

The Challenge  
Impact Report 2018 (PDF version)

Artwork Prep 2.0  
04.10.18

**Red Stone**

**THE CHALLENGE**

# **Impact report**

2017-18



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## Chief Executive introduction

The work of  
The Challenge  
is more vital  
than ever



Strong communities are the heartbeat of thriving societies. But Britain today is threatened by division. Our divides, highlighted by Brexit, the rise of radicalisation, or the ‘forgotten many’, are more visible than ever.

“

The Challenge’s vision to create a more integrated society has never felt more critical, more resonant or more relevant.

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Social integration finds itself in the public and political spotlight. This year the Government’s ‘Integrated Communities’ and the Greater London Authority’s ‘All of Us’ strategies referred repeatedly to The Challenge’s policy work and programmes, including NCS (National Citizen Service). The societal issues these strategies aim to tackle are complicated and multifaceted. They demand a combination of solutions that bring people together. Embracing our differences, strengthening our communities, and building trust and confidence in each other will help us realise the immense benefits of living in a diverse society.

The Challenge’s vision to create a more integrated society has never felt more critical, more resonant or more relevant.

## How young people connect

Since The Challenge was founded in 2009, the number of young people benefiting from our programmes has grown dramatically, much of which was through delivery of NCS on behalf of the NCS Trust. In 2017 we worked with more than 47,000 young people across England on our NCS, HeadStart, Step Forward and Industry Placements programmes. They learned to appreciate people different from themselves and thereby how to work together, forging deep bonds while volunteering one million hours of their time to support their communities.

Over the past nine years we have learned a lot about how to create a society where people really connect with each other. Now is the right time to share the impact of our programmes more widely.

“

Over the past nine years we have learned a lot about how to create a society where people really connect with each other.

”

## What we have achieved

For the first time, we are publishing results from our activities in a single report. It gives you a flavour of how our work helps to create a more integrated society where people understand and appreciate each other's differences.

We hope this report will spark conversations with other charities, businesses and government organisations that share our aims. It will also help us to strengthen and improve our programmes, and to provide even better experiences for the young people we serve.



The problems and solutions this report describes are critical to us all. I am delighted by the work behind it and commend it to you.

**Oliver Lee OBE**  
Chief Executive

## Highlights of the year



# 47,000

The number of young people we worked with across England in 2017



# 1,000,000

The number of hours they volunteered during the year



# 79%

How many said that NCS had helped them make new friends from different backgrounds

## Social integration

# Why it matters

Society has become more varied by age, ethnicity and income. Despite this diversity, many of us spend little time with people from other walks of life.

This lack of connectedness affects us all, whatever our backgrounds. It magnifies divisions and contributes to problems, such as the rise in extremism and the disillusion among sections of society.

# 175k

The number of young people we have worked with since 2009

## The value of connection

These divisions make it harder for us to understand how others tick, harder to remain connected to the community around us, and harder to stop prejudice from creeping in.

Even so, we know that when we do meet people who are different from us we tend to enjoy it. That's why since 2009 our programmes have brought together over 175,000 people from different backgrounds to nurture understanding and connection across communities.

We encourage people to get to know and trust each other, to build new friendships and networks, and to gain the skills they need to succeed in a modern, diverse workplace. Through these experiences they often find their similarities far outweigh their differences.



But the conditions under which we meet people from other social groups often informs our perceptions of them, for better or worse. So it follows that we must take a methodical approach to creating programmes that provide positive and meaningful social mixing experiences.

“

We design and deliver programmes that bring different people together to develop their confidence and skills in understanding and connecting with others.

”

## Our mission and vision

Over the past two years we have taken a fresh look at what we are trying to achieve and how we do it.

In 2016 we updated our mission: “We design and deliver programmes that bring different people together to develop their confidence and skills in understanding and connecting with others.” We also updated our vision: “A more integrated society where there is understanding and appreciation of each other's differences.”

In 2018 we published a new organisation-wide theory of change and our set of programme design principles in the ‘All Together Now’ report. These principles are grounded in academic evidence from contact theory, which says that positive interpersonal contact is one of the most effective ways to reduce prejudice between different groups. The truth of this is reflected in the results of our programmes over the past nine years.

## Measuring impact

# Why we measure our work

To get a clear idea of how our programmes are performing, we need a way to assess their impact. So we have worked with Oxford University's Centre for the Study of Intergroup Conflict to create a measurement framework for social mixing.

While our programmes' main focus is social mixing, they also empower young people to make a difference in their communities and prepare them for the workplace. All of these activities help build a more integrated society, as shown in our theory of change, and therefore they are all incorporated into our impact measurement framework.

During the past year we have applied our measurement framework to our NCS and HeadStart programmes, and to our work designing Industry Placements for the Department for Education.

