



UpRising Environmental Leadership Programme Project Evaluation Report 2016-2020

The UpRising Environmental Leadership Programme (ELP) is a nine month, part-time leadership development programme for 18-24 year olds. The programme consists of an introductory leadership weekend; knowledge sessions with high-level professionals who come to talk to and network with the group; and skills sessions from professional trainers. The latter part of the programme sees participants form smaller groups to work on a social action campaign of their choice, with the aim of making an impact in the community. They are also provided with the opportunity to apply for a coach and mentor for one-to-one training and personal development.

We have also devised a two week, Find Your Power (FYP) programme for young people in 'cold spot' areas that we wanted to potentially expand the ELP into. FYP was aimed at a younger age group of 16 - 19 year olds who needed more of an introductory, taster experience of leadership and social action before committing to a longer term programme.

The UpRising ELP first started delivering in **London, Birmingham** and **Manchester** in 2016 (with a Cold Spot/ Find Your Power programme in **Liverpool**) and has since expanded delivery into **Cardiff** and **Bedfordshire**. We have since:

- Delivered **4** Cold Spot/ Find Your Power Programmes
- Delivered **15** Environmental Leadership Programmes
- Recruited **551** participants onto our programmes
- Supported the development and delivery of **62** Social Action Campaigns

This report summarises the programme and captures demographics, key highlights and challenges and showcases our impact.

For the purposes of this report we will be focusing on the statistical collected from the 500 participants that were recruited onto the 9 month ELP. The majority of the statistical data is based on analysis of the pre and post course survey results that we collected from 193 participants. Evidential data has been collected from a wider range of programme participants.

Contents

1.	Programme Overview	
1.1	Summary	2
1.2	Highlights	3
1.3	Challenges	3
1.4	Key improvements	4
2.	Participant Recruitment & Attendance	
2.1	Recruitment	7
3.	Programme Delivery	
3.1	Content	8
3.2	Coaching & Mentoring	10
3.3	Social Action Campaigns	13
4.	Participant Case Studies	14
5.	Programme Feedback	
5.1	Participant Feedback	19
5.2	Speaker & Supporter Feedback	21
6.	COVID-19 Response	23



1. Programme Overview

1.1 Summary

Demographics

A diverse group of participants took part in the Environmental Leadership Programme.

The below is a summary of our findings, please refer to the 'End of Grant report outputs and outcomes form' for a more detailed breakdown.

- The average age of participants when starting the programme was **22.3**
- **75%** of participants were female
- **25%** of participants were male
- **48%** were from ethnic minority backgrounds - with 9 ethnic groups represented
- **7 religious groups** were represented
- **6%** defined themselves as having a disability (5% preferred not to say)
- **10%** of participants identified as LGBTQ+ (17% preferred not to say)
- **55%** had parents who went to university

The Programme

Over 15 ELP programmes: .

- **358** sessions/events were delivered, totalling **1,074** hours of contact time
- **1,143** stakeholders contributed to the programme, providing the following in-kind support.
 - **465** speakers / facilitators
 - **292** alumni
 - **155** mentors
 - **228** coaches
- We experienced a drop-out rate of **18%** from the programme start to graduation
- The programme produced **62** social action campaigns (SAC's)

The Impact

We conduct baseline and post-course surveys to illustrate the programme's impact on participants. Across the four years we received 193 completed pre and post course surveys which showed:

- A **14%** improvement in **confidence**
- A **28%** increase in **knowledge**
- A **20%** development of **skills**
- A **43%** increase in **networks**
- A **20%** **wellbeing** difference

1.2 Key Programme Highlights

- Being part of a consortium of organisations working towards similar goals as well as being part of the wider Our Bright Futures movement has been one of the key highlights of this programme. As an organisation we really appreciated the multiple opportunities that we were offered for additional learning including SLI workshops, the annual seminar and online workshops as well access to the other projects that are involved in the consortium. We also appreciate the support offered to UpRising by the OBF team, across all aspects of delivering the programme.
- Bringing together the separate ELP cohorts annually for a weekend of training and development around creating and delivering successful environmental social action campaigns. The energy in the room across the two days as up to 120 young people discussed and shared their campaign ideas with fellow UpRisers from across the country was really inspiring and we know that some really good work was started during those weekends, and that some social action campaigns that were developed that weekend are still continuing to flourish today.
- Watching individual participants grow and flourish during their time with us. For example, the London graduation in 2018, gave the opportunity for Victoria Eyabunoh, an ELP participant from South East London, to speak about the positive impact that being on the programme had had on her physical and emotional well being as well as how much she had learnt about her responsibility towards the environment and the changes that she has made in her own life based on what she had learnt during her time on the programme. Victoria really epitomised for me who our programme is for and the impact that it can have.

