sportworks.

FULL REPORT

Investing in sport for development- creating the business case to help change the lives of disadvantaged young people in the UK. A **sported.** commissioned research project delivered by Substance.

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Developed by substance.

Acknowledgements

This report was authored by Tim Crabbe and is based on research involving a broad team at Substance including Peter Bain, Natalie Djohari, Kath Edgar, Fiona McGee, Gavin Mellor, Paul Stolk and Neil Watson. The technical specification and development of the associated Sportworks application was led by Tim Crabbe and Gavin Mellor and developed by Jonathon Dormand and Ant Clifford.

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Thank you.

Foreword

Sir Keith Mills GBE, Founder & Chair **sported.**

When Seb Coe and I set out to bring the Olympic and Paralympic Games to London we knew that leaving a genuine legacy had to be the cornerstone of our bid. And we believed that if London was to host the world's greatest sporting event, it should also be the catalyst for change - not only in Great Britain's sporting fortunes but in how sport was viewed and used by the nation.

When we returned victorious from Singapore in 2005, I made it my personal commitment to ensure that the sporting legacy promises we had made were delivered, not just in the UK but around the world. I established the **sported. Foundation** as part of the commitment to "inspire a generation".

I wanted to ensure that the Foundation delivered the sporting legacy where it was most needed and it quickly became evident that it was young people in disadvantaged communities who needed support the most. We found that there were thousands of individuals and groups across the UK delivering sport to disadvantaged young people, but that the sport itself was only half the story. These sporting programmes were based primarily on the need to bring about social change in some of our most deprived and challenged communities. It is a sector of sport which we now refer to as 'Sport for Development'.

It was clear to us that Sport is a hugely powerful tool for bringing about significant and lasting social change, but outside of anecdotal evidence, we lacked the definitive evidence to prove it. The sector had clearly lacked support and sustainable funding for many years, but in order to create a strong case for investment we knew that robust measurement of the impact of this type of sporting intervention was a must.

In 2009 we commissioned social research specialists Substance to carry out this significant three year study. And I am thrilled that after considerable energy, time and resource we are publishing the outcomes of this ground-breaking research, which I believe is the long awaited breakthrough in terms of being able to demonstrate the impact of sport for development work.

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The research has produced a pioneering sustainable, shared measurement tool for the Sport for Development sector called Sportworks. I previously knew little about the benefits of shared measurement, but it is the most obvious route to making the case for investment in an area of work that is so varied in its delivery methods and objectives.

In order to fully realise the potential of Sportworks to generate impact measurement data which has meaning and influence with Government and other key decision makers, it is essential that the Sport for Development sector and other stakeholders embrace and engage with Sportworks. This is a tool for deliverers, for programme managers, for commissioners, for funders and for policy makers.

As the largest UK foundation in the Sport for Development sector we want to lead the way in getting this work on the map. We want to establish the sector's identity, so that more people know about and understand Sport for Development, to strengthen its role in creating social change and increase resourcing to the sector.

I believe that Sportworks is the best opportunity we have to collectively demonstrate the impact of sport for development work. I am keen to work with the Sport for Development sector, with commissioners, with research centres and with Government to build on, improve and refine Sportworks and continue to explore other avenues in the field of impact measurement, if it means that we can collectively grow the sector and continue its achievements with young people.

I know from my time at London 2012 that delivering any complex outcome needs the collaboration of a multitude of stakeholders - it will only be with the support and collaboration of every agency in this sector that we will truly be able to bring about significant social change for young people in this country through sport.

Sportworks is a tool for deliverers, for programme managers, for commissioners, for funders and for policy makers

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Executive Summary

sported. is the foundation established as a direct result of the legacy promises of London 2012 which vowed to use sport to change the lives of young people. It is now the largest organisation supporting thousands of community and grassroots organisations across the UK who deliver sport for development.

sported. is a membership organisation which offers financial support and business mentoring to community and voluntary groups who are focused on securing social development through young people's access to sport.

sported. is successfully driving its mission nationally through a network of country and regional managers and skilled volunteers. **sported.** is also working to champion and support the Sport for Development sector by providing a voice for its work and proving, through robust impact measurements, that sport does work to change young lives and to have a positive impact on society.

Established by Sir Keith Mills GBE, Deputy Chairman of London 2012 and Chief Executive of the London Olympic Bid, **sported.** has over 2,300 Members, has distributed over £2.4 million in grants to date and through providing support to its Member organisations, is giving well over 200,000 young people an opportunity to access sport.

Substance is a dynamic social research cooperative which is a specialist in the sport, youth and community development sectors. Substance staff have particular expertise and an impressive track record of pioneering new approaches to research and evaluation in the Sport for Development sector where they have helped to set the agenda and define understandings of effective practice over the last ten years.

Substance's work is characterised by a desire to engage with and understand the challenges faced by front line agencies, strategic networks and commissioners and to develop solutions that stand the test of time.

Ultimately it helps projects and organisations to improve their practice, demonstrate impact and value, influence policy and effect positive social change. The scale and significance of its work belies the size of the organisation, which is committed to staying small and agile whilst thinking big. Its impressive list of over 300 clients include the Premier League Charitable Fund, Football League Trust, Premiership Rugby, Cricket Foundation, Street Games, Greenhouse, London Playing Fields Foundation and Sports Leaders UK.

In March 2010, two years before the Games were due to take place, **sported.** commissioned social research specialists Substance to deliver a comprehensive piece of research, creating the business case for investing in sports for development work for disadvantaged young people in the UK. The key objectives of the research were to:

- **Assess and demonstrate the value of the sport for development sector**
- **Identify how to improve the planning and effectiveness of delivery across a range of social policy domains**

sported. is committed to securing a future for the sport for development sector and, in order to do so, understands the need to demonstrate evidence of the impact of this work.

A new approach to impact measurement

In response to **sported.**'s requirements, a new approach has been developed that represents the first ever attempt to assess the impact and value of the sport for development sector as a whole.

The methodology involved asking the following research questions:

- To what extent are sport for development projects working with the 'right' participants, in terms of those young people who are most 'at risk' of experiencing different social problems?
- To want extent are sport for development projects using approaches that fit with 'what works' in protecting young people from experiencing different social problems?
- What is the effect of sport for development project delivery in terms of helping young people to develop the skills, knowledge and resilience – or protective factors – that will reduce the likelihood of them experiencing different social problems?
- What evidence of outcomes is there in terms of a reduction in the number of participants in sport for development projects experiencing different social problems?
- What cost savings are associated with preventing these participants from experiencing different social problems?

The ultimate challenge for the research was to find a scalable, sector-wide method of demonstrating the impact and value of sport for development work and the sector as a whole. What became evident was the need to create an impact measurement tool that is easy for all types and size of organisation to use but which can also generate management information of sufficient quality to enable investment decisions to be made with confidence.

What outcomes does sport deliver best?

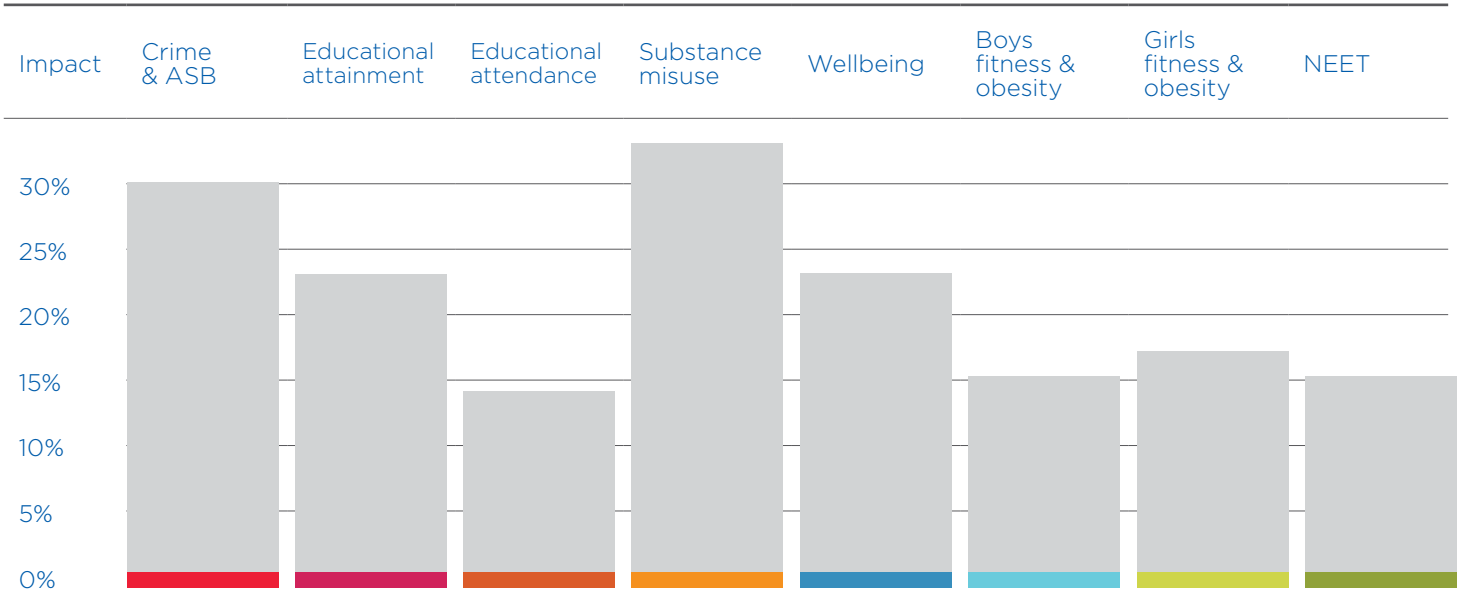
Using demographic data to provide representations of participants' risk based on the outcomes of 'similar' people, alongside modeling of the best available evidence of what works in protecting against those risks, the research led to the development of a new impact assessment application known as Sportworks. The application was piloted with 3,888 projects from 198 agencies over a six-month period up to 31st March 2012 and produced some promising initial indications of impact.

Sportworks was able to estimate the positive impact of sport for development projects against the following seven outcomes:

- Reduced crime and anti-social behaviour
- Improved educational attainment
- Improved educational attendance
- Reduced substance misuse
- Increased wellbeing
- Improved fitness
- Reduced levels of young people who are NEET.

Projected figures indicated that sport for development projects had the greatest impact on crime and substance misuse, closely followed by improved educational attainment and wellbeing, as shown in the chart on next page.

IMPACT PROJECTION FOR ALL PROJECTS



These measures of impact are based on the degree to which sport for development practice reduced the risk of young people facing negative social outcomes. In turn, this enabled estimates of the likely cost savings associated with projects' work to be made on the basis of the proportionate reduction in the financial burden to society associated with each of these outcomes.

RISK REDUCTION AND COST SAVINGS PROFILE

Policy area	Risk	Impact	Risk Reduction	Cost of negative outcome*	Cost savings*
Crime & ASB	52.50%	30.11%	15.81%	£4,585	£724.89
Educational attainment	54.90%	23.22%	12.75%	£1,000	£127.50
Educational attendance	31.03%	14.52%	4.51%	£4,000	£180.40
Substance misuse	58.48%	32.84%	19.20%	£11,800	£2,265.60
Wellbeing	62.58%	22.92%	14.34%	£3,000	£430.20
Fitness & obesity	46.03%	15.81%	7.28%	£2,715	£197.65
NEET	45.09%	15.06%	6.79%	£3,651	£247.90

*Per participant per annum

In this Table, looking at nearly 4,000 projects over a 6-month period and based on participants' demographic profile, we present the average 'Risk' of those participants facing negative outcomes in the seven policy areas. Estimated average 'Impact' is based on the profiles of project delivery, what participants achieved and our understanding of 'what works' in addressing these problems. These are then used to produce a measure of the 'Risk Reduction' which, when taken as a proportion of the cost to society of a negative outcome, allows us to produce an estimated cost saving. For example, if the cost per school truant is £4,000 per annum and a project reduces the risk of participants truanting by 4.51%, the saving to society will be £180.40 per participant per annum.

The greatest cost saving was found in relation to the reduction in substance misuse, followed by reduced crime and anti-social behaviour and increased wellbeing.

Key findings

This project represents the first attempt to assess the impact and value of the sport for development sector as a whole, across a range of social policy outcomes.

This has been made possible through the development of the sector's first, sustainable, shared measurement system that will allow sport for development projects of all sizes to easily and affordably forecast their impact and monitor ongoing performance.

Through use of this tool the research has shown that the Sport for Development sector has a proven likelihood of having a consistently positive impact on ALL of the seven outcomes measured.

The Sport for Development sector was projected to reduce the risk of participants experiencing a range of social problems by between 4.5% and 19.2%. The biggest impacts are projected in relation to reduced substance misuse; reduced crime and anti-social behaviour; increased wellbeing and improved educational attainment.

The research has shown that these impacts can be valued in terms of the financial savings to society. The biggest savings were projected in relation to the reduction of substance misuse, crime and anti-social behaviour, followed by improvements in wellbeing and reductions in the number of NEET young people.

Overall, the findings show that the sport for development projects included in the pilot assessment were likely to generate a total societal cost saving of £4,174.12 per participant, per annum. With over 10 million young people living in the UK, this presents a very strong case for increased investment in the sector whether it comes from public, philanthropic or social investment funds.

The value of the tool is made all the more pertinent by the movement towards payment-by-results models of public service commissioning. This approach to funding stands or falls on the ability to demonstrate the achievement of specified outcomes. The Sportworks application fits the bill by providing a single seamless method to assess the likely impact of potential delivery partners, provide realtime monitoring of performance, assess the contribution made to different outcomes and put a financial value on the delivery agency's contribution.

1.0 Introduction

sported. is the foundation established as a direct result of the legacy promises of London 2012 which vowed to use sport to change the lives of young people. It is now the largest organisation supporting thousands of community and grassroots organisations across the UK who deliver sport for development. Substance has been working with the charity to support their mission through delivery of a research project with two core aims:

- **To assess and demonstrate the value of the Sport for Development sector**

In order to grow the Sport for Development sector and attract additional investment there is a need to generate evidence of the impact and, increasingly, the financial savings associated with the work across a range of social policy domains.

- **To increase the effectiveness of delivery across a range of social policy domains**

In accordance with **sported.**'s mission to deliver support to voluntary and community sector agencies, there is a need to identify the approaches that achieve positive outcomes and the characteristics of agencies that make them best placed to deliver.

This report presents a full account of the work that has been delivered to achieve these aims since the project commenced in March 2010 as well as the findings, results and developments that emerged. In this first section we contextualise and set the scene for the remainder of the report by reviewing the challenges that led to the commissioning of the project and the strengths and weaknesses of other approaches employed to address them to date.

In consideration of the first of the research requirements, in recent times the sense of the 'power of sport' to do social good has increasingly come to prominence on social policy agendas. Whether it be the regenerative potential associated with staging 'mega events' such as events like the Commonwealth Games or the need to engage young people in purposeful activity in local neighbourhoods, belief in the wider benefits of sport continues to be widely and strongly advocated. Indeed much was made of the significance of the Olympic and Paralympic legacy pledges of the successful bid that secured the London 2012 Games. This commitment remains, with the appointment of Lord Coe as the Prime Minister David Cameron's Olympics legacy ambassador with, amongst other things, a brief to advise on 'ways to ensure that legacy plans across the four key areas – economic, sporting, volunteering and regeneration – are put into action'.[1]

1. http://www.number10.gov.uk/news/pm-appoints-seb-coe-as-olympics-legacy-ambassador/

Furthermore, in its most recent annual report, the non-departmental public body responsible for non-elite sport development in England, Sport England, restated its belief that sport can deliver 'economic benefits, improved public health, happiness and wellbeing, and stronger, safer communities'.[2] It is clear then that, in the midst of a plethora of wider social problems, there remains a widespread and almost unquestioned tendency within sporting, political and popular debate for sport to be regarded as a positive activity for young people to be involved in.

the sense of the 'power of sport' to do social good has increasingly come to prominence

This is not a new perspective. Organised modern sport arguably owes its very existence to the 'Victorian' efforts to influence and shape attitudes and values through the concept of 'Muscular Christianity'.[3] Indeed sport historians have suggested that during the nineteenth century 'sports were to play a major part...in the creation of a healthy, moral and orderly workforce' and in shaping the values and behaviour of working class youth.[4] More recently this mantle has been taken up by international development agencies, including the United Nations, that have explicitly emphasised the role that sport can play in improving the lives of individuals and communities, and children and young people in particular.[5] In the words of Nelson Mandela:

"Sport has the power to change the world...It has the power to inspire and to break down barriers, and to unite people around the world in a way that little else does. It talks to the youth of the world in a language that they understand."[6]

2 Sport England (2011) Sport England Annual Report 2010-11 [online], Sport England, http://www.sportengland.org/about_us/annual_report.aspx, accessed 6/3/12.