## Outcomes that matter

Across our programmes, we measure four social mixing outcomes that help young people to build trusting and meaningful relationships with those from other backgrounds. We encourage and support better social mixing by building and strengthening their ability to:



**Understand and empathise with those who are different**



**Accept and respect those who are different**



**Connect with those who are different**



**Work well with those who are different**

## Theory of change: how The Challenge creates a more integrated society

### Focus on social mixing

Creating positive contact between people from different backgrounds

Shared identities and bonds are formed

More empathy and positive feelings toward others

Understanding and appreciation of each other's differences and what we have in common

## A MORE INTEGRATED SOCIETY

### Promote empowerment

Understanding of our diverse communities and society and how to effect change

More people feel like their voice matters

Increased participation in community life and politics

A society where more people feel they are equal and belong

### Promote economic participation

Access to good job opportunities and skills training for all

More people gain confidence, knowledge and skills

People from all backgrounds realise their potential

A society where more people feel the economy works for them

## Highlights

# The difference we make

## NCS



**45,000**

young people took part in NCS programmes run by The Challenge or our local providers in 2017



**71%**

said that NCS helped them to understand the challenges and experiences of those different from them



**75%**

said that NCS encourages people to respect the experiences and viewpoints of people from different backgrounds



**79%**

said that NCS helped them make friends from different backgrounds to their friends outside the programme

## HeadStart



**2,100**

young people across England took part in HeadStart in 2017-18



**40,000**

hours of their time were volunteered to local charities



**+54%**

87% said they felt connected to their local community after HeadStart, compared to 33% who felt this way before



**75%**

said it was likely or very likely they would continue volunteering after the programme

## Industry placements



**83%**

felt that an industry placement helped them interact with people who are from different backgrounds and walks of life than their friends outside the workplace



**91%**

thought it helped them to respect and understand the experiences and viewpoints of people from different backgrounds and walks of life

“

I began the programme with no confidence at all and thought that this would never change.

However, NCS has taught me to force myself out of my comfort zone, meaning my confidence has increased massively. I've now been on a stage more times than I can count. I feel like a new person!

**Brooke, NCS participant 2017**

”

## NCS (National Citizen Service)

# Discovering the world beyond their own

NCS sends teams of 10 to 12 diverse 15 to 17-year olds from local communities on an intensive four-week programme of physical, creative and social challenges. Each team has mentors and other dedicated support staff.



### A set of challenges

The NCS programme has four phases.

In the first phase, the teams stay in group accommodation and work on a series of physical challenges. This helps young people to build their self-confidence and their trust in each other.

In the second phase they live independently and take the team challenge, which sees them working together and extending their skills to complete a project.

In the third phase, the focus shifts to their local communities, where they design their own social action projects and volunteer for social programmes.

“

NCS is our largest programme. 45,000 young people took part in 2017.

”

At the end of the four-week programme, a graduate phase follows, when young people are helped to find opportunities that build on their experiences. These include representing NCS on youth boards and our own HeadStart programme if it runs in their region.

### A big hit

NCS is still our largest programme; close to 45,000 young people took part in 2017. We run it on behalf of the NCS Trust (the body that commissions NCS) in the following areas in England: London, West Midlands, Greater Manchester, parts of Lancashire, Yorkshire, Buckinghamshire, Berkshire, Oxfordshire, Surrey and Hampshire. Around 25% of our programmes across these regions are delivered by our valued delivery partners. The NCS Trust is a not-for-profit organisation established to shape, support and champion the NCS programme.

### Open to all

We work hard to ensure NCS represents the demographic mix of each region and includes groups who might not usually sign up to such programmes. For example, during summer 2017 we worked with:

# 828

young people with a statement of special education needs or an education, health and care plan. These young people represented 2.7% of our participants whilst they represent 2.0% of the young people in the regions where we work

# 553

young people who are in local authority care. These young people represented 1.8% of our participants whilst they represent 2.3% of the young people in the regions where we work

# 7,694

young people who get free school meals. These young people represented 25% of our participants whilst they represent 15% of the young people in the regions where we work



## Case study

# Raishay takes a giant step

Raishay lives in a care home and attends a special needs school in London. His social worker suggested he try NCS and meet other young people with whom he wouldn't normally interact. Raishay wasn't so sure, but eventually decided to give it a go.

His time on NCS was a big success. He made new friends, took the lead in physical challenges, and showed a flair for public speaking.

"At first I was nervous but I got along with everyone," he says. "It's a good environment with good people. My favourite challenge was rafting. It also gave us a chance to connect with one another with no distractions. I made new friends I still talk to now. I also developed skills such as communication and teamwork."

Raishay found it hard at times but his NCS coach and support worker understood his needs and would get him to rejoin the activities. They said he was a "real team player".

Raishay now wants to become an NCS ambassador and to encourage more young people like him to do NCS. He has also taken the next step and signed up for HeadStart.

“

I made new friends I still talk to now. I also developed skills such as communication and teamwork.