1.3 Programme Challenges

- Staff retention during the programme became an issue, particularly in some regions such as Manchester. This often led to a loss of momentum in the delivery of the programme that impacted key delivery areas such as building networks and relationships with stakeholders in the region, recruitment targets and loss of contact with alumni from previous year's.
- Recruitment and retention rates varied in success across the regions. We know that there are some demographics that we would like to engage more strongly with if we continue to deliver this programme. For example we would like to increase the diversity of participants on the programme with regards to class and ethnicity; many of our participants were university educated (or students) and had parents who attended university. While LGBTQ+ representation has increased,

more could be done to look specifically at recruiting from LGBTQ+ youth organisations.

- The Covid-19 pandemic led to multiple members of the UpRising staff (including most Programme Coordinators) being furloughed for 2 months. This meant a shift in the working arrangements at the organisation, as well as a restructuring of the delivery and administration of the national programmes. Please refer to Section 6 (page 23) for a more detailed response to the COVID-19 pandemic.



1.4 Key improvements for future iterations of the programme

Recruitment

- Further develop our recruitment plan and ensure we are reaching a diverse population.
- Be mindful of the high number of university applicants and manage that within the overall diversity.
- Partner with specific organisations who already have a relationship with some of the key demographics we are looking to recruit.
- Many participants find out about UpRising via word of mouth - how can we better prepare current participants to be ambassadors? Can this be built into one of the final sessions?

Engagement

- Have more opportunities to learn about fellow participants, not only limited to the launch weekend but making time to do this throughout the entire programme.
- Set very clear expectations with participants and have clear points in the programme to check in with them and have some individual reflection built into the programme.
- Being able to engage with all of the national SAC campaigns was a big highlight for many participants - there must be more ways we can utilise this and work across all regions, for example, cross-region SAC campaigns or similar campaigns can be in a 'buddy system'.
- Ensure that participants have the right home set up to be able to fully engage in the programme.
- As future programmes are increasingly likely to be run online, introduce more online tools to increase participant engagement and interactivity, e.g. creating programme Slack channels, utilising tools such as Mural, Padlet and Mentimeter.