3 Paxman, J. (2011) Empire: What Ruling the World Did to the British, Viking: London

4 Holt, R. (1989) Sport and the British: A Modern History, Oxford University Press: Oxford, p.136

5 http://www.un.org/wcm/content/site/sport/home/sport

6 Mandela, N. (2007) '90 minutes for Mandela: press release on 46664' [online], The Nelson Mandela Foundation, www.4664.com/247.

Nevertheless, although many commentators continue to make the case for sport, definitive independent evidence of a direct causal relationship between involvement and the achievement of wider social benefits is still lacking in the UK. Whilst Long and Sanderson were 'persuaded that there is sufficient cause to believe that community benefits can be obtained from sport and leisure initiatives'[7] they recognised that these may be small scale, exclusionary and isolated. More recently, Coalter's exploration of the political and historical context surrounding increased interest in the social dimensions of sport found the claims made about sport's impact to be 'not proven'.[8] What was perhaps most significant about this assessment though was a recognition that weaknesses in the evidence base were undermining efforts to make the case for sport. He suggested four broad factors were at play:[9]

- Conceptual weaknesses relating to definitions of sport and associated outcomes
- Methodological weaknesses relating to a focus on delivery rather than outcomes and a lack of data, measurement and validation of results
- Non-consideration of the 'sufficient conditions' or 'non-sport' related variables associated with effective delivery
- Reliance on inconsistent summative literature reviews.

Woodward on the other hand has questioned the very basis upon which sport's role, meaning and purpose has been assessed. She suggests that sport is not just another domain to which existing social theories can be applied. Rather, she sees it as distinctive and generative of new ways of thinking about social issues. For her:

Sport is particular in its combination of personal pleasures and pain, embodied practices, collective commitment and globalised politics and conflicts. Sporting events are also sites of resistance and protest as well as the reiteration of traditions and conformity. Sport is divisive and collaborative, conflictual and democratic; it combines people in very particular, positive and energising ways, but also re-creates tensions, ambivalences, hostilities and conflicts.[10]

7 Long, J. & Sanderson, I. (2001) 'The Social Benefits of Sport: Where's the Proof?', in C. Gratton and I. Henry (eds) Sport in the City, London: Routledge, p201

8 Coalter, F. (2007) A Wider Social Role for Sport: Who's Keeping the Score, Routledge: London

9 Coalter, F. (2007) Ibid.

10 Woodward, K. (2012) Planet Sport, Routledge: London

Considered in this way it might also be argued that whilst conventional images of sport stress its wholesome and socially cohesive nature, for the participant, it is precisely sports' legitimation of the spectacular and what might otherwise be regarded as 'deviant' which is often most compelling.[11] Whilst amongst other things sport might be seen to 'keep kids off the street', or provide greater discipline, it is equally clear that it provides environments in which acts of violence, confrontation and abuse are given license. The bloodstained shirts of rugby players, the pain killing injections given to footballers, the high speed crashes in Formula One races, all adding to sports ultimate attraction and sense of drama and heroism. As such, leaving aside the methodological challenges associated with measuring its impact, it is clear from the outset that sporting activity itself does not necessarily offer a straightforward or consistent means of challenging social problems. As Christopher Lasch commented, 'games quickly lose their charm when forced into the service of education, character development, or social improvement'.[12]

Nevertheless, even at a time of economic austerity, there remains a powerful narrative capable of sustaining public, commercial and political support for the social benefits of sport. It is clear then that if a robust and consistent evidence base can be generated to substantiate this narrative, a compelling case for further investment might be made.

It is more than a little surprising then that the challenge has not been adequately addressed to date, particularly as it is now a decade since the former Labour Government's strategy for sport, Game Plan[13], articulated a desire to develop an evidence based approach to the social uses of sport. The failure to provide policy makers with the information required to make informed decisions has been attributed to many factors, the most pertinent of which relate to the limitations of existing research and evaluation models identified earlier. This problem is by no means exclusive to the Sport for Development sector and in his review of approaches to the measurement of sport and social impacts Coalter draws attention to Pawson's broader distinction between meta-analysis and narrative review based evaluations.[14]

11 Blackshaw, T. & Crabbe, T. (2004) New Perspectives on Sport and Deviance: Consumption, performativity and social control, Routledge: London

12 Lasch, C. (1978) The Culture of Narcissism: American Life in an Age of Diminishing Expectations, Norton & Company, p.100

13 DCMS and Strategy Unit (2002) Game Plan: A strategy for delivering government's sport and physical activity objectives, DCMS: London

14 Coalter, F. (2007) Op cit. p.27-30

Meta analysis, based on the synthesis and review of numerical data to establish correlations between programme delivery and end outcomes, are criticised for ignoring the critical process elements that lead to different outcomes in different contexts. By contrast, narrative reviews that seek to describe these process elements are criticised for the lack of reliability associated with the selection of what elements are included and a propensity to focus on 'good' or effective practice rather than failure.

Coalter goes on to advocate Pawson's 'realist synthesis' approach[15], which seeks to address both the effects of programmes as well as the process elements that contribute to those effects. Interestingly, what follows from this is the potential to establish the sufficient conditions necessary for sport to have positive outcomes. Ultimately such knowledge can be used to generate transferable 'theories of change' that outline a sequence of causes and predictable effects as well as a structure around which to build measurement and evaluation.

The need for such an approach has been widely acknowledged amongst those concerned with the assessment of sport programme effectiveness in the UK[16], but rarely practised. No real attempt has been made to systematise such an approach across the sector through the provision of an appropriate evaluative infrastructure that has meaning for delivery organisations, policy makers, commissioners and other stakeholders.

Rather than conducting research purely for the purposes of knowledge generation, Substance's approach has always been to develop tools that make a practical contribution to sustaining and improving delivery. As such, whilst being motivated by a desire to address the widely held theoretical and methodological concerns discussed here, our primary focus has been to address the key research requirements by creating a scalable, sector wide 'solution' that will:

- Articulate and build shared understanding of appropriate theories of change or 'good practice'
- Enable forecasting and measurement of related outcomes and impact
- Identify the component contributions to the achievement of these outcomes

15 Pawson, R. (2006) Evidence-Based Policy: A Realist Perspective, London: Sage

16 Coalter, F. (2007) Op cit.; Nichols, G. & Crow, I. (2004) 'Measuring the Impact of Crime Reduction Interventions Involving Sports Activities for Young People', Howard Journal of Criminal Justice, 43(3): p267-83; Tacon, R. (2007) 'Football and Social Inclusion: Evaluating Social Policy', Managing Leisure: An International Journal 12(1): 1-23

- Highlight strengths and weaknesses in programme design
- Support 'value propositions' to potential investors
- Create a sustainable and embedded research methodology that enables internal assessment, refinement and assurance of the model's validity.

Our point of departure from existing approaches was then to develop a practical model that builds on Pawson's realist synthesis approach whilst responding to practitioner and funder/commissioner needs through the provision of simple, real-time data collection and reporting tools.

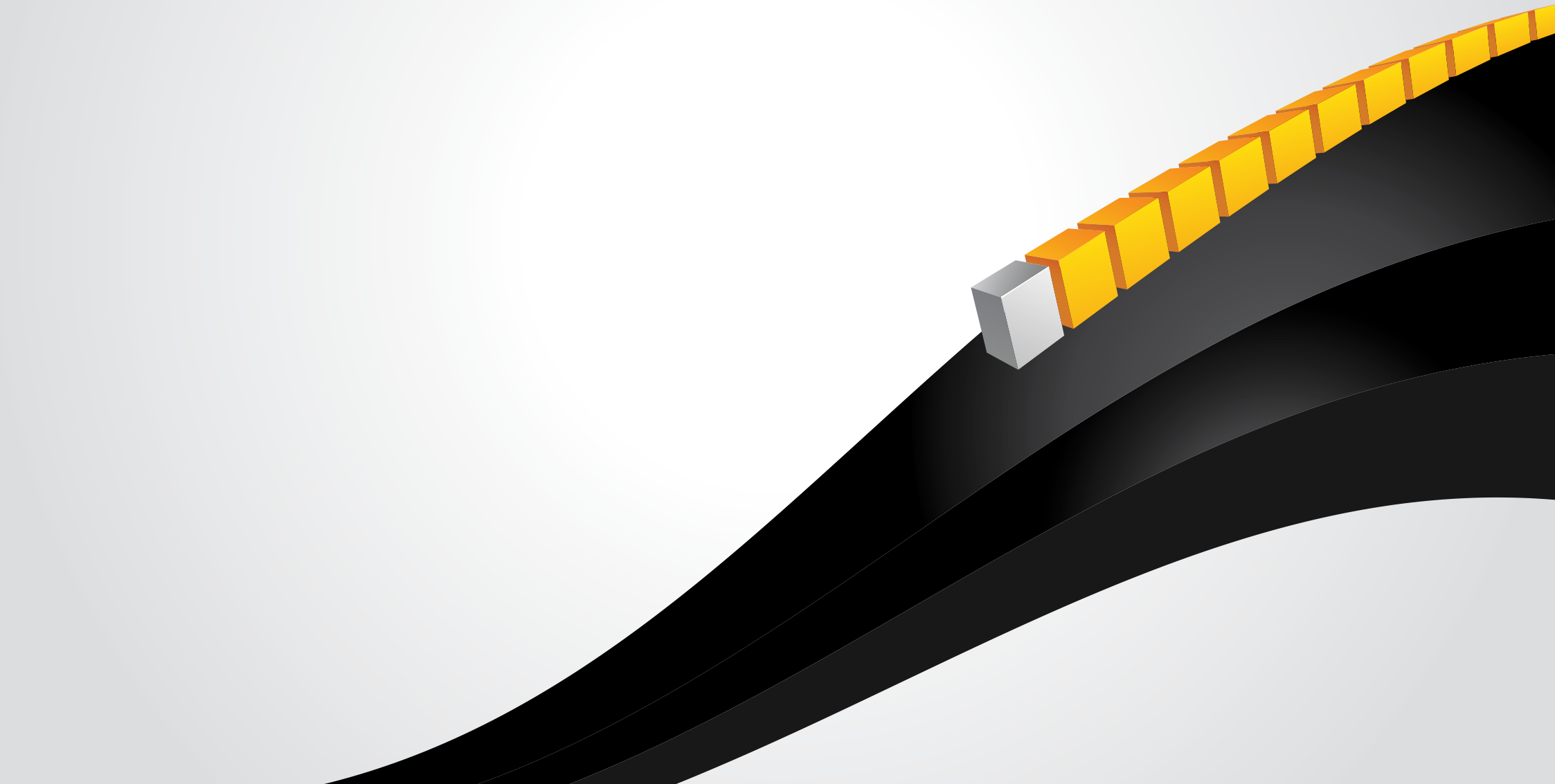
definitive independent evidence of a direct causal relationship between involvement and the achievement of wider social benefits is still lacking

It would of course be impossible to develop such a model without a serious engagement with the wider theoretical and methodological debates we have alluded to in this Introduction. In what follows, we begin by presenting a review of the current 'state of play' as represented in the broader research literature and policy documents. We also present an initial consideration of the potential societal savings that might be accrued from successful interventions across several social policy areas. We then go on to present our own methodological approach and the research activity that has underpinned the development of a new software solution. In the following section, we present the results and findings that emerged from the research and piloting of the new tools with regard to:

- The social policy areas we found sport can have significant impact upon
- The societal cost savings associated with this impact
- The development of effective delivery models.

Finally, we present our Conclusions to support the development of a sustainable model of monitoring, evaluation and impact measurement capable of securing further and better targeted investment in the sector.

2.0 Context and Policy Review



As we have already noted, whilst some studies have provided limited empirical support for the notion that participation in sport can have a positive impact on a range of social problems, there remains little definitive evidence of direct causal relationships.[17] What evidence is available tends to come from internal assessments or isolated short-term independent evaluations and generally does not clarify the cause of any social impact.

Some newer developments (such as the Sport England/UK Sport Value of *Sport Monitor* and Sport for Development M&E Group) are attempting to provide a broader evidence base but the desire to establish 'direct causal relationships between involvement in sport and the social policy concerns of the day'[18] remains something of a holy grail. As such, rather than providing a systematic review of the literature and its failure to establish this causality (which is in any case increasingly well documented elsewhere[19]), our concern here is to present a snapshot of the links between research and the *policy* drivers surrounding the sport for development sector in the UK. In turn this will underpin our understanding of:

- The shifting policy and funding contexts in which projects need to operate
- The social policy areas that sport might most readily be mobilised around

In order to do this, we chose to focus on six broad social policy areas that are currently using sport as a lever of change and which are discussed in turn in the following sections, including:

1. Crime
2. Education
3. Health
4. Community Cohesion
5. Sport Participation
6. Economy and Employment

We then conclude with an overview of the wider literature relating to 'risk' and 'protective factors' that was used to inform our wider methodological approach.

Substance's approach has always been to develop tools that make a practical contribution to sustaining and improving delivery

17 Collins, M. (2003) Sport and social exclusion, Routledge: London; Long, J. & Sanderson, I. (2001) The social benefits of sport: where's the proof?, in C. Gratton & I. Henry (eds) Sport in the City: the role of sport in economic and social regeneration, London: Routledge; Smith, A. & Waddington, I. (2004) Using 'sport in the community schemes' to tackle crime and drug use among young people: some policy issues and problems, European Physical Education Review, Vol. 10, No. 3, 279-298

18 Brown, A (2006) 2012, Lessons and Legacies: Sport, Social Inclusion and Research – an initial discussion document, Substance: Manchester

19 See http://www.sportengland.org/research/value_of_sport_monitor.aspx and http://eppi.ioe.ac.uk/webdatabases/Intro.aspx?ID=19

2.1 Crime

The introduction of the 1998 Crime and Disorder Act led to elements of commonplace social interaction amongst young people, like hanging around in groups on the street, being increasingly perceived as a form of 'anti-social behaviour'. This situation was compounded by the 2003 Anti-Social Behaviour Act, which introduced powers to disperse 'groups' of two or more people and to impose curfews on particular individuals and locations. With this increasing propensity to perceive young people as problematic, merely as a result of their presence in public, has come an awareness that more needs to be done to engage young people and offer positive alternatives to congregating on street corners. Whilst the Youth Task Force Action Plan from 2008 emphasised the need to increase young people's participation in positive activities, particularly on Friday and Saturday nights,[20] in 2004 Sport England stated that:

'Emerging evidence is beginning to highlight the impact of sport in relation to creating stronger communities and addressing issues of community safety, including reductions in anti-social behaviour, reductions in the propensity to commit crime and reductions in the 'fear' of crime amongst the wider community.'[21]

In light of this claim and given the lack of 'robust evidence of the direct impact of sport and physical activity on antisocial behaviour and the sustainability of any outcomes'[22], in 2009, the Audit Commission felt compelled to produce a report entitled 'Tired of Hanging Around'.[23] This report looked at the potential benefits of using sport and leisure to prevent anti-social behaviour by young people. It made a series of recommendations to local and national government based on the assertion that preventive projects are cost-effective given that a young person in the criminal justice system costs the taxpayer over £200,000 by the age of 16, but that one given support to stay out of the system costs less than £50,000.