”



## Social mixing outcome 1

# Ability to understand and empathise with those who are different



Our assessment shows that after completing our NCS programme, young people have a positive shift in their appreciation of, and insight into, the lives of those who are different from them.

They said that our NCS programme helped them to understand the experiences of those different from them and the challenges they faced. They also felt more sympathetic towards the viewpoints of those different from them. Their awareness of inequality of opportunity in Britain also shifted.

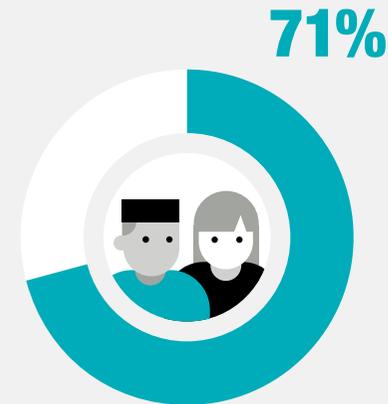
### Other points of view

We also assessed how hard or easy young people find it to imagine growing up as somebody from a different background.

After NCS, most young people find it easier to imagine life for those different from themselves. This shows an increase in understanding and empathy with different groups, which is exactly what we aim to bring about for young people on NCS.

The exceptions were those from low and middle socio-economic classes, who were asked to imagine growing up in a higher class, and black participants who were asked to imagine the life of young white people. They said that after NCS they found it harder to imagine growing up in other groups.

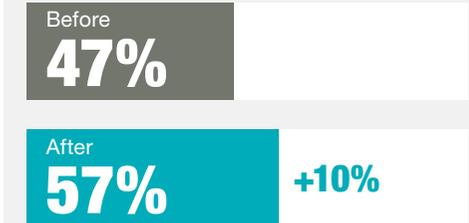
Chart 1



71% either agreed or strongly agreed that **NCS helped them to understand the challenges and experiences of those different from them**

This might be explained by media representation of white and wealthy people, which means young people feel more familiar with those lives than they actually are.

Chart 2



At the start of the programme 47% did not think that people in Britain have the **same opportunities in life regardless of their backgrounds or lifestyles**. After the programme this increased to 57%

“

I feel like my school was quite sheltered so NCS really opened my eyes to the ‘real’ world.

**Kiera, NCS participant 2017**

”



## Case study

# Antonia finds her self-belief

NCS graduate Antonia admits she was anxious about taking part in the programme, but she soon found her feet and it all worked out perfectly.

### What have you learnt from taking part in NCS?

“When I started I only knew one person, so on the first day I decided to join in on any icebreaker challenges. Giving my all helped to send positive vibes to the people in my team. I have learnt to be resilient and have fun. I never thought I would meet so many great people, including the mentors who encouraged me to give my best.”

### What did you do on NCS that you might not otherwise have done?

“I went camping! I even went on a five-hour hike, which I would never voluntarily do. But I am glad I did, because it brought my group together.”

### What would you say to somebody who is thinking about doing NCS?

“Do it! I never thought I would come out as this new person. This is a great opportunity and you should grab it! I can’t find the words to describe how amazing my journey was. You will not regret saying yes.”

“

I never thought I would meet so many great people. I can’t find the words to describe how amazing my journey was.

”



## Social mixing outcome 2

# Ability to accept and respect those who are different



Our evaluation shows that our NCS programme creates an environment where young people can learn how to accept and respect young people from other backgrounds.

Based on their answers to our questions, they clearly agreed that NCS inspired them to respect the experiences and viewpoints of those different from them.

They also said that our NCS programme encouraged them to become aware of, and to reassess, their biases toward other people. This nudged them into rethinking their attitudes toward people different from themselves.

Chart 1

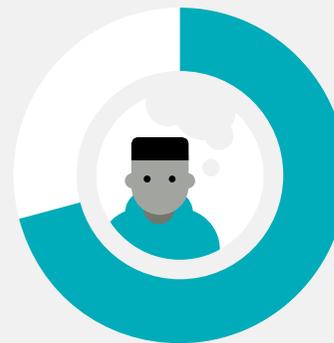
65%



65% either agreed or strongly agreed that **NCS encouraged them to learn about and become aware of their biases about people from different backgrounds**

Chart 2

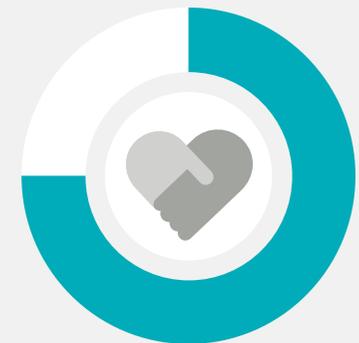
71%



71% either agreed or strongly agreed that **NCS helped them to think about their own attitudes toward people different from them**

Chart 3

75%



75% either agreed or strongly agreed that **NCS encourages people to respect the experiences and viewpoints of people from different backgrounds**

## Trust in others

Based on the questions we asked them, we found the baseline level of trust that young people feel towards people different from them was high (91%) before they did NCS. This is good news, and our results showed that NCS could make only a marginal improvement (92%) which is not surprising given such a high baseline score.