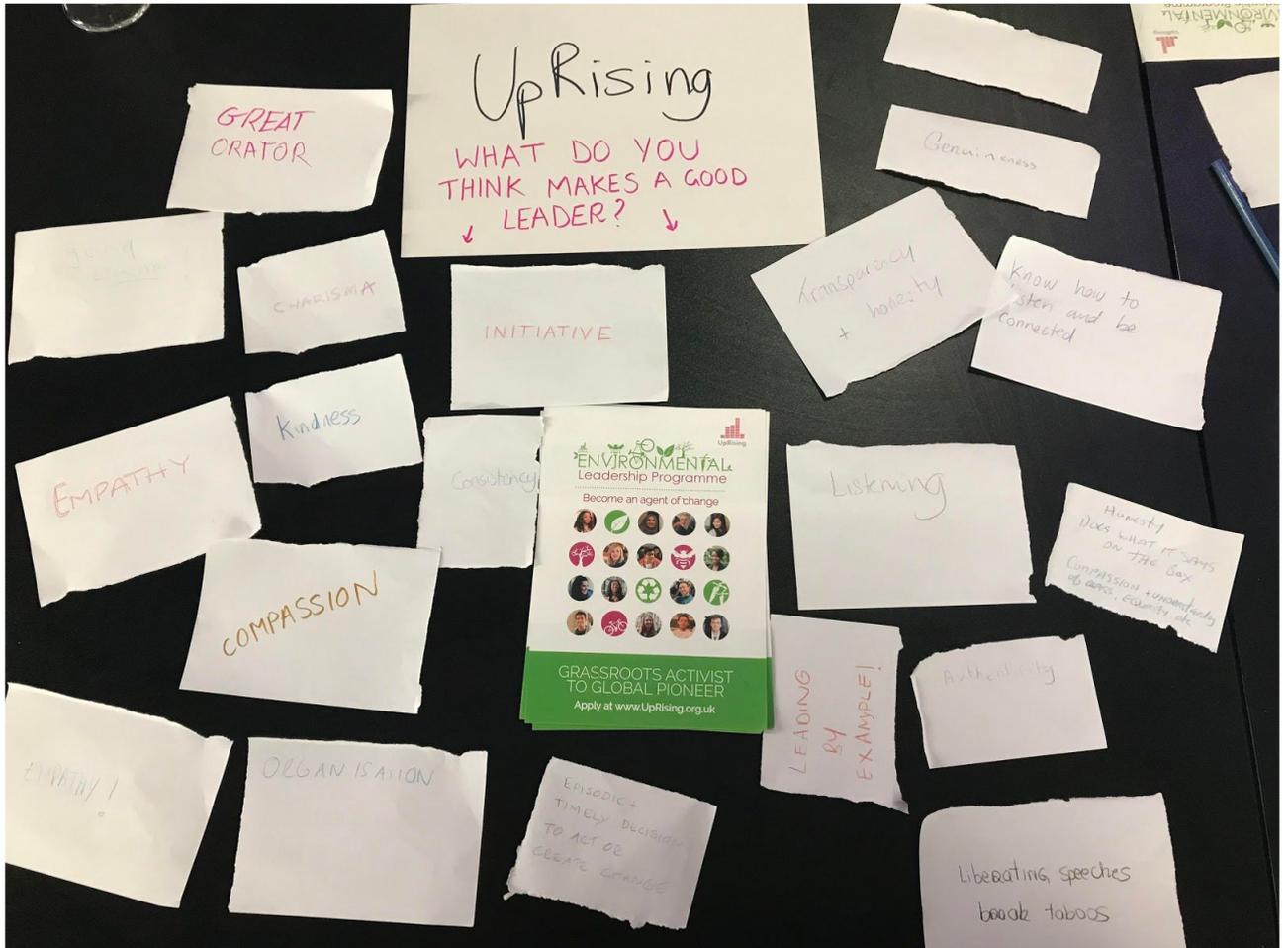
Stakeholders

- Build a stronger alumni network, starting with engaging the most recent cohort and ensuring they stay connected to us.
- Continue to build strong stakeholder relationships and extend our networks in each region that we are delivering in - continue to create regional specific recruitment plans.

Programme content

- More guidance on the SACs in the planning stages in terms of thinking about long term sustainability and impact of projects.
- Using keep, add, take away feedback to respond to participant feedback and shape the sessions according to their ideas and needs. If collecting participant feedback on content, style of sessions etc try and apply that feedback as soon as possible so that participants feel that their needs are being heard and responded to.
- Making regular use of the world cafe format during both in-person and online sessions, as this was very popular among participants from the 2018/19 and the 2019/20 programmes.
- Review the timings of mentoring and coaching sessions to make sure they complement one another and other elements of the programme.

- Some discussion has been had around shortening the length of the programme from nine months to six months. If the programme is condensed we will be considering bringing forward the Social Action Campaign element of the programme and alternating knowledge/skills and SAC sessions, so that the content is manageable and they are putting into practice their learning as soon as a knowledge/skills session has happened.



2. Participant Recruitment

2.1 Recruitment

Our recruitment strategy involved creating a new recruitment strategy each year, based on target audiences for the programme, understanding where the gaps in our programme demographic were and creating a strategy that aimed to reach out to those specific communities. We did this for each region that we delivered the ELP in.

Some specific actions within those strategies included:

- Working with youth groups and recruitment partners to encourage them to email their young people and send out our emails, flyers and posters
- Targeting specific universities and sending personalised messages to their students
- Asking alumni to put out our recruitment information amongst their networks
- Chasing Expressions Of Interest (EOI's), emailing and texting them to increase turn over between EOIs and applications
- Sharing information about our programme with existing networks and stakeholders via online marketing and targeted emails
- Trying to build contacts with community groups we wanted to attract onto the programme and sending them online and physical flyers
- Dropping flyers in targeted areas of each region to: Universities and dorms, coffee shops, gyms, chicken shops etc
- Attending local events
- Working with employers locally who employ young people - especially those in the sustainability and green economy
- Delivering taster workshops in underrepresented areas of the city

Expressions of Interest	Applications	Started Programme	Graduated
711	636	500	410

3. Programme Delivery

3.1 Content

The Environmental Leadership Programme consisted of **23 sessions** (approx) per programme. An example of the curriculum delivered across the programme can be seen below, including; the session, the speakers that attended and where the session was held.

**Example given is the 2019-20 London curriculum*

Session	Speakers	Venue
SS2. Networking & Relationship Building	Judith Perle (Trainer, Management Advantage)	Birkbeck Stratford Campus
Leadership Launch Weekend	Neil Jameson (Citizens UK founder)	Morden Hall
KS1/KS3. Strategic Challenges & Local Services	Councillor Johnson Situ (Southwark Council) Jo Dyson (Fareshare) Emma Howard (Uearthed)	Southwark Council
SS1. Personal Branding	Tambo Silavwe (Insight Coaching)	Birkbeck Stratford Campus
KS4. Parliament, Policies & the People Behind Them	Sam Reed, Gemma Harper, Tom Walker, Cathy Francis, Declan Burke (DEFRA & BEIS)	DEFRA
KS2. Communities First	Moyra Samuels (Justice4Grenfell) Kate Metcalf (Wen) Paul DeZylva (Friends of the Earth)	Amnesty International
CS1. See It - Creating a Theory of Change	John McLaverty (Oxfam)	Birkbeck Stratford Campus
Campaign Workshop Weekend	Harsha Patel (Doing Social) Julia Cushion (Hope for the Future)	Harben House Hotel
Earthwatch Session (Additional)	Paul Scott (Earthwatch) Kesella Scott-Somme (Earthwatch & Alumni)	GCU
CS4. Do It - Making Your Case	n/a	Birkbeck Stratford Campus
CS3. Say It - Creating an Online Presence	Gabriel Davalos (Purpose) Aaron Parr (Purpose)	Online (Zoom)