20 DCSF (2008) Youth Taskforce Action Plan: Give respect, get respect – youth matters, DCSF Publications: Nottingham

21 Sport England (2004) The Framework for Sport in England, Sport England: London

22 Morris, L Sallybanks, J, Willis, K and Toni Makkai (2003) Sport, Physical Activity And Antisocial Behaviour In Youth, Trends and Issues In Crime And Criminal Justice, Australian Institute of Criminology April 2003

23 Audit Commission (2009) Tired of Hanging Around: Using sport and leisure to prevent anti-social behaviour by young people, Audit Commission: Birmingham

With the election of the Coalition Government in May 2010 and the emergence of new strategic priorities, a report by Brooke Kinsella commissioned by the Home Secretary was published on 2nd February 2011. This focused on current community projects working with young people to prevent them from committing violent crime and made a series of recommendations including that there should be:

- More early intervention programmes, either within school, or through projects, with a particular focus on younger children
- More anti-knife crime projects should be invited into schools
- More data sharing between agencies and a central website where best practice and funding opportunities can be shared
- Less emphasis on 'form filling' for projects and more grassroots advisers
- More emphasis on increasing community involvement.[24]

Following publication of this report, the Government committed £18m funding to tackle knife, gun and gang related crime between 2011 and 2013, £10m of which was allocated for prevention/diversionary activities for young people which enabled the sport oriented Positive Futures programme to continue for a further two years.

Supported by Graham Allen's Early Intervention Review[25], this focus on prevention and early intervention has now been further strengthened with an increasing emphasis on local authorities and Youth Offending Teams sharing the financial risk of young people entering custody and the financial reward of reducing custodial sentences via payment-by-results approaches.[26]

The desire to establish 'direct causal relationships between involvement in sport and the social policy concerns of the day' remains something of a holy grail

24 Kinsella, B. (2011) Tackling Knife Crime Together – A review of local anti-knife crime projects, [online] http://www.homeoffice.gov.uk/publications/crime/tackling-knife-crime-together/tackling-knife-crime-report?view=Binary, accessed 12/3/12

25 Allen. G. (2011) Early Intervention: The Next Steps. An Independent Report to Her Majesty's Government, HM Government: London; Allen. G. (2011) Early Intervention: Smart Investment, Massive Savings. The Second Independent Report to Her Majesty's Government, HM Government: London

26 MoJ (2010) Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders, TSO: Norwich

This more holistic approach accords with Coalter's review of the research literature, which found that sport appears to be most effective when used as part of broader development and prevention programmes.[27] Similarly, in their recent review of the evidence of what works when using sport to tackle youth crime for the Laureus Sport for Good Foundation, New Philanthropy Capital identified four key features of effective projects, which they argue should be:

- Targeted at areas where there is little or no existing sport or activities provision for young people, and a high level of youth disengagement
- Run by credible staff who are not just sports coaches but trained and supported youth workers whose purpose is to understand and respond to the issues faced by the young people they work with
- Long term and built on trust
- Able to provide opportunities such as volunteering and work experience, so that young people can raise their aspirations, gain qualifications, enter employment and move away from crime.[28]

2.2 Education

Claims of a direct link between participation in sport/ physical activity and enhanced educational performance are not consistently backed by the available research in this area. Whilst some recent studies have been able to illustrate a positive correlation[29], critics point to a general failure to address the issue of causality[30]. Where positive relationships are identified, it remains unclear whether it is a result of intellectual capacity leading to success in sport or involvement in sport enhancing academic performance or indeed whether a third factor such as personality might explain both.

As such, the review of existing research in this area presented by Sport England's Value of Sport Monitor[31] highlights a need for further studies to be undertaken to clarify the nature of the relationship between sport, physical activity and educational performance, including studies to understand how to design PE/sport programmes to maximise beneficial effects.

How people *experience* sport (rather than the sport itself) will have an effect on how much they can take out of it. It is argued that sport - and its inherent structures and dynamics - can foster personal discipline, peer engagement, and experiences

27 Coalter, F. (2009) A wider social role for sport: Who's keeping the score, Routledge: London

28 Laureus Sport for Good Foundation (2010) Teenage Kicks: The value of sport in tackling youth crime, Laureus Sport for Good Foundation: London

29 Pfeifer, C. & Cornelisen, T. (2009) The impact of participation in sports on educational attainment – new evidence from Germany, Economics of Education Review, 29, 94-103; Lipscomb, W. (2007) Secondary school extracurricular involvement and academic achievement: a fixed effects approach, Economics of Education Review, 26(4), 463-472

30 Sallis, J., McKenzie, T., Kolody, B., Lewis, M., Marshall, S. & Rosengard, P. (1999) 'Effects of Health-Related Physical Education on Academic Achievement: Project SPARK', Research Quarterly for Exercise and Sport, 70 (2), 127-134; Shephard, R. (1997) Curricular physical activity and academic performance, Pediatric Exercise Science, 9, 113-126; Lindner, K. (1999) 'Sport Participation and Perceived Academic Performance of School Children and Youth', Pediatric Exercise Science, 11, 129-143

of achievement. It also has the ability to foster personal, social and resource networks that provide a platform for further development and advancement through the building of social capital. As Crabbe has noted elsewhere':

'Sport and related activities have value beyond their intrinsic appeal to young people, but that value can only be realised when sport is undertaken within a 'developmental approach'...in this sense, it is the adoption of a personal and social development model which is 'sacred' to sport-based inclusion programmes, rather than 'sport'.'[32]

This might be seen to conflict with the shift of approach following the election of the Coalition Government in 2010 that has seen a growing emphasis on competitive sports participation in schools who now receive £65m funding a year to release PE teachers to encourage participation by way of inter/intra school competitions. Funding from the DCMS and the Big Lottery Fund has also allowed the establishment of a new nationwide School Games whilst funding from the Department of Health and Sport England will potentially pay for hundreds of School Games Organisers if schools view this as a priority.

Whilst potentially less inclusive, this approach can be seen to fit with a talent development perspective based on an understanding that inherent abilities or aptitudes (whether innate or developed), need to be recognised, nurtured and expressed to ensure their fulfilment. In the context of wider moves to enable schools to define their own curriculum through the development of Free Schools and Academies it also leaves open the opportunity for non-statutory agencies to present a service offer based around the educational benefits that might be associated with more inclusive and targeted forms of sport related learning. Indeed evidence from four national evaluations shows that the Playing for Success programme contributed to significant improvements in pupils' literacy and numeracy skills, and also greatly improved their self- confidence and motivation, particularly amongst under achieving young people.[33] Similarly, although not strictly independent, research on the Youth Sport Trust/Sky Sports Living for Sport programme has consistently highlighted improvements in attitudes to learning and performance in English and Maths.[34]

31 http://www.sportengland.org/research/value_of_sport_monitor.aspx

32 Crabbe, T. (2006) Knowing the Score: Positive Futures Case Study Research: Final Report, Home Office: London

33 Sharp, C., Chamberlain, T., Morrison, J. & Filmer-Sankey, C. (2007) Playing for Success: An Evaluation of its Long Term Impact, Department for Education and Skills, Research Report RR844

34 See http://livingforsport.skysports.com/whats-our-goal/proven-results

2.3 Health

Academic research on the efficacy of sport for general health and fitness is reasonably extensive and identifies a largely positive but not always straightforward or consistent relationship. Drawing from the overview of research conducted for the Sport England Value of Sport Monitor[35], studies variously found that those who participated in more physical activity reported higher levels of general health, reduced risk of cardiovascular disease, reduced body mass and reduced incidence of risky behaviours such as smoking, alcohol and drug misuse. However, and importantly for **sported.** and our own risk profiling, several studies also point to the importance of non-curricular sports delivery and specific physical activities in achieving these outcomes.

In this context the Department of Health's strategy document *'Choosing Health: Making Healthy Choices Easier'*[36] has identified the importance of promoting healthy lifestyles as something people aspire to and the making of healthy choices an enjoyable and convenient process. As well as being concerned with the physical aspects of young people's health it is also concerned with developing an environment that promotes good mental health and encouraging the development of skills that help young people to make healthy choices for themselves.

Developing this theme, the new Government's policy statement, *Healthy Lives, Healthy People*, sets out the future long term aims in relation to health policy in the UK, with an emphasis on early intervention and prevention strategies in respect of children and young people's health and wellbeing. The potential contribution of sport activities to the development of 'well-being' is acknowledged in both the research literature and contemporary social policy. However, this is typically done in concert with more broadly based approaches that reflect the diverse understandings of the term 'wellbeing'. As such, the independent effect of sport on people's wellbeing is not widely evidenced, as the presumption is that sport can be a contributory, but not a necessary or sufficient, condition for people's wellbeing.

Nevertheless, many of the characteristics of sporting activities do correspond with factors that are considered to contribute to wellbeing. Substance's study of Angling and Young People[37] found specifically that angling had the capacity to foster wellbeing in that it provides activities that are fun, enjoyable and build a sense of achievement. The research on angling fits within a broader spectrum of work on the benefits of 'green spaces' or access to the 'natural environment' in relation to health and wellbeing that suggests that being in,

35 Coalter, F. (2012) Physical Fitness and Health Summary, Sport England, [online] http://www.sportengland.org/research/value_of_sport_monitor.aspx

36 DoH (2004) Choosing Health: Making Healthy Choices Easier, DoH: London

37 Djohari, N. (2009) The Social and Community Benefits of Angling Research Task 2 Angling and Young People Interim Report, Substance: Manchester

or viewing, 'green spaces' can assist recovery from illness, learning by young people, and can have a positive effect on people's sense of wellbeing.[38] The Young Foundation also promotes a comparable notion of a 'sense of happiness' and identifies engaging in activities and achievement as an important condition for this.[39]

In any eventuality, since 1996 the Department of Health's advice for physical activity has been that adults should aim to take 30 minutes of at least moderate activity on at least five days a week. For children and young people, the advice has been for one hour of moderate intensity physical activity each day that can be continuous activity or intermittent throughout the day.[40] In this light, a series of physical activity initiatives have recently been supported, including a Department of Health backed £135m Big Lottery Fund investment in the Mass Participation and Community Sports Legacy Programme[41] and further investment of £6.4 million in Change 4 Life after school sports clubs that are now being extended into primary schools.[42]

2.4 Community Cohesion

In recent years, community cohesion has become an increasingly key issue for those working around the social uses of sport. The concept of 'community cohesion' came to prominence in public policy in 2001, in the wake of a series of disturbances in towns across the north of England that involved young people, particularly those from white and Asian ethnic groups. Subsequently, the Home Office commissioned the *Cantle Report* into the issues that lay behind the disturbances, and this was followed by the development of a national strategy to enhance community cohesion. The Commission on Integration and Cohesion (CIC) defines community cohesion as being:

'about working towards a society in which there is a common vision and a sense of belonging by all communities; a society in which the diversity of people's backgrounds and circumstances is appreciated and valued; a society in which similar life opportunities are available to all; and a society in which strong and positive relationships exist and continue to be developed in the workplace, in schools and in neighbourhoods.'[43]

38 Newton, J. (2007) Well Being and the Natural Environment: A brief overview of the evidence, DEFRA

39 Bacon, N., Brophy, M., Mguni, N., Mulgan, G. & Shandro, A. (2010) The State of Happiness: Can public policy shape people's wellbeing and resilience?, The Young Foundation: London

40 Donaldson, L. (2004) At least five a week: Evidence on the impact of physical activity and its relationship to health – A report from the Chief Medical Officer, DoH: London

41 http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_122347.pdf

42 See http://www.youthsporttrust.org/page/c4l/index.html

43 Commission on Integration and Cohesion (2007) Our Shared Future, Commission on Integration and Cohesion: Wetherby

Whilst much of the focus of the debate has been around how people from different ethnic groups can live together better and prosper, it is important to stress that other factors, such as age and social class differences, may also contribute to conflicts that impact on the cohesiveness of a community.

The emphasis may have shifted in light of a speech by the Prime Minister at the Munich Security Conference in February 2011[44]. In his presentation he emphasised the importance of developing a clear sense of shared national identity that is open to everyone as well as the importance of choosing which organisations to work with, carefully stating that "some organisations that seek to present themselves as a gateway to the Muslim community are showered with public money despite doing little to combat extremism".

It was emphasised that stronger societies need to be built and stronger identities developed through a more active, 'muscular liberalism' and a society of passive tolerance should not be stood for.

From this perspective it is felt that meaningful and active participation in society should be encouraged, by shifting the balance of power away from the state in order for common purpose to be formed as people work together in their own neighbourhoods.

In this context, whilst sport might be seen as a 'totem' around which rival groups or communities might gather, it can also be seen to make a contribution to community cohesion in a number of ways including:

- Providing a 'safe and neutral' place to meet and interact, especially for young people, for whom territoriality can be an issue
- Building a 'sense of belonging' through neighbourhood participation
- Helping people from different backgrounds to get to know each other and dispel 'myths'
- Building social capital through institutionalized involvement through volunteering and leadership roles.[45]

44 See http://www.number10.gov.uk/news/speeches-and-transcripts/2011/02/pms-speech-at-munich-security-conference-60293

45 Street Games (2008) Community Cohesion and Sport: Briefing Note for Policy Makers, StreetGames: London

As the 'Breaking Barriers'[46] final report outlined, sport can be seen not only as a physical and temporal 'space' that allows barriers to be broken and meaningful interaction to take place between people from different backgrounds but also as an *activity* that can be used to engage people and provide a 'gateway' to ongoing development or understanding of other communities and therefore can help underpin community cohesion. Yet whilst evidence from the DCMS Taking Part survey[47] shows those people taking part in cultural and sporting events are more likely to know and trust their neighbours, understandings of 'community cohesion' remain highly contested and therefore hard to quantify or value.

The Playing for success programme contributed to significant improvements in pupils' literacy and numeracy skills... particularly amongst under achieving young people

2.5 Participation

Sport England's 2004 document 'The Framework for Sport in England'[48] outlined a vision for sport until 2020 that aims to see England become the most active and successful sporting nation in the world. Underpinned by a review of evidence to help understand the drivers and barriers to participation in sport[49] this headline was re-enforced in Sport England's Strategy 2008 – 11. This marked a move away from using sport to deliver social objectives to an approach based primarily on increasing participation.

In relation to this new emphasis, Sport England has been presented with a number of targets around levels of participation which have proved more or less challenging to meet in different sporting contexts. Furthermore, faced with a 33% drop in its grant aid revenue funding by 2014/15 and a 40% reduction in the capital grant budget alongside a rise in the good causes funding for sport, the sport for development sector presents fresh opportunities as a new market segment. Whilst not primarily focused on increasing participation, the Sport for Development sector is reliant upon its capacity to engage those who might not readily access mainstream pathways to sport.

46 Substance (2010) Breaking Barriers: Community Cohesion, Sport and Organisational Development, ACN: London

47 Conducted by DCMS

48 Sport England (2004) The Framework for Sport in England: Making England an Active and Successful Sporting Nation: A Vision for 2020, Sport England: London

49 Foster, C., Hillsdon, M., Cavill, N., Allender, S. & Cowburn, G. (2005) Understanding Participation in Sport – a Systematic Review, Sport England: London

This may be all the more pertinent given the emphasis now being placed on securing the continuing involvement of school leavers (up to the age of 25) in sport, given that participation amongst these groups has been shown to fall by as much as two thirds. This is to be achieved through an investment of £250 million to support the new emphasis on competitive sport in schools; improving links between schools and community sports clubs; working with those sports governing bodies where young people are the main participants; investing in facilities; and working with communities and the voluntary sector.[50]

Whilst sport might be seen as a 'totem' around which rival groups or communities might gather, it can also be seen to make a contribution to community cohesion in a number of ways

There are slight variations on these themes in the other home nations with Sportscotland's primary focus on improving sport and building and supporting a world class sporting system at all levels running alongside a focus on preparations for the Glasgow 2014 Commonwealth Games. In Northern Ireland the Sport Matters strategy set out a new shared sporting vision of 'a culture of lifelong enjoyment and success in sport' based on the strategic objectives of:

1. Increased participation in sport and physical recreation;
2. Improved sporting performances; and
3. Improved efficiency and effectiveness in the administration of sport.