We did find that young people who reported more frequent negative interactions with those different from them before NCS reported an increase in trust by the end of the programme. Similar results for this sub-group across our social mixing outcomes suggests that NCS creates positive outcomes for those most sceptical about difference, even where the population-wide impact was small.



## Case study

# Justine's journey of discovery

Justine is from Birmingham. She was 15 when she heard about NCS at school. Talking to her mum about it, Justine said that she wasn't keen because her friends weren't interested. All the same, her mum signed her up.

She says that her path in life changed from that point. A few weeks later she found herself starting NCS in Cumbria. While she had grown up among people from Jamaica and Africa, she was now living and connecting with people from all sorts of backgrounds.

To this day, she says NCS helped to push her boundaries in new directions. At the start of the programme she was adamant that she would not get in water on the adventure challenge, but within days found herself immersed, building a raft with her team. Her self-belief flourished in ways she had never imagined.

This gave her the confidence to live and work abroad, and to explore other paths. Today Justine works for The Challenge, talking to prospective NCS participants. She is also an undergraduate in marketing at Manchester University, and is the first person in her family to study for a degree.



### Social mixing outcome 3

## Ability to connect with those who are different



Young people told us that our NCS programme helped them to make friends from backgrounds that were different from their friends outside of NCS. Many of them also said that making friends was one of the primary skills they learned on the programme.

They also said that after the programme they felt more comfortable standing up to offensive language, and thought it more important that race, gender, religion and disability should be discussed openly.

### Comfortable with diversity

What's more, young people said our NCS programme helped them feel more comfortable in situations where they are surrounded by people different from themselves. At the start of the programme 27% said that they would be comfortable or very comfortable starting in a new class where everyone else was of a different ethnic background to them. By the end of the programme that had gone up to 35%.

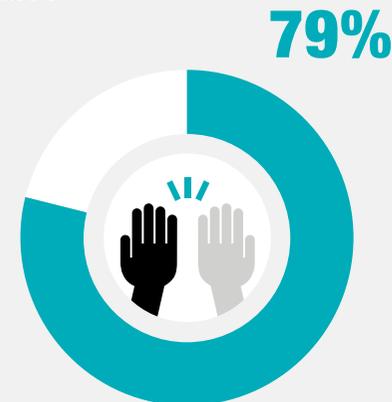


Friendships with people who are diverse and who you haven't met before are amazing friendships.

**NCS participant 2017,  
Coventry**



Chart 1



79% either agreed or strongly agreed that **NCS helped them make friends from different backgrounds to their friends outside the programme**



I made friends with people that I wouldn't normally speak to or feel comfortable speaking to.

**Julia, NCS participant 2017**



Chart 2



8% more people said that after **NCS they would feel comfortable or very comfortable in a new class where everybody else had a different ethnic background from them**

## Social mixing outcome 4

# Ability to work well with those who are different



Young people told us that teamwork was a skill they improved throughout their time on our NCS programme. This is largely expected given the highly intensive group work core element. But it is also an aspect they find challenging and seem to enjoy less the more the programme goes on.

We put young people in diverse teams to face challenges in an intense yet collaborative way. Rather than make the tasks easy or seamless, these situations aim to test and improve their ability to accomplish goals alongside people from different backgrounds.

All the same, we are keen to understand better how young people's awareness of the benefits and pitfalls of working in diverse teams changed as a result of NCS.

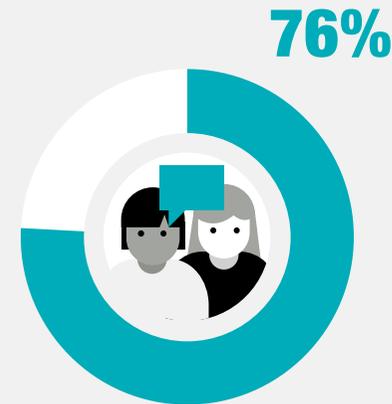
### Mixed results

Young people identified confidence and teamwork as two of the top three skills they learned on our NCS programme. They also said the programme had helped them to feel more confident when working with people different from them.

Even so, the proportion who said they felt diversity can be a hindrance to teamwork went up at the end of the programme (from 9% to 17%), while their attitude and comfort towards group work in general (either with people similar or different from them) went down slightly.

This is not a surprise as we put young people in challenging situations to improve their ability to work in diverse teams – we don't want to make teamwork seem easy. In future we will look more closely at how NCS helps young people to work together and how they become more aware of the challenges of working with different people.