SS4. Leading Teams	Jo Kemp, Harriet Dodd (Coaches)	Online (Zoom)
KS6. Ethical Business in a Global Economy	Jim Davies (Environment Agency)	Online (Zoom)
KS5/SS3. Media Matters & Media Training	Lauren Pemberton-Nelson (Glitch) Emma Howard (Unearthed) Suzanne Wrack (The Guardian)	Online (Zoom)
Presentation Skills: How to Create an Engaging Presentation	Marc Whitmore (UpRising)	Online (Zoom)
CS5. Sustain It - Ensuring a Continued Impact	Sophie Morbey (Oxfam) Rima Amin (Change.org) John McLaverty (Oxfam) Hannah Nixon (Send My Friend to School)	Online (Zoom)
Social Action Saturday	n/a	Online (Zoom)
GR1/KS8. Your Next Move & Find Your Power	Cllr Ali Ilyas (Manchester City Council) Areeq Chowdhury (Webroots Democracy & UpRising Alumnus) George Soave (The Other Room Theatre & UpRising alumnus)	Online (Zoom)
GR2. Graduation Event	Zarlasht Halaimzai (Refugee Trauma Initiative)	Online (Zoom)

3.2 Coaching & Mentoring

Coaching

Coaching is designed to support UpRisers in clarifying their goals and identifying the steps to success.



'I am passionate about supporting future leaders. The young people who work with UpRising are keen to learn how to maximise their potential, and have a growth mindset which is a pleasure to work with.'

- **Jackie Saunders, first time coaching for UpRising**

'I really enjoy it when the young people say that they've started to overcome their anxieties and challenges. And, when they talk about how much they've got out of participating in things they wouldn't normally do and the confidence this builds in them. It's great how much you can see them grow during their time on the programme.'

- **Mike Eldredge, third time coaching for UpRising**

'It is always very enriching to watch young people grow, gain more self-awareness and confidence. UpRisers usually achieve much more than the initial goals they set.'

- **Laurence Galland, second time coaching for UpRising**

This is what UpRisers said of being coached:

"My experience with Jackie as a leadership coach was an amazing and uplifting one. Each session for me had its own unique blend of critical thinking and reflections coupled with optimism, skills that are necessary to develop as a leader. Being coached was something unprecedented for me so I didn't know what to make of it beforehand, however the experience as a whole truly did feel like a journey, whereby each session allowed me to take a step higher on the rung of this complicated leadership ladder. What I truly admire about Jackie's leadership coaching is her attentive listening and observational abilities,

which consequently allows her to put to words what I was thinking at times and thus reflect over it. I am ever so grateful I came across Jackie as it has given me a different outlook on not just my leadership but also my personal development as well."

- Samatar, London ELP

'I got on really well with my coach - we are staying in touch. I felt like I was given a chance to lead sessions and questioned accordingly, which was nice as it helped redirect conversation and my thoughts.'

- Holly, Birmingham ELP

'My coach was an awesome guy, who gave me solid advice and we always had great conversations.. The experience allowed me to have less self-doubts in my abilities.'

- Tan, Manchester ELP

'My coach has been amazing, so easy to talk too and has really given me a great insight into seeing things I once feared differently..Thanks to the sessions, I have tried to come out of my comfort zone more and no longer fear situations I previously feared. I am able to continuously self reflect and express my views.'

- Yusra, Cardiff ELP

'I have really enjoyed my coaching sessions with Paul. He has offered so many great insights and recommendations as to how I can improve which is great and exactly what I was looking for.'

- Nambula, London ELP

Mentoring

We aim to match participants with a senior mentor who aligns with their career goals and is able to help them in the early stages of their professional development.



'I am currently mentoring my first Uprising participant and enjoying the experience of working across the generations. I am humbled by the rightly ambitious plans my mentee has in the face of many difficulties and feel that I am learning myself through our discussions.'

- Mike Stimpson, first time mentoring for UpRising

'I found the experience extremely rewarding. It was just so great to see someone's confidence grow and what you're doing helping them. Professionally it helped me develop too. I was able to put a lot of my communication skills into practice and support my mentee in coming up with practical solutions together and have to think outside the box.'

- **Nadine Lock, first time mentoring for UpRising**

'The UpRising experience has reaffirmed my desire to work with this age group to help broaden their horizons and improve the skills they will need to move forward professionally.'