Perhaps significantly, in Wales there is a broader recognition of the social benefits of sport in the widest sense, in terms of bringing communities together, building confidence in young and old, providing new skills and training and attracting investment into Wales.

50 DCMS (2012) Creating a sporting habit for life: A new youth sport strategy, DCMS: London

The broad consensus across the nations of the United Kingdom around the adoption of inclusive, mass participation policies has particular implications for young disabled people. Opportunities for disabled people to engage in structured sports and activity programmes are a surprisingly recent phenomenon. Research undertaken by the Disability Rights Commission in 2002[51] found that 49% of young disabled people believed they missed out on PE/games because of their disability or impairment and in 2001, Sport England found that both the overall rate of participation and the frequency with which children and young people with a disability take part in sport is lower than for young people in general[52].

In recent years explanations of such disparities have come to rely less on 'medical' or 'technical' assessments of the disability itself and more on the disabling impact that society, in terms of access and social relations, places on disabled people. The UN convention on the Rights of Persons with a Disability states that:

'Disability is an evolving concept and results from the interaction between a person's impairment and obstacles such as physical barriers and prevailing attitudes that prevent their participation in society. The more obstacles there are, the more disabled a person becomes.'

In his article 'Disability Sport and the Politics of Development'[53], Beacom noted the importance of addressing these obstacles in light of the increasing evidence on the importance of sports for reduced reporting of clinical depression and improvements in physical competence, self esteem and reporting of loneliness and isolation. Indeed a report by the London Health Commission (2003)[54] found that the health and well-being of young disabled people is affected by the same range of influences as the rest of the population, but that the importance of different influences may vary markedly – for example the accessibility of services and the attendance of other disabled young people is often key. As such, the new Places People Play initiative to encourage increased participation by young people at all levels includes £8m to help break the barriers young disabled people face in participating in sport.

51 Disability Rights Commission (2002) Survey of young disabled people aged 16-24 Conducted by NOP Summary of Findings, London: Disability Rights Commission Research and Evaluation Unit

52 Sport England (2001) Disability Survey 2000 Young People with a Disability and Sport, Headline Findings. London: Sport England

53 Beacom, A (2009) 'Disability Sport and the Politics of Development' in Levermore, R and Beacom, A (2009) Sport and International Development, Palgrave Macmillan: Basingstoke

54 London Health Commission (2003) Health in London: Review of the London Health Strategy High Level Indicators, London Health Commission: London

2.6 Economy and Employment

In their assessment of the use of sports development projects as a tool for urban regeneration Long and Sanderson[55] concluded that there is a widespread recognition in local government of the important role of sports projects within a community based urban regeneration approach. The policy relationship between sport and neighbourhood renewal was made explicit by the research that underpinned the 1998 DCMS Policy Action Team 10 report. This aimed to 'draw up an action plan with targets to maximise the impact of arts, sport and leisure policies in contributing to neighbourhood regeneration and increasing local participation.'

The White Paper 'Our Towns and Cities: The Future – Delivering an Urban Renaissance'[56] reiterated the idea that sport and the arts can contribute to urban redevelopment and regeneration, stating that they can *'be an important factor in economic success... by enabling more people to participate in sports and cultural activities in the most deprived areas'*. However, large-scale urban regeneration driven by sport is most often associated with the staging of major or mega sports events such as London 2012 and Glasgow 2014. Since the Barcelona Olympic Games of 1992, cities have sought to rebrand, market and redevelop by using major events as a catalyst for change. Whilst it is widely accepted that major sports events can generate tourist trade and profile for cities, the actual impacts of facilities, legacy programmes, regeneration schemes and the events themselves in economic terms is less clear.[57]

Yet in the context of the current economic difficulties the DCMS report 'Lifting People, Lifting Places'[58] identifies that there has been a movement of sport and culture from the fringes of the debate around the economy. The Department has now been charged with identifying 10,000 job opportunities in the sporting, cultural and creative sectors through a range of initiatives including 'Recruit into Coaching'.

55 Long, J and Sanderson, I (2001) 'The Social Benefits of Sport: Where's the proof?' in Gratton, C and Henry, I (2001) Sport in the City: The role of sport in economic and social regeneration, London: Routledge

56 DCLG (2000) Our Towns and Cities: The Future – Delivering an Urban Renaissance, DCLG: London

57 Brown, A and Massey, J (2001) Literature Review: Report 1 of The Sports Development Impact of the Manchester 2002 Commonwealth Games: Initial Baseline Research, for UK Sport, MMU: Manchester; Brown, A et al (2004) The Sports Development Impact of the Manchester 2002 Commonwealth Games: Post Games Review, for UK Sport, MMU: Manchester

58 DCMS (2009) Lifting People, Lifting Places: Culture, Media and Sport helping the country come through stronger – at the heart of the new economy, HMSO: London

2.7 Risk and Protective Factors

Whilst this review has considered sport's place in the current policy context across a range of social policy domains, it has not been concerned with the measurement indices or methods used to assess sport's impact on the related social problems. This is deliberate and, responding to Coalter's critique of existing approaches[59], relates to the distinct methodological orientation outlined in Section 3 of this report.

This required a separate assessment of a far wider literature to explore the risk and protective factors and broad range of elements that contribute to effective practice in achieving specified outcomes, regardless of their relationship to sport. Based on the principles of research 'relevance' and 'quality'[60] we were concerned to identify the best and most consistent examples of risk and protective factors modeling for as many of the policy areas we were concerned with as possible.

Ultimately we identified studies providing comprehensive predictive risk modeling for seven social policy outcomes, including:

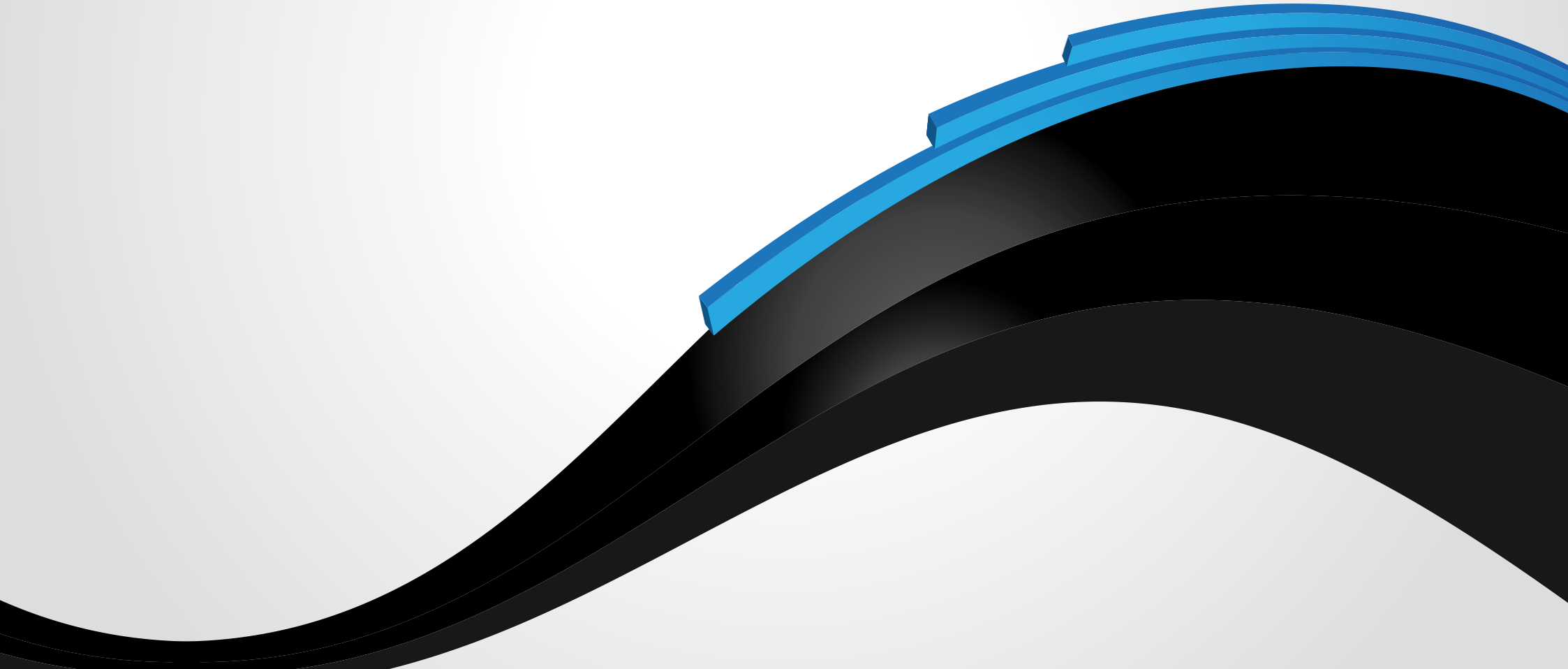
- Reduced anti-social behavior and youth offending
- Improved educational performance
- Improved attendance and behaviour at school
- Reduced misuse of drugs and alcohol
- Improved psychological health and wellbeing
- Increased physical fitness and reduced obesity
- Reduction in the number of NEET young people

We identify and explore the ways in which these studies were integrated into the research design in Section 3 below.

59 Coalter, F. (2007) Ibid.

60 Murray J, Farrington, D. & Eisner, M. (2009) 'Drawing conclusions about causes from systematic reviews of risk factors: The Cambridge Quality Checklists'. Journal of Experimental Criminology 5(1):1-23; Spencer L, Ritichie J, Lewis J & Dillon L (2003) Quality in Qualitative Evaluation: The Framework for Assessing Research Evidence. London: The Cabinet Office.

3.0 Methodology and Research Methods



3.1 Methodology and Research Objectives

In the course of the research we considered the use of a range of established methodologies to achieve our aims before synthesising the most appropriate elements of each within our own model.

Research design are often held up as the 'gold standard' of evaluation methods on the basis that they can account for selection bias in demonstrating a causal relationship between interventions and outcomes.

In experimental evaluation models, sometimes referred to as 'Randomised Control Trials' (RCTs), 'treatment' and 'control' groups are selected randomly and isolated so that the 'control' group is not exposed to the influences of the intervention. This enables assessments to be made of the outcomes for those who receive the intervention ('treatment') in comparison to those who do not ('control'). However, the practical and ethical considerations tend to be more challenging when delivering social policy interventions. Furthermore, whilst this approach is able to establish correlations between involvement in a programme and the outcomes it generates, it does not typically reveal the chains of causality from inputs to outcomes and impact that are vital to practitioner engagement in the evaluation process. In essence it does not necessarily reveal the story of exactly what or how the differential outcomes were achieved.

Upon this basis we rejected the experimental evaluation model in preference to a theory-based model. In this context, theory refers to a 'theory of change', providing a plausible model of how a programme is supposed to work. Whilst the Social Return on Investment (SROI) approach[61] similarly applies a theory based model, as well as providing numerical expressions of the social value of interventions, this method was also rejected on the basis of our requirement for a scalable sector wide methodology, given the typically intensive and project specific nature of the best examples of SROI studies.

In order to realise our objectives we also required a model that was proportionate to the capacity of what are often small, under resourced organisations. As such, on the basis of existing high quality research findings (including those drawn from experimental research studies) and the use of our own primary data, our methodology involved:

- **Identifying the key components, or 'critical success factors', of effective delivery**
- **Understanding the relative strength of the effects of these components on the achievement of desired outcomes.**

61 SROI Network (2012) A Guide to Social Return on Investment, January 2012, SROI Network: Liverpool

The theories of change that emerged from this work then provided the framework around which a comparative shared measurement model could be built.

What is particularly useful about this approach is that through a focus on understanding the constituent elements in the chains of causality, we were able to shift our focus away from largely discredited cause and effect relations between sport and specific social outcomes. Rather, we focused on the specific risks and mechanisms that lead to differential outcomes and which enable success to be achieved by some sport programmes in some contexts but not in others.

The implication of this is that a single evaluative model with differential valuing of common components such as demographic and delivery profiles, has the potential to predict and measure impact across a panoply of social agendas. In many respects this approach shares elements of increasingly popular population profiling and forecasting models used in the healthcare sector. These rely on the demographic, diagnostic and treatment information found in insurance claims and medical records to provide representations of a variety of health risks faced by populations and individual patients based on the profile of risks and actions associated with 'similar' people, rather than the more general occurrences of individual diseases.[62]

62 American Medical Association (2009) An introduction to risk assessment and risk adjustment models, Practice Management Centre, American Medical Association [online] http://www.ama-assn.org/resources/doc/psa/risk-assessment.pdf

In order to facilitate the development of such a model for the sport for development sector our research activity was focused on revealing a trail of evidence to support impact claims based on the research questions listed below:

- To what extent are sport for development projects working with the 'right' *participants* in terms of those young people who are most 'at risk' of experiencing either specific or multiple social problems?
- To want extent are sport for development projects using approaches that fit with 'what works' in protecting young people from experiencing specific or multiple social problems?
- What is the effect of sport for development project delivery in terms of helping young people to develop the skills, competencies and resiliencies – or protective factors – that will reduce the likelihood of them experiencing specific or multiple social problems?
- What evidence of outcomes is there in terms of a reduction in the number of participants in sport for development projects experiencing specific or multiple social problems?
- What cost savings are associated with preventing these participants from experiencing specific or multiple social problems?

Overcoming some of the conceptual weaknesses identified by Coalter[63] and highlighted in our introduction, these questions were addressed through our pursuit of the following research objectives:

- Identifying the risk and protective factors associated with specific social policy problems
- Developing associated 'theories of change' that link sports based practice models to the achievement of positive outcomes in these areas
- Predictive valuing of the contribution of both the necessary and sufficient, sporting and non sporting elements of effective practice
- Identifying appropriate, consistent and proportionate outcome measures.

63 Coalter, F. (2007) Ibid.

A single evaluation model has the potential to predict and measure impact across a panoply of social agendas

3.2 Research Methods

The research itself involved the following activities:

- A review of the research literature to identify the most reliable risk and protective factors modeling across the chosen social policy areas
- A primary research phase involving interviews with key stakeholders in the sport for development sector and case study research of 10 projects, with a focus on the specific elements, or protective factors, that contribute to effective practice
- Development of an outcome framework and associated delivery pathway models for the sport for development work
- Refinement of a comprehensive data valuing model, based on existing research and validated data sets, to support the design and development of an impact forecasting and measurement tool
- Development and piloting of the Sportworks impact assessment applications (Sportworks).

3.2.1 Literature review

As highlighted previously we conducted a rapid assessment of the literature to explore the risk and protective factors and the broad range of elements that contribute to effective practice (whether they relate to sport or not) in achieving specified outcomes. Based on the principles of research 'relevance' and 'quality'[64], this review of secondary evidence was designed to underpin our initial outcome framework, theories of change and data valuing model.

The first part of the review focused on identifying the demographic factors which indicate the likelihood of people being 'at risk' of experiencing social problems and evidence of the statistical significance of these different factors. The second part of the review considered the empirical evidence of the 'protection' provided by different elements of delivery and the strength of the effect on these social policy outcomes.