Chart 1



76% either agreed or strongly agreed that **NCS helped them to be more confident when working with people different from them**

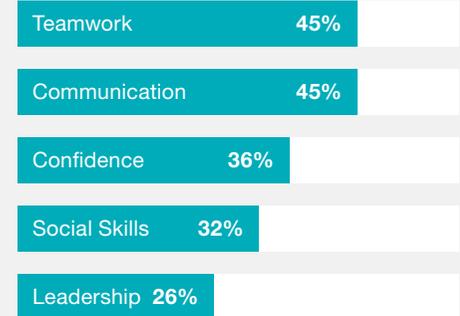
“

It opened my eyes on how to work with other people with different viewpoints and life experiences to me.

”

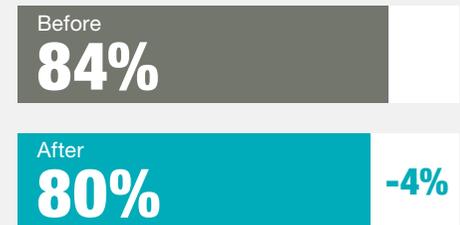
**Emily, NCS participant 2017**

Chart 2



% of young people who said this was one of the **top 3 skills they learned on NCS**.

Chart 3



Those who either agreed or strongly agreed that **they felt comfortable trying to work with people from different backgrounds**

## Economic participation and empowerment outcomes

# Promoting integration beyond social mixing

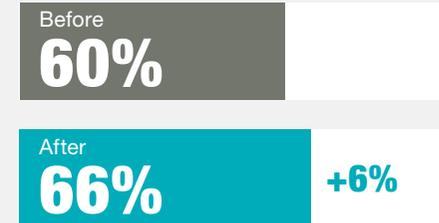


As well as helping young people to understand, respect and work confidently with people from different backgrounds, our NCS programme gets them to focus on lots of other skills, such as communication and leadership.

This prepares them for the workplace, and gives them the confidence to feel they can contribute to their communities and make a genuine difference.

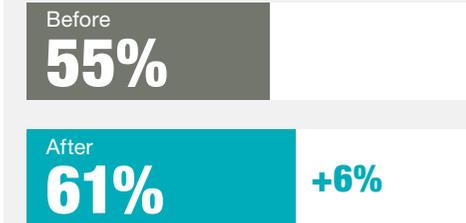
Young people's self-assessed scores on these skills made interesting reading. They felt their communication and leadership skills had improved, and that they were more able to make a difference in their communities after completing NCS. On top of this, they said that they were now much more interested in volunteering.

### Chart 1



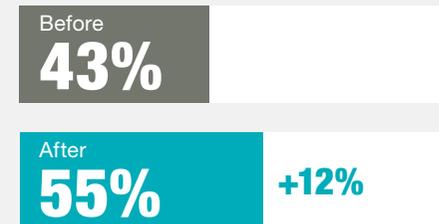
Before NCS 60% felt they had **good communication skills**. After NCS this increased to 66%

### Chart 3



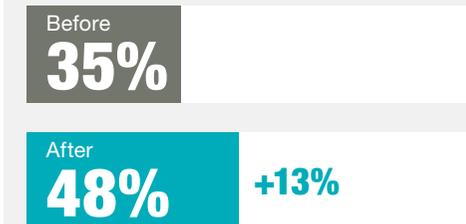
55% agreed that they could **make a difference in their communities** at the start of our NCS programme. At the end this had risen to 61%

### Chart 2



Before NCS 43% felt they had **good leadership skills**. After NCS this increased to 55%

### Chart 3



Before NCS 35% said **they volunteered**. After NCS the number who said they **intended to volunteer** rose to 48%



“

I highly recommend doing NCS – it carries so many opportunities that will affect your future positively.

**Raishay, NCS participant 2017**

”

**HeadStart**Getting ahead  
with HeadStart

“

It has definitely boosted my confidence and made me more appreciative of my community.

**Olivia, HeadStart participant 2017**

”

HeadStart is our volunteer action programme and builds on the foundations laid by NCS. Young people who sign up for HeadStart give at least 16 hours of their time to a local charity in exchange for a guaranteed interview for a part-time or seasonal job with one of our corporate partners.

Everybody gains from the connections made. Young people on the programme are also offered workshops to develop the skills they need to find a job, such as CV writing and interview techniques.

HeadStart is the natural next step after NCS. It gets young people to go out into their local communities, to meet and mix with people from all walks of life. This helps equip them with the experience and confidence they need to succeed in society.

The young people taking part in HeadStart in 2017–18 gave it a net promoter score (NPS) of +43\*. A score of 0–50 is good and 50+ is excellent so this was very positive feedback from our participants. Also during the year, we piloted two new innovative versions of the programme with government and private sector partners.

**The power of volunteering**

HeadStart is deeply embedded within the communities where it operates. More than 2,100 young people took part in 2017, contributing over 40,000 volunteering hours to 239 charity partners. At the end of their time on HeadStart, 75% of young people said it was likely or very likely they would continue volunteering.

