including different course tutors, marketing, IT, student liaison and support colleagues. Following the meeting Rachel sent off the registration card to Get Set (which has now been registered), and is now enjoying the extended resources on the site.

Looking to the future....

A sub group of the original members of the 'Askham Bryan 2012' meeting have now discussed the idea of organising a number of adventure activities for a competition during induction week for the new students in September. The idea is each department across College will enter teams to take part in a variety of activities that will challenge them, encourage teamwork and help the formation of friendships. The teams will be awarded points on completion of each task, with the winning team being awarded prizes. The competition is also going to be extended to schools in the local area to strengthen existing links and forge new ones for the future. The overall aim of this initiative is to encourage existing students to take part in more sporting and physical activity events, and to ensure that future students are aware that Askham Bryan College is a place to enjoy sport of a traditional (team games) nature, and also the less so in terms of the personal challenges of outdoor adventure sport.

Free Summer College Activities

Although the College couldn't get an event on for the Open Weekend at the end of July, it is running six days of fun sports and activities during the first two weeks of August. The days are aimed at 15 - 16 year olds (but older or younger people are welcome too), and is completely free for all who attend (including lunch). Youngsters also have the opportunity to gain a level 2 Community Sports Leader Award (CSLA) if they wish to come to all six days. Dates: Mon 3rd – Wed 5th August and Mon 10th-Wed 12th August. [Download flier here](#)

For further information about Rachel's story and Askham Bryan College activities please contact rnc@askham-bryan.ac.uk

PODIUM

Podium working hand in glove with the SEE for the 2012 Games Network in Yorkshire and the Humber

This case study was created as part of the Network's formative evaluation project in 2009 and 2010. It serves to illustrate the importance, and benefits of partnership working if we are to get the very most out of the London 2012 opportunities in this region. The interview was completed with Kate Filochowski, Sport, Culture and Volunteering Coordinator at PODIUM The Further & Higher Education Unit for the 2012 Games (www.podium.ac.uk)



Qu: How did PODIUM and SEE for the 2012 Games Network first come across each other?

Kate: PODIUM has had very good links with people in Yorkshire and I think it was my colleague Gareth Smith who first came to meet with the SEE for the 2012 Games Core Group to make links between our complementary activities. The networks are very good and people communicate well in Yorkshire. We've been very helpful to each other.

Qu: How did you hope that PODIUM might work with the SEE for the 2012 Games Network in Yorkshire and the Humber?

Kate: PODIUM is still fairly young. We're a national unit and we wanted to make sure we had good connections all around the UK. We hoped that engaging with the SEE for the 2012 Games Network the partners would help us develop our plans. The relationship has moved on now and it's a really mutually beneficial thing. We have a common ambition to widen the impact of the Games and use the power of the Olympics and Paralympics as a catalyst – to inspire people to be enterprising and enrich what people are doing. We communicate nationally so everyone is informed of our main activities and the SEE for the 2012 Games Network is helping us communicate regionally. The relationship helps us share good practice too.

Qu: What sort of things have PODIUM and the Network done together?

Kate: A number of SEE for the 2012 Games Core Group members attended our national conference in December last year so there was good regional representation at that our flagship event. Plus, more recently we ran a successful FE workshop at Park Lane College in Leeds which was piloted with the support of a range of partners including the Core Group who helped us promote the event in the region. A sports consultancy firm offered to run the workshop meaning that it could be offered to delegates for free; sponsorship in kind was given too because the College gave us use of their venue gratis. Costs were kept very low and we were able to inform the 30 or so delegates – which included sports tutors and FESCos – about PODIUM and wider opportunities such as the London 2012 Get Set education programme. The event acted as both a professional development day and networking opportunity, and I know it was covered in the Network’s news bulletins and website to raise its profile and draw attention to the learning and feedback that came out of the event.

Qu: What’s it like working with partners in Yorkshire and the Humber?

Kate: We’re very confident in being able to get messages out in this region. If we’ve got something to tell we know we can get it out to Yorkshire with SEE for 2012 Games Core Group. The Group knows its region and its people, what’s relevant and what’s interesting to them. Our national remit is to share best practice and there is so much good stuff going on in Yorkshire linked to higher and further education activity. We want to help showcase this activity via our PODIUM website and communications so tell us about it and we can share it across the country. We’re not going to steal people’s ideas but we would like to inspire others so please give us your case studies and let us shout nationally for you.

For more information about PODIUM please visit www.podium.ac.uk