3.2.2 Primary research

The primary research phase consisted of two elements. Interviews with key stakeholders in the sport for development sector and case study research with ten sport for development projects tackling a range of social policy problems.

64 Murray J, Farrington, D. & Eisner, M. (2009) Ibid.

3.2.2.1 Stakeholder interviews

The purpose of the stakeholder interviews was to further explore and confirm the social policy areas it is felt that sport for development projects are best placed to address and to gain a broad perspective on what effective practice looks like. Semi structured interviews with strategic leads/ programme managers were organised around the themes listed below:

- The areas of disadvantage affecting young people that sport can impact upon
- The types of organisation best placed to have an impact in areas such as:
  - Crime and anti social behaviour
  - Community cohesion
  - Education and learning
  - Health
  - Participation in sport
  - Personal and local economic development
- The characteristics of organisations well placed to deliver in these areas in terms of:
  - Turnover
  - Staff/volunteer structure
  - Legal structure/ governance
  - Focus on sport
- Existing approaches to the measurement of impact and value in terms of:
  - Strengths
  - Weaknesses
  - Needs and desires
- How to make the case for investment to potential funders in:
  - Government
  - Local government
  - Commercial organisations
  - Charitable sector
- The big factors which will help shape community sport and the potential social impact of sport over the next 5 years

A further round of interviews were conducted with funders and commissioners with an interest in sport for development projects focused around these themes:

- Current funding of sport and related projects
- Existing processes used to support funding decisions
- Key factors informing decision making
- Existing monitoring arrangements and use of evidence
- Confidence in different types of evidence
- Use of payment by results and outcome based commissioning arrangements
- Communication with beneficiaries and access to real-time information
- Access, use of and sharing of learning about what works and what doesn't

3.2.2.2 Case-study research

Over an 18-month period, we worked with fourteen delivery agencies. We provided them with access to the Views[65] data collection and impact reporting tool to enable them to better collect their evidence and we made multiple research visits to each site in order to:

- Encourage and support better and more consistent use of Views
- Map the match between project objectives and our social policy areas
- Produce local effective practice models and causality chains linked to specific outcomes
- Assess the strength of the effect of different components within these causality chains.

65 www.views.coop

Ten projects were ultimately identified to test and refine the extent to which these exemplar causality chains fit with the risk and protective factors modeling emerging from our literature review. These included 5 projects supported by **sported.** and five exemplar projects from the national Home Office funded Positive Futures programme (PF) as represented in Table 1. Wherever possible, we tested the delivery relating to each of the selected social policy areas in the context of the relatively well-funded Positive Futures project and the smaller organisations supported being by **sported.**

TABLE 1: CASE STUDY RESEARCH PROJECTS

Project	Policy Domain
South West voluntary community project	Health (wellbeing)
South West voluntary substance misuse agency	Health (drugs & alcohol)
West Midlands youth club	Education (behaviour & performance)
Inner London street football project	Crime, Health (fitness)
Inner London Somali community centre	Education (behaviour), Health (wellbeing), Employment
West Yorkshire PF project	Health (drugs & alcohol)
West Midlands inner city PF project	Education (performance)
South West semi-rural PF project	Crime, Health (fitness)
North West inner city PF Project	Crime, Health (fitness)
Inner London PF project	Education (behaviour & performance)

In each location we reviewed delivery plans, interviewed project staff, monitored project activity through directly observing their sessions, interviewed participants, conducted impact surveys and produced a timeline analysis to highlight the critical moments, incidents and processes that contributed to success or failure in each case. This work enabled us to map the process and intermediate outcomes on the journey towards the achievement of specific target outcomes and to assess the relative strength of different elements of the intervention in terms of the variables included in our core data schema (see Appendix 1).

3.2.3 Outcome Framework

The development of the outcome framework was an iterative process that began with a broad based list of those outcomes that the literature and policy review suggested sport *might* contribute towards. From this work, a total of 21 specific outcomes were aligned to each of the six social policy areas identified in the literature review, as illustrated in Table 2.

TABLE 2: INITIAL OUTCOME FRAMEWORK

Theme	Outcome
Young people, crime, anti-social behavior and community safety	Reduced anti-social behavior
	Reduced violent crime
	Reduced offending
	Reduced road/rail accidents
Young people and community cohesion	Increased resilience to violent extremism
	Increased community cohesion
Young people, education and learning	Improved educational performance
	Improved attendance and behaviour at school
	Increased non-curricular and vocational training
	Talent development
Health and young people	Reduced misuse of drugs and alcohol[1]
	Improved psychological health and wellbeing
	Reduced obesity
	Improved physical fitness
	Reduced rates of teenage pregnancy
Young people and participation in sport	Increased participation amongst disadvantaged young people
	Increased participation amongst disabled young people
	Increased participation amongst BAME young people
Economic regeneration	Improved vocational skills among young people
	Reduction in the number of NEET young people
	Increased enterprise among young people

66 This outcome has a clear overlap with the young people, crime, anti-social behaviour and community safety theme with many of the same risk factors driving problem behaviour. It has been included under the health theme as responses are typically driven by harm reduction, health education and treatment approaches.

The list of subsidiary outcomes was ultimately reduced to seven as shown in Table 3 because of the challenges of identifying appropriate evidence and therefore being able to monitor performance of delivery agencies against some of these outcome areas. In some cases, such as anti-social behaviour and youth offending, the definitions have been broadened to embrace multiple outcomes as we found the critical success factors to be so similar it made sense to merge them. In other areas, including community cohesion and sport participation, we chose to omit the whole thematic categories.

In the case of community cohesion, whilst a number of projects highlighted that they were addressing the issue, definitions and indicators were so diverse that we were unable to develop a consistent and reliable measure of success and so decided to drop this policy theme from the current research phase. We may be able to incorporate this theme within the model at a later date should more reliable evidence become available.

More categorically, whilst all the projects we researched provided opportunities to engage in sport and we were able to model the factors driving participation in sport, ultimately we omitted participation from the model on the basis that it did not fit with **sported.**'s core mission. Rather than participation per se, our interest was in establishing the extent to which sporting activity contributes to the wider social outcomes we have identified. Furthermore, what our initial modeling revealed was that a project's contribution to the participation agenda has only marginal social and economic value as this could only be assessed on the basis of the efficiency with which target groups were engaged when compared to conventional traditional sports programmes. It was the contribution that participation in sport made to other social outcomes that was revealed to be more significant.

TABLE 3: REVISED OUTCOME FRAMEWORK

Theme	Outcome
Young people, crime, anti-social behaviour	Reduced anti-social behavior and youth offending
Young people, education and learning	Improved educational performance
	Improved attendance and behaviour at school
Health and young people	Reduced misuse of drugs and alcohol
	Improved psychological health and wellbeing
	Increased physical fitness and reduced obesity
Economy and Employment	Reduction in the number of NEET young people

3.2.4 Data Valuing Model

The development of the data valuing model that underpins the Sportworks Application was based on the use of a triangulated approach that drew on three principal sources:

1. High quality social policy research relating to risk and protective factors in each of the specific social policy areas
2. Personal intermediate outcome data stored on the Substance Project Reporting System (SPRS)[67] relating to over 160,000 participants in sport for development projects over a five-year period
3. Case study process evaluations with ten projects identified as contributing to the specified outcomes.

As described in section 3.2.1 we started by identifying the best evidence of which young people are most at risk of facing a specific social problem and by reviewing existing generalisable knowledge and practice about 'what works' in protecting young people from that risk. To ensure the internal validity of our modeling, wherever possible, we identified a single validated synthesis of findings for each outcome (see Table 4) that fitted with a shared data schema for use across all seven primary outcome domains[68] (See Appendix 1).

67 The SPRS was the first of Substance's online project monitoring and evaluation systems and was used by a number of sport for development programmes, including Positive Futures and Kickz, from 2006-2011. It has recently been replaced by Views (www.views.coop).

68 In practice we produced eight indices including a distinction between males and females for the fitness and obesity outcome

TABLE 4: PRINCIPAL RESEARCH SOURCES

Outcome	Principal Research Reference
Reduced anti-social behavior and youth offending	Youth Justice Board (2005) Role of Risk and Protective Factors[69]
Improved educational performance	Joseph Rowntree (2007) Tackling Low Educational Achievement[70]
Improved attendance and behaviour at school	DfE (2006) Young People, Risk and Protection: A Major Survey of Secondary Schools in On Track Areas[71]
Reduced misuse of drugs and alcohol	Youth Justice Board (2005) Role of Risk and Protective Factors, Op. cit.
Improved psychological health and wellbeing	Institute of Education (2010) Change in wellbeing from childhood to adolescence: risk and resilience[72]
Increased physical fitness and reduced obesity	NHS (2008) Health Survey for England 2006: Obesity and other risk factors in children[73]
Reduction in the number of NEET young people	York Consulting (2005) Literature Review of the NEET Group[74]

69 Sutherland, A., Merrinton, S., Jones, S & Baker, K with Roberts, C. (2005) Role of Risk and Protective Factors, University of Oxford Probation Studies Unit, Centre for Criminology, Youth Justice Board: London

70 Cassen, R & Kingdon, G. (2007) Tackling low educational achievement, Joseph Rowntree Foundation: York

71 Ghate, D. (2006) Young People, Risk and Protection: A Major Survey of Secondary Schools in On Track Areas, DfE Research Report 728. DfE: London

72 Gutman, L., Brown, J., Akerman, R., Obolenskaya, P. (2010) Change in wellbeing from childhood to adolescence: risk and resilience, Centre for Research on the Wider Benefits of Learning, Research Report 34, Institute of Education, University of London: London

73 Craig, R. & Mindell, J. (2008) Health Survey for England 2006, Volume 2: Obesity and other risk factors in children, The Information Centre: Leeds

74 York Consulting Limited (2005) Literature Review of the NEET Group, Scottish Executive Social Research: Edinburgh, http://www.scotland.gov.uk/Resource/Doc/77843/0018812.pdf

The probability weightings associated with these largely quantitative, experimental research studies were then synthesised with complimentary findings to produce a single set of values for as many of the variables included in our common schema of risk and protective factors as possible (as referenced in Appendix 2).

We then used anonymised data relating to 160,440 participants of sport for development projects whose details were recorded in the SPRS monitoring tool between 2006 and 2011 to assess the correlations between:

- Participation in different activities and a range of effects and intermediate outcomes
- The degree of exposure to those activities and the achievement of different effects and intermediate outcomes
- The size of participant group or cohort and the achievement of different effects and intermediate outcomes.

Whilst retaining the initial data structure from the experimental designs we were able to use these results to refine and add values for different types and volumes of activity as well as the effects we would expect to derive from exposure to these activities. Finally, the values were refined further in the context of findings from our real world case examples that focused more on the qualitative, process elements of project delivery as described in section 3.2.2.2.

To enable a clearer understanding of the resulting model we illustrate the process in the form of a worked example relating to the impact on crime of a fictional project in the following tables.

Firstly, this involved building a risk profile based on the demographic details of each of the participants involved, or due to be involved, in a particular project, as illustrated in Table 5 below.

TABLE 5: ILLUSTRATIVE RISK SCORE MODELING

Subject	Variable	Data Source	Example Value	Raw Score[75]	Adjusted Weight
Participant profile	Date of Birth	Views	16 to 19	1.35	3.63
	Gender	Views	Male	2.46	6.62
	Ethnicity	Views	White	1.77	4.77
	Disability	Views	No	0	0
	Income	IoD	Lowest 20%	1.93	5.20
	Education	IoD	Middle 20%	3.61	9.72
	Health	IoD	N/A	0	0
	Accommodation	IoD	Lowest 20%	1.36	3.66
	Deprivation	IoD	Lowest 20%	1.1	2.96
	Crime	IoD	Lowest 20 to 40%	3.37	9.07
	Environment	IoD	Highest 20 to 40%	1.13	3.04
	Service barriers	IoD	Highest 20%	1	2.69
	Referral route	Views	Self	1	2.69
	Lifestyle	Views	Don't hang out	1	1.00
Risk Score					62.00[76]

75 From Sutherland, A. et. al. (2005) Op. cit.

76 Out of 100

Whilst some of these data are sourced from the data collection tools described in section 4.2.3, through reference to participant postcodes, other values are generated by reference to third party data sources such as the Indices of Deprivation. For example, where no record of the participant's educational performance is available, their postcode is used to identify the typical educational performance in their locality, which is then used as a proxy value for their educational performance.

Depending on the values identified for each variable, based on the model of effective practice for the relevant policy domain (see 4.1.1) and the probability weightings drawn from third party research, a raw score is produced for each category. These scores are then given an adjusted weighting and combined to produce an overall participant risk score out of 100. A mean is then calculated from all the participant scores to generate a project *risk* score (r) for the relevant policy domain.

The risk score provides an assessment of the likelihood that individual participants and, when aggregated, the group as a whole will become or continue to be involved in crime on the basis of their current demographic profile. In the example presented here there is an average 62% chance of this being the case.

An intervention or protection score is then generated in a similar fashion, based on the profile of project delivery as illustrated in Table 6.

We used anonymised data ralating to 160,440 participants of sport for development projects to assesss and test the tool

TABLE 6: ILLUSTRATIVE INTERVENTION SCORE MODELING

Subject	Variable	Data Source	Example Value	Raw Score	Adjusted Weight
Intervention profile	Activity	Views	Boxing	1.15	0.91
	Delivery model	Views	Mentoring	1	0.787
	Day	Views	Friday	1.2	0.944
	Time	Views	6pm till 12	1.3	1.023
	Duration	Views	1.5 hours	2	1.574
	Recurrences	Views	10 sessions	1	0.787
	Hours	Views	15 hours	0.4	0.315
	No. of partners	Views	3 to 4	0.5	0.393
	Partner types	Views	3	0.6	0.472
	Venue type	Views	Housing Estate	1	0.787
	Location	Views	51-75% < 1 mile	0.75	0.59
	Education	IoD	N/A	0	0
	Deprivation	IoD	Lowest 20%	1.1	0.866
	Crime	IoD	Lowest 20%	5.06	3.982
	Environment	IoD	Lowest 20%	1.64	1.291
	Service barriers	IoD	Highest 20%	1	0.787
	Participants	Views	11 to 25	0.75	0.59
	Volunteers	Views	Ratio <1/10	1	0.787
Intervention Score					16.88[77]

Again, some of the intervention values are sourced from our data collection tools and some values are based on the social profile of the locality around the delivery venue using the Indices of Deprivation. Depending on the values identified for each data variable, based on the model of effective practice for the relevant policy domain and the probability weightings drawn from third party research, a raw score is produced for each category. These scores are then given an adjusted weighting and combined to produce an overall intervention score out of 25[78]. A mean is then calculated from all the session group scores to generate a project *intervention* score (i) for the relevant policy domain.

Effect and outcome scores are then generated as illustrated in Tables 7 and 8 below. Based on the number of intermediate outcomes, qualifications and engagement levels achieved by participants over the reporting period, along with related case study evidence, a raw score is produced for each category. These are then given an adjusted weighting and combined to produce an overall effect score (e) out of 50.

TABLE 7: ILLUSTRATIVE EFFECT SCORE MODELING

Subject	Variable	Data Source	Example Value	Raw Score	Adjusted Weight
Intervention effects profile	Intermediate outcomes	Views	3-4	3	6
	Qualifications	Views	5-10	5	10
	Case studies	Views	1-2	1	2
	Engagement levels	Views	1-2	3	10
Effects Score					28[79]

Based on a combination of outcomes recorded in the participant Outcomes Survey and responses to the self-perception 'Participant Questionnaire' survey developed to support the analysis along with changes in third party impact data (in this case police crime statistics for the reporting period), a raw score is produced for each category. These scores are then given an adjusted weighting and combined to produce an overall outcome score (o) out of 25[80].

78 The intervention score is weighted out of 25 as it forms one part of the overall protection score as described below. In the Light version of SPORTworks it is weighted out of 50 to reflect the relative volume of performance data available.