**2,100**

young people volunteered through HeadStart in 2017

**75%**

said it was likely or very likely they would continue volunteering

\* NPS was calculated by taking the % of young people who said they would recommend HeadStart, and subtracting the % that would not recommend HeadStart.

## Mixing and connecting

HeadStart gives young people the opportunity to work alongside people who are different from them. This year we saw participants show real progress against our four target outcomes for social mixing.

The number of young people on HeadStart who said they spent significant time with people different from them more than doubled between the start and the end of the programme. The number who felt connected to their local community increased considerably from 33% to 87%. They also said that their understanding, trust and comfort working with people from different backgrounds was higher at the end of the programme than it had been at the start.

By the end of their time on HeadStart, 83% of young people agreed that it had helped them to understand and empathise with people different from them. 92% also agreed that it had helped them to respect other people and work well with them.

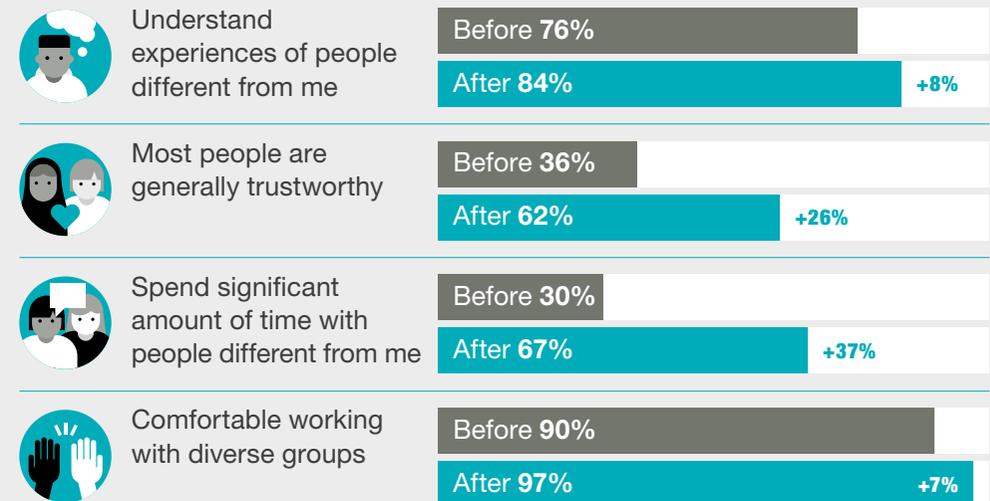
## Getting ready for work

The volunteering opportunities and the workshops that we run for young people on HeadStart help them to pick up the practical skills they need for the workplace. After the programme participants said they were more confident in their ability to communicate well (+14%), work in a team (+7%), be a leader (+23%) persevere in difficult conditions (+18%) and organise themselves (+9%).

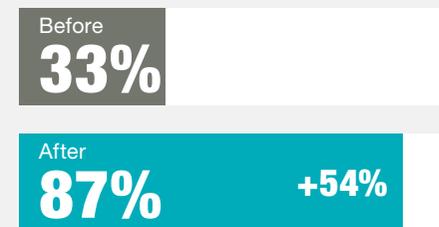
Young people also reported improvements in employability skills. Those who said they could speak clearly at interviews rose from 40% to 76%, those confident in their CVs went from 23% to 61%, and those who felt they understand the skills employers look for went from 59% to 85%.

At interviews, all our corporate partners reported that HeadStart candidates were more employable than other candidates. For example, at Starbucks interviews 75% of HeadStart candidates were successful compared to 20% of non-HeadStart candidates in the same age group.

### Chart 1: Social mixing

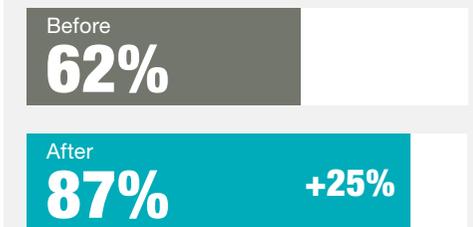


### Chart 2: Empowerment



The young people who said they **felt connected to their local communities before and after HeadStart**

### Chart 3: Economic participation



The young people who said they felt **ready for work** before and after HeadStart

## Reaching out to more young people

Alongside the core HeadStart programme, we piloted two innovative offshoots in 2017–18 and we aim to expand further during the year ahead.

The first offshoot is called HeadStart Action. This version of the programme is aimed at young people who are at risk of not being in education, employment or training. We launched it in February 2018, working with 29 pupils from Ark Globe Academy in south London. In September 2018, we started working with a further 55 young people.

We have funding from the Mayor of London's Young Londoners Fund to launch HeadStart Action across five areas in London, supporting at least 425 young people in 2018–19. We will commission five local partners to deliver the programme, which will help young people gain the skills and experience they need to get ahead in the workplace.