- **Judith Timms, third time mentoring for UpRising**

This is what some UpRisers have said of being mentored:

'In terms of professional development, the mentoring sessions have been very beneficial. So far, I have had 2 sessions with my mentor. It has been a great match and I am very interested in what she does and I find myself wanting to pick her brains about her job!'

- **Daniel, London ELP**

'My mentor is very generous with her time and has a wealth of knowledge, which I have found invaluable.'

- **Aisha, Manchester ELP**

'My mentor is really willing to help with my professional development. Mentoring has broadened my professional network and provided me with practical tips on how to improve my job prospects.'

- **Sophie, Birmingham ELP**

'Mentoring is very helpful for understanding my career sector and the necessary skills to succeed (other than those studied at university). I feel more confident and ambitious, even after 2 months!'

- **Uma, Cardiff ELP**

'So far, mentoring has already given me more security in terms of how I am going to get there, which is really reassuring. Overall, I think mentoring is a really valuable opportunity and adds to the whole package that UpRising gives to its participants.'

- **John, London ELP**

3.3 Social Action Campaigns

In total across the 15 ELP"s delivered, **62 Social Action Campaigns** have been created.



***UpRisers at Wyboston Lakes for the 2018-18 Campaign Weekend**

Campaigns Delivered	Number of People Positively Impacted
62	3,000

Impact measurement information for SAC's is collected via a SAC evaluation form that is sent to 1 participant within each campaign group. Current data shows that over 3,000 community members have engaged with UpRising social action campaigns.

However we believe the number may be higher as not all regions have been successful in collecting the data needed from their participant's campaign groups. Additionally we realised after the first year of delivery that we needed to amend the questions that we were asking on the SAC evaluation form in order to capture more accurately the impact that UpRisers campaigns were having on the wider community. Whilst this improved the information that we received from campaign groups, we recognise that we can improve campaign data collection for future iterations of the programme.

A selection of campaigns that have been delivered via Environmental Leadership Programme, from 2016-2020 can be found on the [UpRising in Action](#) website.

4. Case Studies



4.1 Agathe Dijoud - Cardiff ELP

I'm originally from France but have been in Cardiff for the last 2 years studying politics and international relations at Cardiff University. Outside of my studies I am interested in the environment and radio broadcast and production. I present a show on university radio and also make a podcast.

My main reason for joining the programme was to learn about what leadership meant in the environmental sector and to gain skills to help me in my career. I was also looking to improve my confidence.

UpRising has challenged me, pushing me outside my comfort zone but this has helped me to significantly improve my confidence in a lot of areas. As well gaining skills which I think will help me in my future career.

My best moment on the programme was visiting the new BBC building! I really want to get into a career in radio so this was a really big deal for me! I was fascinated to see how everything worked and the knowledge I gained from the panel was invaluable. UpRising has really helped me to network and build my opportunities. I have also really enjoyed the friends we have made as a cohort -. Nadine would post something good from her week in our Facebook group every week which really built a sense of community.

UpRising has totally changed my perception of social action - it has taught me how to research, plan and campaign and I am now aware of how valuable and worthwhile local campaigning can be. As a cohort I feel that we have a new sense of power and ownership over our lives which has empowered us to advocate for change!



4.2 Nadine Salter - Cardiff ELP

I'm originally from Devon and moved to Cardiff four years ago to study law and politics. I am currently finishing my masters which was my main focus before starting the Environmental Leadership Programme.

I discovered UpRising in the final year of my degree but wanted to focus on finishing my studies at the time. I then spent a summer applying for jobs and after getting nowhere I felt really disheartened and worn down which affected my confidence. I then joined UpRising because I thought it would

enhance my skills and I wanted to meet like minded people and connect with them over our shared interest in the environment.

The programme has provided me with so many opportunities and it has really been life changing. From sessions on personal branding which was really valuable to learning about ethical business and leadership from Esther at Manumit coffee who I felt an instant synergy with. There have been lots of great moments but launching our campaign made me feel really proud. I realised that I can do this! And I have learnt so many skills along the way. Going online has allowed us to meet with the wider UK cohort of UpRisers which I found really energising and made me feel part of a much wider community.

Looking to the future, I am focused on finishing my master's dissertation and plan to continue working on my social action campaign for as long as I can. I have gained great friends and countless skills which I will continue to use going forwards. I will continue to be an advocate for UpRising amongst my friends and colleagues and one day I would like to have a job here!



4.3 Sabah Yusuf - London ELP

I'm from near Newham, and went to a state comprehensive school and sixth form. I am currently studying geography at UCL. Before UpRising I was a full-time student at UCL.

While I have been to a lot of society events at university, I have never participated in a programme similar to UpRising. I joined UpRising because I wanted to gain experience in both leadership and campaigning, but I didn't know how to get into campaigns other than joining societies at uni.