79 Out of 50. In the Light version of Sportworks it is weighted out of 25 to reflect the relative volume of performance data available

80 The outcome score is discounted to 25 vis-à-vis the effects score on the basis of our inability to directly attribute third party outcome data to the project activity.

TABLE 8: ILLUSTRATIVE OUTCOME SCORE MODELING

Subject	Variable	Data Source	Example Value	Raw Score	Adjusted Weight
Participant outcome profile	No cautions or convictions in period	Sportworks Participant questionnaire	Recorded	0.4	10.00
	Court restriction lifted in period	Sportworks Participant questionnaire	Not recorded	0	0
	Joining has helped me stay out of trouble	Sportworks Participant questionnaire	Agree	0.2	5
	Change in locally recorded ASB over report period	www.police.uk	Minus 1-2%	0.1	2.50
Outcome Score					17.50[81]

81 Out of 25

The project intervention (i) score is then combined with the project effect (e) score and the project outcome (o) score to produce an overall protection (p) score.

These scores are then used in two ways. Firstly, in order to generate a projection of the estimated impact if the project were to be delivered with this cohort over the reporting period we use the following formula:

r*i/25 where r = risk score and i = intervention score.

TABLE 9: IMPACT SCORE MODELING

Impact	Original Risk Score	Impact Calculation Formula	Impact Score	Reduction in Risk (r*i)/100)	Revised Risk Score
Projected Impact Score	62	62(r)*16.88(i)/25	41.86%	25.95	36.05%
Measured Impact Score	62	62(r)*62.38(p)/100	38.68%	23.98	38.02%

Secondly, in order to generate a *measure* of the project's impact over the relevant reporting period we use the following formula:

r*p/100 where r = risk score and p (i+e+o) = protection score.

On the basis of our worked example, the projected and measured impact scores can then be calculated as illustrated in Table 9 below. Here we also include a revised risk score on the basis that what the impact scores represent is the degree to which we are able to predict and measure reductions in the risk of project participants becoming or continuing to be involved in crime over the reporting period.

The projected impact score, based on an assessment of the appropriateness of the project delivery model in providing protection against this risk, predicts the likely impact on that risk. In this example the calculation suggests a reduction in risk of 25.95 basis points.

The measured impact score, based on an assessment of the appropriateness of the project delivery model; the actual recorded effects of the intervention; and personal outcomes in terms of reduced involvement in the criminal justice system, measures the recorded impact on the original risk. In this example the calculation suggests a reduction in risk of 23.98 basis points.

Any disparity between the projected and measured impact score will relate to either inadequacies in the predictive power of the model, which can then be investigated and revised, or to poor recording of outcome data.

Using this model we present calculations relating to the impact of sport for development projects on each of the social outcomes we have modeled for in section 4.3 below.

3.2.5 Cost Saving Calculation Model

Although an increasing number of Social Return on Investment studies have been commissioned, assessments of the financial value of the sport for development sector are generally hard to come by. Focusing specifically on crime, the Audit Commission has argued that involving young people in positive activities is likely to save the Government £100 million per year, if programmes succeed in preventing just one in ten young offenders from ending up in custody.[82] Similarly the Laureus Teenage Kicks report which analysed three crime prevention sport programmes estimated returns of between £3 and £7 for every £1 invested.[83] However, these and other studies lack comparability and their focus on single outcomes potentially underplays the sector's overall value.

In order to produce a comprehensive and consistent assessment of the cost savings delivered by the sector as a whole our first step was to identify estimates of the costs faced by society in each of the target outcome areas if *no* action were taken, often referred to as the 'counterfactual'. Taking our chosen social policy outcomes in turn it is clear that the costs and therefore the *potential* savings are huge.

With the average cost per crime estimated at £6,680 in 2009[84], the financial cost to government agencies of responding to reports of anti-social behaviour in England and Wales has been estimated at approximately £3.4 billion per year.[85] Focusing specifically on young people, an independent commission on youth crime and anti-social behaviour estimated that dealing with young offenders could cost criminal justice services in the UK as much as £4 billion a year.[86] More conservatively the Prince's Trust report, Counting the Cost of Exclusion, estimated the total cost of identified crimes committed by those aged 10-17 at nearly £400 million and for those aged 18-21 at over £800 million.[87]

The cost to the UK economy of low educational performance is estimated at about £18 billion for the current generation of young people. Looking at those who are most disengaged, the cost of a full-time placement in a Pupil Referral Unit is around £15,000 per annum[88] whilst it has been calculated that the cost associated with the UK's 200,000 persistent truants is £800 million per annum.[89]

82 Audit Commission (2009) Op. cit.

83 Laureus Sport for Good Foundation (2010), Op. cit.

84 Aked, J., Steuer, N., Lawlor, E. & Spratt, S. (2009) Backing the Future: Why investing in children is good for us all, nef: London

85 Home Office (2006) Tackling Anti-Social Behaviour, Report by the Comptroller and Auditor General, HC 99 Session 2006-2007, National Audit Office: London

86 Salz, A. (2009) Responding to youth crime and anti-social behaviour: A consultation paper, Independent Commission on Youth Crime and Antisocial Behaviour, [online] http://www.youthcrimecommission.org.uk/attachments/075_Youth%20Crime%20Commission%20Consultation.pdf, accessed 12/3/12

87 Princes Trust (2010) The Cost of Exlcusion: Counting the cost of youth disadvantage in the UK, Princes Trust: London

88 Princes Trust (2010) Op. cit.

89 Brooks, M., Goodall, E. & Heady, L. (2007) Misspent Youth: The costs of truancy and exclusion, npc: London

In terms of health, the primary policy concern that sport continues to be invoked around relates to the need to reduce levels of obesity amongst young people. Whilst research suggests the contribution sport can make might be relatively low and that diet and lifestyle are more important than physical activity,[90] with the total health and social care cost of obesity levels estimated at £2,715 for each obese young person per annum[91] even small effects maybe significant.

Beyond the activity agenda, in terms of costs savings, sports potential impact on substance misuse may also be significant given that the costs per drug misuser incurred by the health and social care sectors due to drug related death and crime are estimated to be between £11,800 and £44,000 per annum.[92]

90 Roberts, K. & Brodie, D. (1992) Inner-City Sport: Who Plays, and What are the Benefits? Culembourg: Giordano Bruno

91 Aked, J. et. Al. (2010) Op. cit.

92 NICE (2007) Interventions to reduce substance misuse among vulnerable young people: Costing report, NICE public health intervention guidance 4, National Institute for Health and Clinical Excellence: London

Other studies lack comparability and their focus on single outcomes potentially underplays the sector's overall value

More broadly, NICE has suggested it is not possible to quantify the long-term savings as a result of improving the social and emotional wellbeing of young people but have acknowledged it is likely to lead to a significant reduction in public service costs. Indeed others have reported that, on average, those who develop a conduct disorder cost an additional £70,000 over their lifetime.[93]

Employment is another area in which significant cost savings might be achieved given that the weekly cost of youth unemployment is estimated at £155 million[94] and the net present value of the cost to the Treasury, over the next decade estimated at £28 billion.[95] The average individual public finance cost of young people aged 16 to 18 who are not in education, employment or training is estimated at £56,300[96] or £3,651 per person per annum.[97]

Using these estimates of the financial cost of different social problems alongside our impact measurement model we have been able to generate a basis for calculating the financial savings to society associated with project delivery.

In our worked example, using the average cost associated with convictions of young people presented by the Prince's Trust[98] in its calculations of the cost of exclusion, we can calculate the savings associated with the reduced risk, taking into account the following assumptions:

- That the cost per conviction is £4,584.90.
- That, on average, those involved in youth offending and anti social behaviour are convicted once per year.
- That costs associated with undetected offences can be discounted.

93 Scott S, Knapp M, Henderson J et al (2001) Financial cost of social exclusion: follow-up study of antisocial children into adulthood. BMJ, 323: 1–5.

94 Princes Trust (2010) Op. cit.

95 ACEVO Commission on Youth Unemployment (2012) Youth Unemployment: The crisis we cannot afford, ACEVO: London

96 Coles, B., Godfrey, C., Keung, A., Parrott, S. & Bradshaw, J. (2010) Estimating the life-time cost of NEET:16-18 year olds not in Education, Employment or Training, Department of Social Policy and Social Work and Department of Health Sciences, The University of York: York

97 Aked, J. et. Al. (2010) Op. cit.

98 Princes Trust (2010) Op. Cit.

On the basis of our risk assessment we calculated that there was a 62% likelihood of our participants becoming involved in crime without any intervention. As such the anticipated cost to society of no action can be calculated as:

£4,584.90*0.62 = £2,842.64*
number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduced risk it delivers which, in the case of the projected impact score, would be:

£4,584.9*0.2595 = £1,189.78*
number of participants per annum.

In the case of the measured impact score, this would be:

£4,584.9*0.2398 = £1,099,46*
number of participants per annum.

Using this model we present calculations relating to the cost savings generated by the impact of sport for development projects on each of the social outcomes we have modeled for in section 4.4 below.

3.2.6 Development and piloting of the Sportworks Application

The purpose of this modeling was to produce an online impact forecasting and measurement tool that will be able to generate impact scores across a range of social policy areas from a single dataset on a sustainable basis.

As such, the data schema presented at Appendix 1 and the associated value weightings discussed in the previous section and presented in Appendix 2 were used to generate the algorithms and database structures that power the Sportworks Impact Assessment Application (Sportworks).[99]

99 This was built using a LAMP stack based open source software solution including a Linux operating system, Apache HTTP server, MySQL database and coded in PHP.

In order to ensure widespread applicability, adoption and validity, Sportworks was designed to ensure projections could still be made where comprehensive personal data is unavailable, through use of publicly available third party sources such as the Indices of Deprivation.[100] Using these sources it is possible to make assumptions in relation to individuals' income, education, health, accommodation, deprivation, crime, living environment and access to services profiles by using their postcode. Whilst these will rarely be entirely accurate at the level of the individual, once aggregated amongst larger cohorts they become increasingly robust and reliable given that the indices are themselves based on aggregated data profiles.

Nevertheless, we recognised a need for projects to collect and present a certain amount of personal data in order to ensure the results are based on the participants attending and the work being done with them. In the context of our case study examples this data was presented via the Views impact monitoring platform which was configured to gather data relating to each of the variables in the risk and protective factors scoring schema. This enabled us to build the application on the basis of a seamless and full integration with Views using its pre-existing flexible data structures.

We also recognised the need to broaden engagement with Sportworks for agencies without access to Views. Therefore we developed a stand alone, bespoke, Sportworks (Light Tool) designed to enable recording of relevant participant data, simple project details and session attendance data (added in around one minute) to be read directly into the application to produce impact scores and projections.

The initial 'beta' version of the LightTool and Views enabled versions of Sportworks was tested live and used to generate our provisional research findings.

100 Separate indices are available for each of the home nations of the UK http://www.communities.gov.uk/communities/research/indicesdeprivation/deprivation10/ http://wales.gov.uk/topics/statistics/theme/wimd/wimd2011/?lang=en http://www.scotland.gov.uk/Topics/Statistics/SIMD http://www.nisra.gov.uk/deprivation/nimdm_2010.htm

4.0 Research Results and Findings

Our research has yielded four key sets of results relating to:

- Effective practice guidance across seven policy domains
- The Sportworks Impact Assessment Application
- An assessment of the potential impact of the Sport for Development sector
- Projected social cost savings

4.1 Effective Practice Models and Delivery Pathway Guidance

Our literature review and front-line case study work has enabled us to identify and highlight the critical moments, incidents and processes that contribute to success or failure in relation to different social problems.

In the following sections we present these findings in terms of descriptive narrative accounts of effective practice drawn from our case study observations that embrace both sport and non-sport related elements. From these accounts, and others that space does not allow us to present here, we were then able to develop replicable delivery pathways relating to each of the specified outcomes. In turn these helped to inform the values used in sportworks.

4.1.1 Reducing Anti-Social Behaviour and Youth Offending

BOX 1:

Rural Community Project in the South West of England

THE VENUE:

The project utilises a space frequented by young people hanging about after school. Staff built up a presence within the local area by being there regularly. When we observed a session held away from the immediate vicinity at the local rugby club staff noted that this was not as successful because it relied on young people arriving at a set time and being taken to the site. As a result they were not able to gather the numbers attracted to neighbourhood-based sessions when young people passing by could join in. Another advantage of in-community delivery is that the young people are able to run home and get consent forms signed and staff are able to visit the homes/local hang outs to recruit young people.

THE APPROACH:

The project offers a combination of targeted and open access sessions. This guarantees the most at-risk young people are being engaged whilst also allowing other young people to engage, thus reducing stigmatisation. The project builds relationships by engaging participants at a young age in 'play sports' sessions where the focus is on fun, and then progresses as they get older providing increasing challenges through more intensive coaching and opportunities to achieve awards, qualifications and other goals within and beyond sport.

TIMING:

A regular weekly presence builds up familiarity with staff and helps young people develop a routine where they know what is happening each week with the timing good for the younger age group at 4:30 to 6:30pm but with older ages engaged further into the night as they are more likely to be out later.

THE STAFF:

The project uses friendly open staff who are good at encouraging young people to join in and keep the activity fun. The staff recognise that it is an after school 'fun' session and not a school sports session. They have learnt this through prior engagement and feedback from young people. In particular, feedback to the staff from the sports leaders award sessions suggests young people want it kept informal and not too close to the teaching styles they experience at school.

THE ACTIVITY:

The activity is important in as much as it needs to be accessible to young people of varying age groups, genders and levels of ability. Hence there is a choice of multi sports and tag rugby whilst football is also provided because it is popular amongst young people and gains the most consistent attendance. Having variation across the week however means young people don't get bored but have the opportunity to engage in different activities.

Whilst this first example is based on the project's own experience of what works and what does not, we are clear that different factors maybe more or less important in different locations, experiencing varying levels and manifestations of the social problem.

As such, in another example, characterised by inner city area based rivalries and a greater threat of violent crime, nuanced factors pertaining to trust and personal security come more to the fore.

4.1.1 Reducing Anti-Social Behaviour and Youth Offending

BOX 2:

Street Project in Inner City London

THE VENUE:

The project has worked hard to break down barriers between young people living on different estates and runs sessions in local areas that are perceived as safe and neutral.

THE APPROACH:

Through their involvement with the project, young people are offered the opportunity to take coaching qualifications or access to other courses that are occasionally offered in partnership with the local Housing Association. This, in turn, can have a knock-on effect on the aspirations of not only those young people directly accessing the opportunities, but also on the younger participants who begin to see what could be available to them in the future.

TIMING:

During term times, the sessions are run after school on the same days, at the same time, at a set venue. Sessions are also offered out of term-time on set days and times. Young people know that the project will be there, so that even if they haven't been able to attend for a few weeks, they can still turn up and join in.

THE STAFF:

The project was established by someone who was living locally and who recognised the need for positive activities to be provided for young people in a safe environment. Now, many of the staff are former participants who have gone on to take their coaching badges or people who live and work in the local area, including parents.

THE ACTIVITY:

The project makes football sessions accessible and free. It is meeting an identified need with young people who might otherwise be prevented from accessing regular organised football training and provides clear skills progression paths through its specialism.