# 420

T level students we helped to prepare for their Industry Placements

The second offshoot is called HeadStart Industry Placements Learner Preparation. This helped young people taking the new T level technical education qualifications to prepare for their Industry Placements. We set this up with youth charity Big Change, as part of the wider DfE Industry Placements programme.

The pilot programme ran between September 2017 and June 2018 across six colleges, and helped 420 students to work on the skills they needed to succeed in their placements. Some colleges also ran their own programmes.

The surveys held at the start and end of the HeadStart programme showed that the impact was 15% greater than the colleges' own programmes, with an improvement against all the key employability metrics.

“

It's been a really positive experience. I never expected to gain so many new skills and meet new people.

**Declan, HeadStart participant 2017**

”



“

I learned many valuable skills as I was able to step out of my comfort zone.

**Hamza, HeadStart participant 2017**

”



## Step Forward

# Apprentices make an impression with Step Forward

Step Forward is our apprenticeship programme. It has taken diverse groups of young people, helped them to mix and turned them into highly employable school leavers. The apprentices get a paid job on the programme, professional development training, support from a mentor, and national qualifications. The final group finishes in January 2019.

### Success for young people

The Step Forward programme started in 2014, and since then 616 young people have taken part. The pathways they have followed include accounting, digital marketing, software development and hospitality. Bespoke activities have helped them to mix and connect with other apprentices.

To date, 300 Step Forward apprentices (78%) have completed their courses, which is above the national average for apprenticeship schemes. More than that, for those for whom we have information, about 93% have gone on to full-time employment, training, or further and higher education.

In 2017 we took the difficult decision to end Step Forward when the latest group finishes. After an evaluation and following recent changes in the apprenticeship landscape, we decided that we could not run a first-class apprenticeship programme that both contributed to our social integration mission and was financially sustainable. Even so, we are proud to have helped all our Step Forward apprentices achieve so much over the past four years.

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To me, Step Forward has meant the world. Not only does it develop your skills and confidence, it allows you to expand your horizons and believe in yourself. I achieved things I didn't think I was capable of and a lot of that is due to the amazing support we received along the way.

**Jordanna, Step Forward participant 2017**

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### Benefits for business

Kano is one of the most innovative technology companies in the world, creating computers that people can build themselves. It appointed two business administration apprentices in 2016 and the support it received from Step Forward has encouraged them to hire further school leavers.

“I had been worried about recruiting school leavers as I felt it would be tough to help them transition to the workplace,” says Matthew Keegan, Kano's head of customer care. “I needn't have worried, as I've had wonderful support from Step Forward and this has taken a lot of work off my shoulders, as it has provided high quality candidates and ongoing support for the apprentices.”

# 93%

of finishers have since gone on to full-time employment, training, or further and higher education

## Department for Education Industry Placements

# Industry Placement experience for technical students

The Department for Education (DfE) invited us to design and run a pilot of a national Industry Placements programme for technical education (T level) students in 2017–18. This offers 16 to 19-year-old level 2 and 3 students an invaluable opportunity to put everything they have learned into practice on an Industry Placement for at least 40 days.

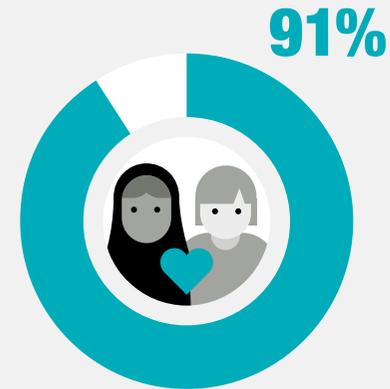
### Programme planning

Industry Placements will be a key component of the new T level qualification that DfE is currently working on as part of its reforms to technical education. When launched nationally in 2020, the scheme will aim to improve the skills and

employability of more than 200,000 young people each year. Employers will also feel the benefits of taking on young people who are ready for work.

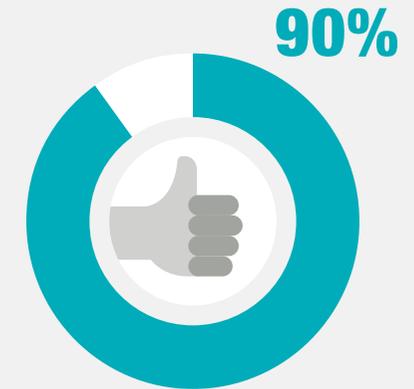
DfE asked us to do two pieces of work. The first was a six-month project to explore how Industry Placements would work on a national scale. We completed this in August 2017 following a consultation with key T level stakeholders. This resulted in a proposal that included nine key design features for the Industry Placements. The second piece of work was a pilot, completed in July 2018, that tested the design features and helped educational providers across England find placements for young people across the academic year.