Before the UpRising programme I definitely felt a bit lost in my professional life. I had not had any exposure to any form of industry, I had very few networks and little to no professional experience. While I had done an internship 2 months before UpRising which gave an understanding about office culture, it still felt like there was a long way to go before I could get those opportunities.

Before UpRising I was also far less confident in my abilities, resources, and opportunities. I feel like UpRising has taught me that you should and can pursue these more - being exposed to so many people, stories, has helped me build stronger confidence and sense of self to pursue in the future.

In terms of personal development, I have definitely built my self-awareness and confidence by being able to identify and practise these skills. The ELP has given me so many opportunities to be confident and exercise self-confidence by meeting new people and during sessions on public speaking and networking. During the sessions

focused on leadership, I was really made to reflect on who I am as a person, on how I work within a team and what I can bring to the table. There are so many ways that UpRising has benefitted my professional development; I feel like the programme is filled with useful tidbits of information!

My favourite moments on the programme were definitely the launch weekend and campaign weekend. I really enjoyed meeting and getting to know everyone during the launch weekend in October, as the extended time gave me the opportunity to talk to everyone, learn different opinions through discussions and debates, and challenge my own views on the climate crisis. I learnt a lot about leadership and teamwork which helped frame my experience for the rest of the programme. The launch weekend also helped the group as a whole to begin building relationships as a cohort and a community.

Over the next 9 months I will be applying for jobs; I hope to be successful within those, be them grad schemes or otherwise. I would like to make progress through my social action campaign - either online or by running a physical event when lockdown eases. I would also like to build on the skills I have learnt from UpRising by networking in spaces that I'm not familiar with, finding more people to help me with my specific field, and pushing myself out my comfort zone to volunteer and campaign more.



4.4 Daniel Seifu - London ELP

I found out about UpRising through university - the UCL geography students got an email from our lecturer. I thought it looked like a really valuable resource, and felt like the programme filled the gaps from things that I wasn't being taught at university.

University doesn't prepare you for thinking about tangible change and practical skills; although I was part of a climate action society at uni, that didn't help much with learning about ways to enact real change. It felt like a lot of those uni projects were 2-dimensional

and they wanted to look like they were charitable without actually putting the work in. However, I felt the ELP offered something real and practical in terms of social action, and I was also attracted by the leadership skills workshops.

I have personally always wanted to make change and see change in society but I haven't had the practical skills, knowledge, or contacts to act on that desire and thought the ELP would help with this.

Before the programme, I lacked confidence that comes from an understanding of societal systems, and the hierarchies of people in power in local and central government. The session at Southwark Council really helped me with my understanding of this; I remember thinking about the battles that councillors have to weigh up. I gained an increased awareness of the problems faced by decision makers - it isn't just black and white and they often can't just blindly fund things that they would like to. I am now also more aware of the complexities of some of the issues behind having a career within a sector/charity that is really challenging - you have to make tricky decisions which people won't be happy with!

In terms of professional development, the mentoring sessions have been very beneficial. So far, I have had 2 sessions with my mentor. It has been a great match and I am very interested in what she does and I find myself wanting to pick her brains about her job! Right now, I am at a pivotal moment in my career figuring out where I want to go, and my mentor has had a really interesting journey to her career. In a way, this is very hopeful and also very interesting to hear about how you can have a job that incorporates all her skills. I am also trying to unlearn that I have to specialise in a certain area very quickly.

UpRising has definitely given me a sense of proactiveness - the confidence to be proactive and to go out and DO! Our SAC is a perfect example of that as we were turning an idea in our heads into a real life campaign. While I did find the online transition of our SAC challenging, the concept of getting this idea onto paper and then creating change was a really useful process to learn. It's a process I'm sure I'll repeat in the future whether directly in my career or in a cause that I'm passionate about outside of work. I have also learnt how to enact my ideas; this was not something I could have learnt anywhere else and was not something on offer before I joined UpRising.

I would definitely recommend UpRising to other young people! The skills and networks that you gain and knowledge you acquire prove the programme covers content that you can't learn anywhere else. I have learnt knowledge and skills that would have taken me 10 years to learn in the workplace. I would also say that it has been an excellent combination of soft and hard skills, as well as meeting other great like-minded passionate young people.



4.5 Verel Rodrigues - Birmingham ELP

I'm currently based in Birmingham, and I hold a degree in Mechanical Engineering, and a masters in Renewable Energy. Just before enrolling to UpRising, I had just started my new grad job in Birmingham. I joined UpRising to develop better leadership skills, improve my communication and also build a network of like-minded people that are tackling the climate crisis.

UpRising has definitely increased my confidence, self-awareness, communication skills, personal brand, and also improved my climate activism. This was done through the various speakers that spoke at the events, getting to know people in the cohort, and also through the mentoring and coaching opportunities.