Logic Model for Reducing Anti-Social Behaviour and Youth Offending

WORK WITH YOUTH JUSTICE AND OTHER AGENCIES TO IDENTIFY AREAS, GROUPS AND PEOPLE TO TARGET

PROVIDE ACCESSIIBLE, FREE OR LOW COST PROVISION IN NEUTRAL, SAFE SPACES WITHIN THE NEIGHBOURHOOD

USE LOCAL AGENCIES AND STAFF WITH SHARED BACKGROUNDS AND AN UNDERSTANDING OF THE AREA AND ITS ISSUES

DELIVER REGULAR AFTER-SCHOOL, AND WEEKEND EVENING PROVISION WITH CORE GROUP, AT THE SAME LOCATION

DEVELOP CLUBS OR TEAMS TO ENSURE ACCESS TO APPROPRIATE LEVELS OF COMPETITION

INCREASE PERSONAL COMMITMENT AND RESPONSIBILITY BY PROVDING OPPORTUNITIES TO VOLUNTEER

INVOLVE LOCAL RESPONSIBLE ADULTS AND DEVELOP PEER LEADERS TO ENGAGE NEW PARTICIPANTS

REDUCE PARTICIPANT INVOLVEMENT WITH NEGATIVE PEER GROUPS

PROVIDE OPPORTUNITIES TO PROGRESS TO HIGHER LEVELS OF SPORT OR DELIVERY ROLES WITHIN THE ORGANISATION

Part 3/3

4.1.2 Improved Educational Performance

BOX 3:

Community Centre in Inner City London

THE VENUE:

The project has its own community building, which has a music studio, large hall (where young people can play some sport) and computers. This, combined with the regular drop-in sessions, plays a central role in helping to develop ongoing relationship with young people, even when there are no sports sessions being run. The young people see it as a safe place where they can hang out.

THE APPROACH:

Through their involvement in activities young people have to talk to each other, learn how to communicate and do things they might not be comfortable with. "Once they start to do that, they are learning, and some have gone on to college and university. Through getting involved with something in the project, they've realised that they're really good at it and have potential."

TIMING:

The project runs at times that are attractive to young people with drop-in sessions every evening from 6 - 8pm, boxing sessions on Wednesday evenings and Saturday mornings, football sessions on Friday evenings and girls fitness and health eating sessions on Sundays.

THE STAFF:

The project does not have any paid staff. It has about 8 regular volunteers, who do set hours, so that it is like having a job, but without the income. The key is that the 'staff' profile matches that of the participants and young people consistently say that they can relate to them and feel listened to.

THE ACTIVITY:

The project delivers a range of activities with football being the most popular but the coach explains that "It's not just the football...it's the things they can get out of it hopefully - how to respect each other, team work. After a session, normally we try and have something behind it. We can give them qualifications as well, if they want to do their Level 1 coaching, we can give them the information to do that and pay for them...One young man was getting in trouble at school. [The project] told him about the football sessions, helped him with his CV and to get some references and he began to get more involved. He became captain of the football team; he came to training sessions got his grades and is looking forward to going to university now. His whole attitude has changed. He's got respect for people now, he doesn't just shout at them, because he had somewhere to go.

Logic Model for Improved Educational Performance

WORK WITH EDUCATION PROVIDERS TO RECRUIT YOUNG PEOPLE WITH EDUCATIONAL SUPPORT NEEDS

AGREE ADDITIONAL SUPPORT WITH SCHOOLS, INCLUDING ON-SITE AND OFF-SITE PROVISION

INVOLVE STAFF, INCLUDING YOUNG STAFF WITH RECOGNISABLE SPORTING ABILITY AND CHARISMA

EMPLOY RELAXED TEACHING STYLES WITH EMPHASIS ON INVOLVEMENT AND PARTICIPATION

PROVIDE MIX OF SPORT RELATED ACADEMIC AND PHYSICAL ACTIVITIES

WORK TOWARDS ACCREDITED SPORT QUALIFICATIONS AND AWARDS

PROVIDE VOCATIONAL TRAINING, WORK EXPERIENCE AND PLACEMENTS

MAINTAIN LINKS WITH MAINSTREAM EDUCATIONAL PROVIDERS

RECOGNISE AND REWARD ACHIEVEMENTS FORMALLY AND INFORMALLY

Part 2/2

4.1.3 Improved Attendance and Behaviour at School

BOX 4:

Youth Project in West Midlands

THE VENUE:

All of the young people are currently excluded or at risk of exclusion from school and clearly struggle with relationships and structures within the school setting. It is therefore significant that the programme is delivered out of the school environment in a city-centre location regarded as neutral, welcoming and accessible to young people.

THE APPROACH:

An alternative curriculum course focused on completion of a sports related ASDAN qualification. The course is 80% practical with a theory-based session before lunch. It is designed to be fun and offers a very different atmosphere to school with staff trying to get on with participants and understand their problems.

TIMING:

It is important that the scheme operates within traditional school-times as this re-engages the young people with the school routine and timekeeping so the project presents a structured programme of activities from 9-3 with theory based sessions sandwiched between the practical ones.

THE STAFF:

Both of the coaches are young men and have an informal yet structured approach to engagement. The ability to joke and share banter at the same time as being able to control and manage the group is important.

THE ACTIVITY:

A balance of written, academic, social and physical/sporting activities delivered in a structured format is important in maintaining interest, attention and engagement. These young people require a mix of energetic activities alongside more formal learning approaches in order to maintain student attention. The ability to refer to aspects of the 'physical activity' in lessons also facilitates participants' interest.

Logic Model for Improved Attendance and Behaviour at School

WORK WITH SCHOOLS TO RECRUIT YOUNG PEOPLE EXCLUDED FROM OR NOT ATTENDING MAINSTREAM EDUCATION

CONSULT WITH YOUNG PEOPLE AND PROVIDE REGULAR OUT OF SCHOOL DELIVERY DURING SCHOOL HOURS

EMPLOY 'YOUNG' STAFF WITH SHARED CULTURAL REFERENCE POINTS AND ENGAGING DELIVERY STYLE

DELIVER AN INCENTIVE BASED MODEL INVOLVING MIX OF DESK BASED CURRICULAR AND PHYSICAL ACTIVITIES

ADOPT AN INFORMAL STRUCTURED APPROACH, WORKING TOWARDS ACCREDITED QUALIFICATIONS/AWARDS

PROVIDE WORK EXPEREINCE OR PLACEMENT OPPORTUNITIES

MAINTAIN LINKS WITH MAINSTREAM EDUCATIONAL PROVIDERS

FACILITATE AGREEMENT OF BEHAVIOUR CONTRACT BETWEEN SCHOOLS AND PARTICIPANTS

ARRANGE RETURN TO SCHOOL OR ALTERNATIVE CURRICULUM PROVISION

Part 2/2

4.1.4 Reduced Misuse of Drugs and Alcohol

BOX 5:

Boxing Project in West Yorkshire

THE VENUE:

A local boxing gym, with strict rules and spartan facilities. The venue has a noticeable impact on young people, particularly newcomers, who can appear slightly out of their comfort zone.

THE APPROACH:

Participants are 16 or more years of age, predominantly male and have generally been referred by another intervention that prescribes an 8 week course of physical activity or sport. The delivery of the sessions is well-ordered with a focus on discipline, following instructions and staying within behavioural boundaries. Relationships between the coach and participants are built gradually, based on the development of mutual respect, "you sort of take over that parent role a little bit". The approach has a noticeable impact for some, but not all, individuals. In particular cases the impact can be quite pronounced and has lead to long-term engagement with boxing and/or the boxing club outside of the scheduled intervention.

TIMING:

Sessions are delivered mid morning (rather than early morning) to match the preference of the age-group and, as most of the group are NEET, do not clash with other work or education commitments.

THE STAFF:

The project lead has a background that is similar to that of many of the participants. He grew up in circumstances of social deprivation and had a history of getting into trouble with the law. He draws on his own experiences with martial arts and boxing to deliver an approach that he believes appeals to people who are not usually that interested in boxing. He carries a sense of authenticity and a slightly intimidatory authority that is carried into the sessions.

THE ACTIVITY:

The session content is a blend of physical fitness training; the practice of various boxing techniques; and occasional light sparring. It is aggressive, physical and highly structured with the fitness, skill level, confidence and enthusiasm of participants varying considerably, although sessions are run as a group activity with the majority of the coaching instructions directed to all group members. However, the actual practice of boxing skills (jabbing, moving, swaying, throwing punch combinations) is very much an individual or partnered activity (i.e. not performed to an audience of peers or others). The coach spends some of his time giving tuition to individuals or pairs.

Part 1/2

Logic Model for Reduced Misuse of Drugs and Alcohol

Part 2/2

4.1.5 Improved Psychological Health and Wellbeing

BOX 6:

Community Centre in Inner London

THE VENUE:

The project has its own building in the local neighbourhood which plays a central role in helping to develop ongoing relationships between young people, even when there are no sports sessions being run. "The community centre is basically family. To this day, there are a good 50 people who've come through here and no matter where you see them, they will come hug you, how you been. It's like that."

THE APPROACH:

The approach is one of organic community development where participation in sport is linked to wider social support. The project works with mainstream providers, the health care services, the Home Office, schools, education and justice systems, to make a bridge between recent migrants and public institutions. For those who engage in cultural activities such as sport, this merely acts as a bridgehead to wider social development. "The project has enabled me to say, sports is what I love... and it gave me direction to sort myself out. I had my manager, and it made me think that I could do that with people who are younger than me. It's like self-satisfaction. You know you're doing something great. Just to get a little pat on the back, to say you're doing well from someone, just to show you're going in the right direction does a lot."

TIMING:

The centre is open throughout the week with drop in sessions every evening as well as regular structured sports sessions at specified times throughout the week.

THE STAFF:

The project does not have any paid staff but engages participants and elders on a volunteer basis who look after the centre and support community members throughout the week.

THE ACTIVITY:

Whilst a range of structured activities are available including music and drama sessions in addition to a variety of sports the key to the project's success is in its ability to build deep mutual relationships. As the volunteers themselves are members of the same community participants argue that "If they saw that you were drifting away, they would put you back on the right course and they would spend time with you. It wouldn't be just football, that's it over, bye, see you next week. Because we were all together and we'd all see each other, we'd all sit here (at the centre) after the football and we'd talk about how it went. The football, that's just the start..."

Non-traditional sports and physical activities are used including zumba, bouldering, hoop and tone etc. which do not have the negative connotations that young people involved in the project might associate with PE and school sport.

Logic Model for Improved Psychological Health and Wellbeing

IDENTIFY AND RECRUIT YOUNG PEOPLE THROUGH FORMAL AND INFORMAL REFERRAL MECHANISMS

USE FRIENDLY, WELCOMING STAFF AND VOLUNTEERS WHO CAN ENTHUSE YOUNG PEOPLE

IDENTIFY A HOME, 'BASE' OR CENTRE WITH OPPORTUNITIES TO 'DROP-IN' ON CASUAL BASIS

PROVIDE REGULAR DELIVERY OUT OF SCHOOL HOURS

EMPHASISE INVOLVEMENT AND PARTICIPATION RATHER THAN COMPETITION

CREATE OPPORTUNITIES FOR EXTENDED SOCIAL ENGAGEMENT BEYOND INVOLVEMENT IN SPORT

BUILD RELATIONSHIPS AND DEEPEN FAMILIAL TIES WITH STAFF, VOLUNTEERS AND PEERS

RECOGNISE ACHIEVEMENTS AND CONTRIBUTIONS FORMALLY AND INFORMALLY

SUSTAIN INVOLVEMENT OVER EXTENDED PERIOD AND ENCOURAGE VOLUNTEERING

Part 2/2

4.1.6 Increased Physical Fitness and Reduced Obesity

BOX 7:

Community Project in City in North West England

THE VENUE:

The staff and participants at both the young women's and the boy's equivalent group agreed that the venue needs to be somewhere relaxed and easy for young people to get to. It has to feel like a place they are comfortable to hang out at.

THE APPROACH:

The project works regularly with core groups to build strong peer relationships, with an emphasis on dealing with the underlying issues surrounding lack of physical activity and poor lifestyle choices. Accordingly the activities put on are varied and distinctive from mainstream sports found in school where young people are likely to have tried and formed a negative opinion around already. The physical activity is also not an end in itself. It provides a platform for wider discussions and shared experiences aimed at addressing wider lifestyle choices.

TIMING:

Sessions are delivered between 5 and 7 on Wednesdays, out of school hours at a time that young people like to be with one another and that facilitate extended interaction after the sessions have finished.

THE STAFF:

Staff come from a youth work background and rather than being too 'sporty' are approachable and show a willingness to discuss embarrassing, shocking or uncomfortable subjects in a non-judgmental way. This was illustrated by a project worker bringing in photos of when she was 18 stone after a previous discussion and explaining how she felt at the time before going on to lose weight. Her openness was appreciated by the young people, many of whom made a point of thanking her and asked lots of questions. In turn this encouraged them to share their own experiences and sense of the difficulties associated with achieving weight and behaviour change.

THE ACTIVITY:

Whilst a range of structured activities are available including music and drama sessions in addition to a variety of sports the key to the project's success is in its ability to build deep mutual relationships. As the volunteers themselves are members of the same community participants argue that "If they saw that you were drifting away, they would put you back on the right course and they would spend time with you. It wouldn't be just football, that's it over, bye, see you next week. Because we were all together and we'd all see each other, we'd all sit here (at the centre) after the football and we'd talk about how it went. The football, that's just the start..."

Logic Model for Increased Physical Fitness and Reduced Obesity

RECRUIT PRE-EXISTING INACTIVE PEER GROUPS OF **GIRLS** THROUGH COMMUNITY NETWORKS

ADOPT YOUTH WORK APPROACH WITH FOCUS ON PERSONAL DEVELOPMENT AND REMOVING BARRIERS TO SUSTAINED INVOLVEMENT

EMPLOY UNTHREATENING STAFF WHO PROVIDE VOLUNTARY, VARIED, SOCIALLY ORIENTED, FUN AND LARGELY NON COMPETITIVE ACTIVITIES

ENSURE ACTIVITIES ARE REGULAR, LONG-TERM, CONSISTENTLY DELIVERED AND ACCESSIBLE OUT OF SCHOOL HOURS

ENABLE RELAXED, NON JUDGEMENTAL DISCUSSION, SHARING OF EXPERIENCES AND HEALTHY EATING GUIDANCE

PROVIDE OPPORTUNITIES TO VOLUNTEER, PEER MENTOR AND GAIN ACCREDITATION

DEVELOP PEER LEADERS AND USE ROLE MODELS TO ENGAGE NEW PARTICIPANTS

CREATE OPPORTUNITIES AND MOTIVATION FOR SUSTAINED LONG TERM PHYSICAL ACTIVITY

RECOGNISE AND REWARD ACHIEVEMENTS PUBLICLY AND PRIVATELY

Logic Model for Increased Physical Fitness and Reduced Obesity

WORK WITH SCHOOLS AND OTHER AGENCIES TO RECRUIT **BOYS** WHO LACK FITNESS OR ARE OVERWEIGHT

CONSULT WITH PARTICIPANTS ABOUT PREFERENCES FROM A VARIED MENU OF PHYSICAL ACTIVITIES

FOCUS ON FUN, POPULAR ACTIVITIES THAT ARE APPROPRIATE FOR YOUNG PEOPLE OF ALL ABILITIES

DELIVER IN LOCALLY ACCESSIBLE FACILITIES THAT ARE FAMILIAR TO YOUNG PEOPLE INCLUDING SCHOOLS

ENSURE REGULAR, LONG-TERM, IN AND OUT OF SCHOOL PROVISION

EMPLOY FRIENDLY STAFF AND VOLUNTEERS WHO DELIVER IN A RELAXED FASHION

BUILD DEEPER RELATIONSHIPS WITH PARTICIPANTS TO ENABLE PROVISION OF LIFESTYLE GUIDANCE

RECOGNISE AND REWARD ACHIEVEMENTS PUBLICLY AND PRIVATELY

CREATE OPPORTUNITIES FOR SUSTAINED ENGAGEMENT AND PROGRESSION IN FAVOURED ACTIVITIES

Part 3/3

4.1.7 Reduction in the Number of NEET Young People

BOX 8:

Community Project in South West England

THE VENUE:

The project works within school and college environments as well as working with young people in a variety of specialist vocational, learning, sport and physical activity settings.