Chart 1: Social mixing



91% of those on the first Industry Placements said the placement had **helped them to respect and understand people from different backgrounds**

Chart 2: Economic participation



90% of those on the first Industry Placements said they felt **more confident in their skills and abilities**

### Early outcomes

During the pilot, we signed up over 350 employers to host Industry Placements and supported colleges to match more than 1,200 young people to those placements. This included 735 young people taking placements in businesses they might not otherwise have been able to access.

We also devised a collection of resources to support the 420 colleges and education providers that will manage Industry Placements for up to 20,000 students in 2018–19.

An assessment of 107 young people who went on Industry Placements during the pilot showed promising results for social mixing and economic participation. 91% said they had increased respect and understanding for those different from them. 83% said they had interacted and built relationships with people of different backgrounds.

## Policy and Government

# Taking the lead on social integration



Building on our role in driving the work of the Social Integration Commission during 2014 and 2015, and our contribution to Dame Louise Casey's 2016 review into opportunity and integration, we have secured our position at the forefront of the national debate on social integration.

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43 MPs, including the prime minister, visited our NCS programme in 2017 and saw for themselves its positive impact.

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In 2017–18 we published several policy reports, continued to support the work of the All Party Parliamentary Group (APPG) on Social Integration, and cultivated strong relationships with policy and decision makers across central and local government.

## Shaping the debate

We regularly host policy makers on our programmes. Forty-three MPs, including the prime minister and shadow chancellor, visited our NCS programme in 2017 and saw for themselves the positive impact the programme has on communities and young people's lives.

Chaired by Chuka Umunna MP, the APPG has become more visible over the year. In August 2017 it published 'Integration Not Demonisation,' its report on the social and economic experience of immigrants in the UK. A number of its recommendations were echoed in the 'Integrated Communities' strategy, published by the Ministry for Housing, Communities and Local Government in March 2018. The APPG also launched a new inquiry into intergenerational connection in December 2017.

In March 2018 we launched 'All Together Now,' a policy report setting out our understanding of the causes of social segregation. It explores the practices that we believe sit at the heart of positive social mixing.

## Thought leadership

Our 'Design Principles for Meaningful Mixing' were also endorsed in the 'Integrated Communities' strategy. Our work can be seen in its focus on positive social mixing. Crucially, the strategy describes a well-integrated society as one where 'everyone is a potential friend'.

Our growing influence is also evident in the Greater London Authority's (GLA) 'All of Us' social integration strategy of March 2018. This reflected our mission, analysis and organisational approach, and we continue to advise various GLA teams on how to implement this strategy.

Finally, we provided evidence to the House of Lords Select Committee on Citizenship and Civic Engagement. Our views and experiences informed its report, 'The Ties that Bind,' published in April 2018. This highlighted the progress made by NCS organisations in drawing more small and local charities into the programme's reach.

## Survey Methodology

# How we measured impact

### NCS

We designed the survey with researchers from the Oxford Centre for the Study of Intergroup Conflict, using questions and methods from prior research on social integration.

We asked 6,000 young people representing different programme teams and regions where The Challenge operates NCS, to complete an impact survey on the first and final day of their programme. This allowed us to measure the 'distance travelled' by young people towards our target outcomes, and understand what they learnt. We analysed the responses of over 2,000 young people who completed both surveys.

We also asked them to complete a pre-programme survey to test whether there was a significant change in their responses in the three weeks before NCS, to assure us that outcomes could reliably be credited to participating in NCS.

### HeadStart

We asked all participants to complete an impact measurement survey at the start and end of their HeadStart programme. We received and analysed 527 baseline and 448 endline survey responses.

Find out more about our survey methodology and demographics at: [www.the-challenge.org](http://www.the-challenge.org)

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It has been one of the best experiences in my life.

**Jaheim, NCS participant 2017**

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# Contact us

Thank you for reading about our impact in 2017–18. Here's how you can support our work and help us to build strong communities and a more integrated society for us all:



**Share this report with your colleagues or friends**



**Recommend our programmes to young people, schools and organisations you know**



**Trigger the change you want to see in your community – and let us know about it**



**Follow The Challenge on social media**

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Find out more about our impact at:  
[www.the-challenge.org](http://www.the-challenge.org)

Get in touch to discuss how our impact results can help your policies or programmes.

**020 3542 2404**  
[info@the-challenge.org](mailto:info@the-challenge.org)

Thank you to our incredible staff, partners and supporters who make it possible for us to bring together hundreds of thousands of people from different backgrounds, to increase understanding and connection in our communities, and to help overcome the divisions in our society.

## Acknowledgements

- APPG on Social Integration
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- Education and Skills Funding Agency
- Goldman Sachs
- Greater London Authority
- JGA Group
- Lendlease

- LEYF
- Mayor of London
- Mitchells & Butlers
- Nando's
- NCS Trust
- New Look
- Oxford Centre for the Study of Intergroup Conflict at The University of Oxford
- Prevista
- Salesforce.org
- Social Business Trust
- Starbucks
- The Impact Collective
- Zendesk

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