I think my passion to combat the climate emergency has stayed the same, because it was an extreme passion to begin with, but UpRising has made me more confident being an activist. Thanks to the programme, I feel more secure, confident, happy and content with what I am doing. I think all of this is essential in professional and personal life. The knowledge I've gained will help me with my day to day life, environmental activism, and also my professional career. I will use it to communicate better, organise actions and events, and empower people to do more for the climate.

During the programme, I actually quit my full time job, to volunteer with Extinction Rebellion full time for a few months. I'm hoping to get back into the job market in a few months time, once I feel like I have done everything in my power to mitigate climate change, and will never give up! In the future, I'm hoping to find a full-time job either in the renewable energy industry, or construction industry to reduce its carbon footprint. I reckon in 10 years' time I might start my own firm.

I would absolutely recommend this programme to other young people. I think everyone should take part if they can. It is essential to developing skills that you need to become a change maker or an activist. Thank you to everyone involved, and for making this organisation amazing!

5. Programme Feedback

5.1 Participant Feedback

This is what some of the participants of the Environmental Leadership Programme have had to say about their experience:

'The programme has taught me a lot about how to launch a campaign that will make a real change at the local level. I have also learned a lot about teamwork, as well as gaining a lot of self-confidence, especially as a leader. And the best part of the programme is that each person has their own reasons for recommending it, because it is valuable in so many ways for everyone.'

- **Anonymous, Cardiff ELP**

'My programme highlights include developing unique and precious friendships with a group of people from diverse backgrounds but with similar core values. I remember laughing so much during meal times on the residential trip. And I have learnt so much about working with a team to produce a meaningful product. From the SAC and coaching sessions my time management and communication skills have definitely improved. I feel more motivated to pursue a career in sustainability.'

- **Helen, London ELP**

'My favourite memory is definitely the campaign weekend, it was a lot of fun which I will always remember. It was a very creative time and also the conception of our campaign. I'm really thankful for being given the opportunity to join this programme especially coming from a creative background which I thought I didn't stand a chance, this opened up a new world to me, thank you for everything!'

- **Natalia, London ELP**

'It has been an amazing experience meeting different people and growing both our professional and personal skills together! My favourite memory would be probably a leadership weekend where everybody was just eating snacks in the kitchen and getting to know each other!'

- **Sabah, Cardiff ELP**

'First of all, thank you so much for the opportunity to be part of the programme! It teaches such important yet underrated skills that are not always innate. I also loved meeting new people, both in Cardiff and around the UK during online sessions. I think this idea could be developed further, especially by creating collaborations between campaigns. I also liked the fact that sessions took place in different places of the city. Thank you!!'

- **Anonymous, Cardiff ELP**

I really enjoyed both the uprising weekends and the activities within it. They were really well put together and a lot of thought went into making each session fun and engaging. I gained a lot in terms of presentation skills and public speaking.'

- **Harry, Manchester ELP**

'UpRising has enabled me to recognise the leader that was always inside of me, and taught me to always fight for what I am passionate about fiercely.'

- **Olivia, Bedford ELP**

'UpRising has really helped me build and develop my self confidence as well as allowed for me to be in a space where I was around individuals who really cared about the same issues I care about.'

- **Shahd, Manchester ELP**

'The biggest positive that I've gained from UpRising is definitely all the people I've met. It's been incredible to meet and hear from so many inspiring people and to see how passionate and like-minded certain individuals are and how much people actually want to make a change. It's been amazing!'

- **Abigail, Birmingham ELP**

'Thank you UpRising for providing a safe space where we can all share our thoughts, ideas and ask questions!'

- **Holly, Bedford ELP**

'The Environmental Leadership Programme has been a wonderful experience of putting my passion for the environment at the heart of a campaign and making real social change. We have had to overcome a lot of challenges this year especially with the pandemic but I'm so grateful to my team that we've continued our campaign and come out stronger the other side.'

- **Rachel, Cardiff ELP**

'I have found it a truly inspiring experience, loved meeting like-minded and inspiring young individuals (and the speakers), it has improved my leadership and team working confidence, personal speaking, it has expanded my knowledge of societal issues, I've loved being surrounded by a diverse group of people who offer different perspectives and experiences to mine, plus it has improved my employability prospects and provided me with a great professional network for the future! I've found the whole experience invaluable, I wish it could continue!'

- **Sophie, London ELP**

- ★ It was a really nice experience meeting other UpRisers from around the nation and knowing that I was part of a community of like-minded individuals across the country.
- ★ I'm going to miss these sessions, UpRising and especially my fellow UpRisers so much but it's been a wonderful pleasure to be a part of such a fantastic programme!
- ★ Thank you to the UpRising team and all the speakers throughout the year - it's such a lovely community where I have felt comfortable sharing personal experiences!
- ★ I've loved UpRising and meeting so many inspiring people - it's made me think about career options that I hadn't considered/known about before. It's been really invaluable!
- ★ In your every day life, you can't always explore what you're really passionate about - what's so great about UpRising's Leadership Programme is that it doesn't just help build your skills set, it empowers you to use those skills to explore your passion and make positive change.

5.2 Speaker & Supporter Feedback

This is what speakers and supporters of the programme had to say:

'I really enjoyed the session and looking at the feedback seems like it went down well. They were a great group who engaged with everything I had to offer and hope they put it into practice. Really looking forward to hearing what they achieve over the next 9 months. It was a pleasure running the session and definitely looking forward to working together again.'

- **Tambo Silavwe, Insight Coaching**

Had an amazing night as part of the alumni panel answering questions on all things networking with @UpRising_Cymru tonight! I learnt so much whilst campaigning with the

environmental leaders last year, so it was great to share my experiences with this years gang

- **Pip Gray, UpRising Alumni Panellist [from Twitter]**

"I was left feeling really inspired by the young people I met on the programme, and hearing the passion and determination behind their projects. Something that stood out for me was their ability to not only just listen to our input and advice, but to question it and give their take too! Having the confidence to do that has been key in my career, and I hope that's something they keep doing throughout theirs."

- **Zahra Errami, Journalist ITV**

'It was wonderful and inspiring to spend an evening with the Uprising Environmental leadership 2020 cohort. They presented a range of well researched and exciting projects to engage and promote their chosen environmental topics, I thoroughly enjoyed taking part in the process and contributing my own experience. A great programme to boost the skills and confidence of young people to take action on the issues they care about and make their voices heard.'

- **Rebecca Clark, Director Green Squirrel.**

'It was my pleasure to work with the young people from UpRising. They were the best group I've worked with for a while!'

- **Keiran Manning, CEO Know Hope Digital**

'It was an absolute pleasure to talk to this inspiring group!'

- **Jeanette Wong, Co-Founder of the Clean Kilo**

There are many benefits to volunteering with UpRising, more than just the person on the receiving end of the assistance. It empowers the volunteer too, you have a purpose in life, it makes me feel good for helping others and learning from the person(s) you are assisting/coaching. Having a greater, in-depth understanding into someone's else's world can only enrich your own. It's a privilege to touch the lives of others in such a positive way.

- **Gail Armstrong, Siemens**

6. COVID- 19 Response

Following the government's announcement of a lockdown in March 2020 due to the global pandemic COVID - 19, UpRising had to speedily review the existing delivery model and decide whether to adapt and continue delivery of its programmes or whether to pause delivery. It was decided that delivery would continue.

The following changes were made to this year's programme.

Delivery:

- All remaining sessions post-March 2020 were delivered online, via Zoom.
- Combined all remaining delivery to be national rather than regional. This was done in light of having a reduced staff delivery team and also to be able to share quality speakers across the organisation.
- We built in extra pastoral support for UpRisers by hosting weekly 'Cohort Catch Up's' to retain the regional bonds and by keeping in closer contact (weekly emails/ follow up calls when we noticed absences at sessions).
- Dragons Den was converted to an online event (Social Action Saturday).
- Graduation was delivered as an online Zoom event.
- Monitoring and evaluation activities were adapted to be run online.

Staffing:

- Joseph Allen, Senior Programme Manager in Birmingham was furloughed
- Matt Pearson, Senior Programme Manager in Bedfordshire was furloughed
- Haleema Ali, Programme Coordinator in Bedfordshire was furloughed
- Olivia Burton, Programme Coordinator in Manchester was furloughed
- The Programme Coordinators in London and Cardiff were also furloughed in April but were then brought back (June 2020).

Reflections on online delivery/changes to this year's programme:

- We have been able to share interesting speakers more fairly across the regions rather than being restricted by location.
- There is potential to reach out to greater numbers of young people with online delivery (regardless of location).
- Not all young people have access to the tech required to join sessions online or the home space/ environment needed to be able to fully participate in sessions in real-time. This has made us think about future programming and whether we could have a combination of live and pre-recorded sessions that participants could access at a time that best suits their needs.
- We are aware that COVID-19 has impacted upon the engagement of some participants on the programme and has led to some drop outs which may affect the knowledge, networks, skills and confidence they may have accumulated during the programme.
- Anecdotally, participants have been stating that they feel greater pressure externally within their jobs with many saying that they have been working harder than ever. Participants who are in education have been struggling with deadlines for dissertations and exams and have said that their normal stress has been exacerbated by the global pandemic. Others have stated general feelings of fatigue and being overwhelmed.
- However, in the context of the situation, we made the right decision to continue the programme online, and for the participants that could manage to continue, the programme was well received and provided new experiences and perspectives that will be beneficial for all moving forward. In addition, we gained new technical skills, and perspectives on how we can potentially reach more young people throughout the UK in areas we haven't been able to previously. In an uncertain future, these will prove to be invaluable as we develop.