THE APPROACH:

The project uses a combination of practical activities and computer based written work (built around planning activities and what young people are most interested in) within a broad curriculum based approach. A key aspect of this is flexibility and knowing when to push the paper work and when to break for activities. Getting the balance right depends on the project's ability to address the young people's needs whilst working towards nationally recognised qualifications, always being mindful not to alienate young people by replicating mainstream school approaches that have previously failed the young people in question.

TIMING:

The commissioned alternative education programmes delivered by the project typically follow school terms and engage young people for up to a year on a regular weekly basis.

THE STAFF:

The project staff are able to think of innovative ways to get young people to engage and are able to work in a highly flexible and adaptive fashion to keep them on track. They typically share some of the life experiences of the young people they are working with, having previously participated in or volunteered for this or similar projects. Whilst they work with professionals from different vocational sectors the lead staff's professional qualifications are more typically in youth work or care services.

THE ACTIVITY:

A typical curriculum offer includes different vocational activities such as hospitality and catering, construction, motor mechanics and hairdressing and a range of sports activities as well as dedicated Independent Living and Sport and Leisure modules leading to BTEC accreditation, ASDAN and Sports Leaders Awards. Generally the choice of activities depends on what the young person is interested in, with an adaptable series of modules containing activities that generate points that add up to GCSE equivalent grades A-B or D-E.

Logic Model for Reduction in the Number of NEET Young People

WORK WITH EMPLOYMENT AND TRAINING AGENCIES TO IDENTIFY YOUNG PEOPLE WHO ARE NEET

ENGAGE THOSE IDENTIFED VIA OPEN ACCESS PROVISION AND AGENCY REFERRAL

IDENTIFY AND USE A PHYSICAL BUILDING BASE WITH MULTI-PURPOSE FACILITIES

CONSULT WITH YOUNG PEOPLE AND PROVIDE A MENU OF PHYSICAL ACTIVITIES

ENSURE REGULAR, LONG-TERM, IN AND OUT OF SCHOOL PROVISION

EMPLOY FRIENDLY STAFF AND VOLUNTEERS WHO DELIVER IN A RELAXED FASHION

MAINTAIN TWO WAY PARTNERSHIPS WITH COLLEGES, EMPLOYMENT AGENCIES AND EMPLOYERS

ALLOW PARTICIPANTS TO 'DROP-IN' AND ENGAGE IN SELF MANAGED JOB SEARCH AND PERSONAL DEVELOPMENT ACTIVITIES

PROVIDE OPPORTUNITIES TO VOLUNTEER, OBTAIN SPORT BASED AWARDS AND QUALIFICATIONS AND GAIN WORK EXPERIENCE

Part 2/2

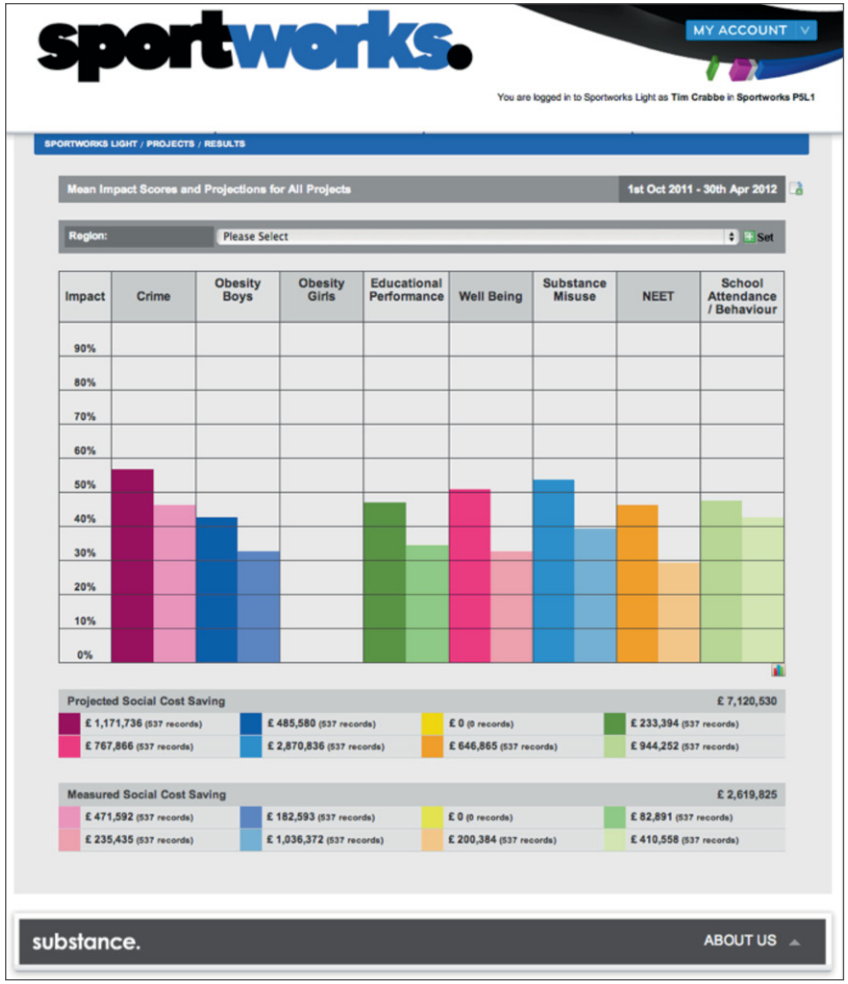
In accordance with our key research aims, these effective practice models have helped us to understand the characteristics of organisations best placed to deliver sport for development initiatives and the best approaches to achieve positive outcomes across different social policy areas. Critically, they also helped to inform and validate the data-valuing model we developed to assess and demonstrate the value of the sport for development sector that will, in turn, increase the effectiveness of delivery across a range of social policy domains.

4.2 Sportworks Impact Assessment Application

In order to produce a scalable sector-wide method of *demonstrating* the impact and value of sport for development projects more generally we needed to create a forecasting and measurement tool that is both easy to use but able to generate information that enables investment decisions to be made with confidence.

Our research and the resultant data-valuing model described in section 3.2.4 have enabled us to produce such a tool that, given the use of a common data schema, is able to generate impact scores across a range of social policy areas from a single dataset as illustrated in FIGURE 1 below.

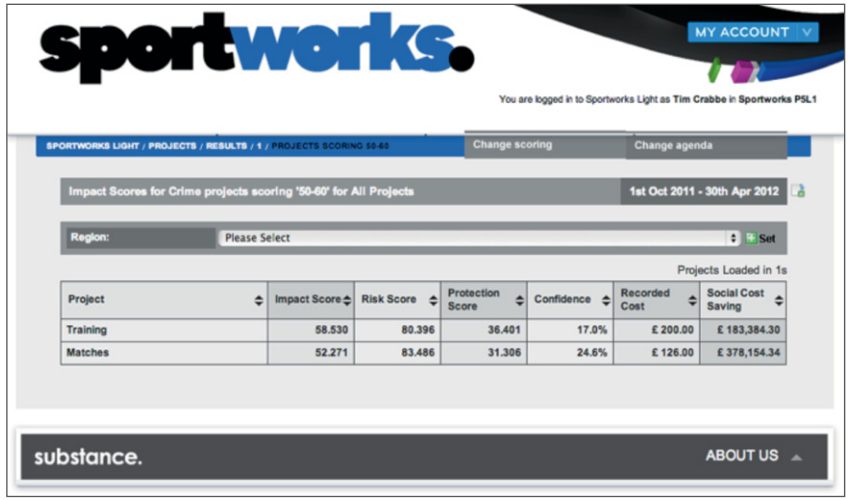
FIGURE 1: IMPACT SCORES AND PROJECTIONS ACROSS MULTIPLE OUTCOMES



More detailed analysis can then be conducted with regard to individual projects with differing profiles and the scores they are generating in terms of risk and protection factors, impact, confidence scores, cost and social cost savings as illustrated in FIGURE 2 below.

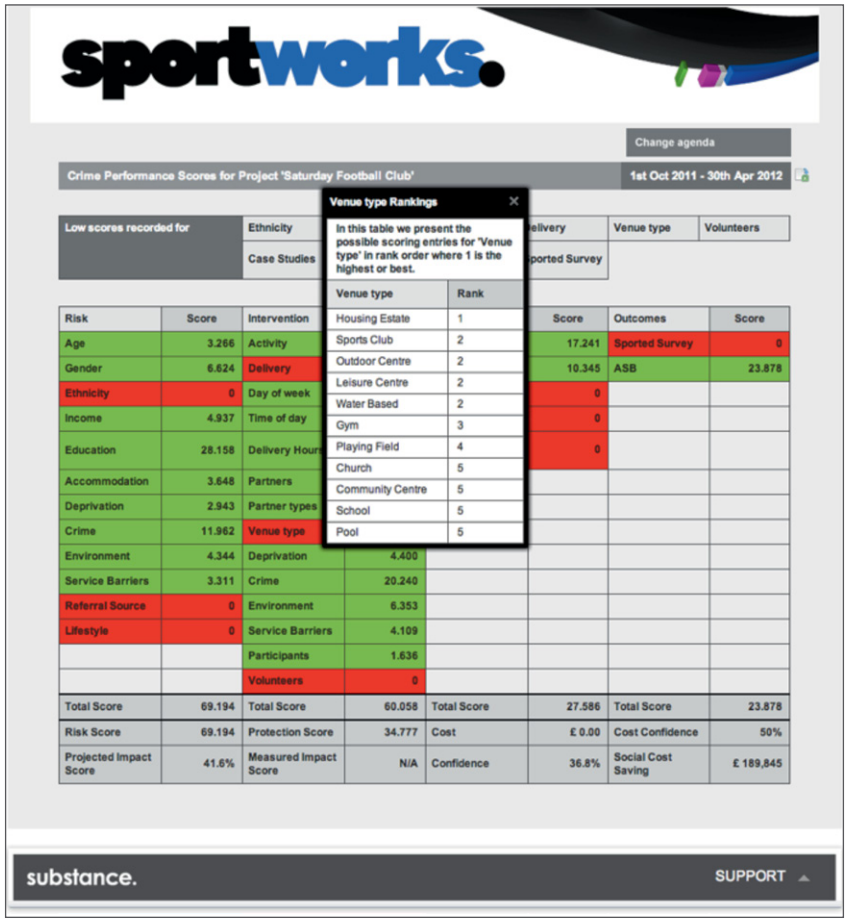
The model is also able to reveal which elements of provision are generating low scores, enabling targeted support to be provided and remedial action to be taken to improve service design and associated delivery.

FIGURE 2: PROJECT SUMMARY SCORES



In FIGURE 3 below we illustrate how the results for a single outcome area, in this case crime, are represented back to the user with feedback on which elements are attracting low scores and what modifications would be required to achieve better scores.

FIGURE 3: SCORES FOR OUTCOME SPECIFIC COMPONENT VARIABLES



As well as presenting information to enable individual agencies to review and address the performance of their own projects as illustrated above, with different levels of access, the tool also presents data visualisations for the purposes of benchmarking performance across multiple agencies. This is done through the presentation of projects with different profiles alongside the capacity to 'drill down' into the individual project profiles.

These functions will be of particular interest to potential investors as they will enable quick assessments to be made of the volume of projects delivering different levels of impact at varying levels of cost as well as the relative performance of the sector as a whole across a range of policy domains, as illustrated in Section 4.3 below.

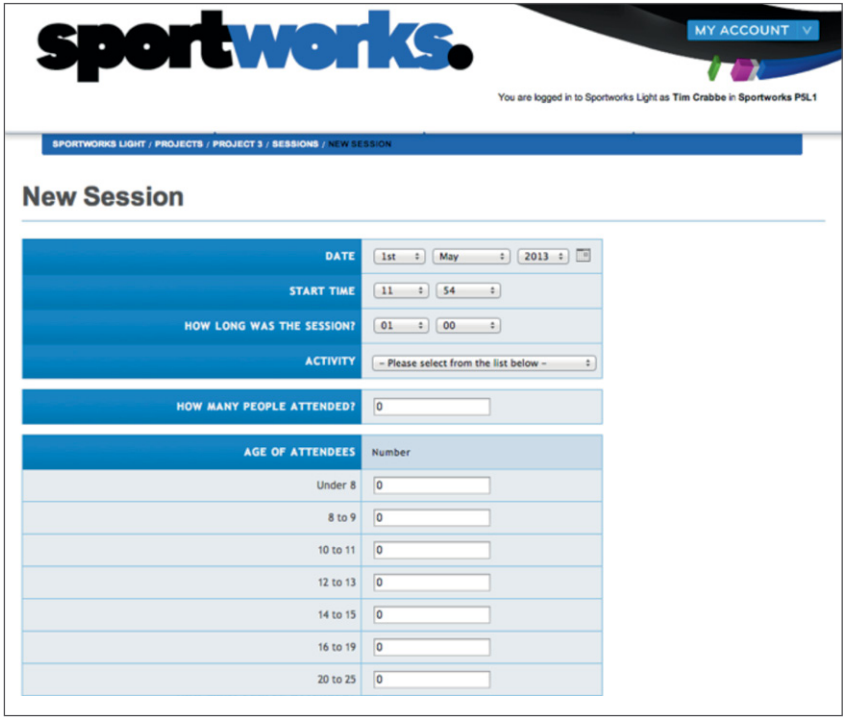
As we have described, Sportworks has been designed to ensure projections can be made on the basis of relatively limited data sets. However, in order to ensure the results are based on the participants attending and the work being done with them, two data collection methods as described in 3.2.6 have been provided.

For the majority of our pilot projects relevant data was presented via Views. Users of the system have a seamless experience of the application and can access their results by clicking on the Sportworks tab in the drop down menu of the Reports section of their account as illustrated in FIGURE 4 below.

FIGURE 4: SPORTWORKS IMPACT ASSESSMENT APPLICATIONS IN VIEWS

The data recorded within the Light Tool as demonstrated in FIGURE 5 below, although not as comprehensive as the information that can be collected in Views, is then read directly into the application, enabling impact projections and scores to be calculated and presented. Again these results are accessible directly from the Light tool providing system users with feedback on the likely impact of their work. In turn it is hoped this will further motivate engagement with the tool and, ideally progression onto more robust forms of data collection and monitoring.

FIGURE 5: SPORTWORKS LIGHT TOOL



In order to ensure data validity and the exclusion of records with insufficient data we have also imposed a number of conditions that are reflected in a system of disqualification, score penalisation and the generation of confidence scores that are dependent upon the availability and quality of data presented (See Appendix 4). These confidence scores represent how reliable we believe the final score to be and enable agencies with identical impact projection results but differing sample sizes or qualities of data to be compared on the basis of our overall confidence in the scoring.

The 'beta' version of Views enabled Sportworks and the Sportworks Light Tool were tested for a six-month period between 1st October 2011 and 31st March 2012. A total of 83 agencies registered interest in the Light Tool and 226 England-based agencies using Views were able to make use of Sportworks. Following a review on the 5th April 2012, data relating to 3874 projects from 188 agencies using Views and 14 projects from 10 agencies using the Light Tool was found to have been recorded during the reporting period.

This resulted in the generation of data showing differential representations of performance both between projects and in respect of different outcomes from a single project's data. These findings are presented in their aggregate form in the following section.

4.3 Assessment of the Sport for Development Sector's Impact

Table 10 and Figure 6 present the impact projections generated from the 'beta testing' based on valid records for each of the social policy areas.

What these findings illustrate is the potential of the Sport for Development sector to impact positively but to varying degrees on a range of social policy problems. The participant and session delivery profiles indicated a clear strength in the areas of crime and substance misuse reduction, with relatively high potential also being identified in relation to improved educational attainment and well-being. More moderate but still positive potential was identified in all other areas, including educational attendance and behaviour, fitness and obesity amongst both boys and girls and in relation to reducing young people's NEET status.

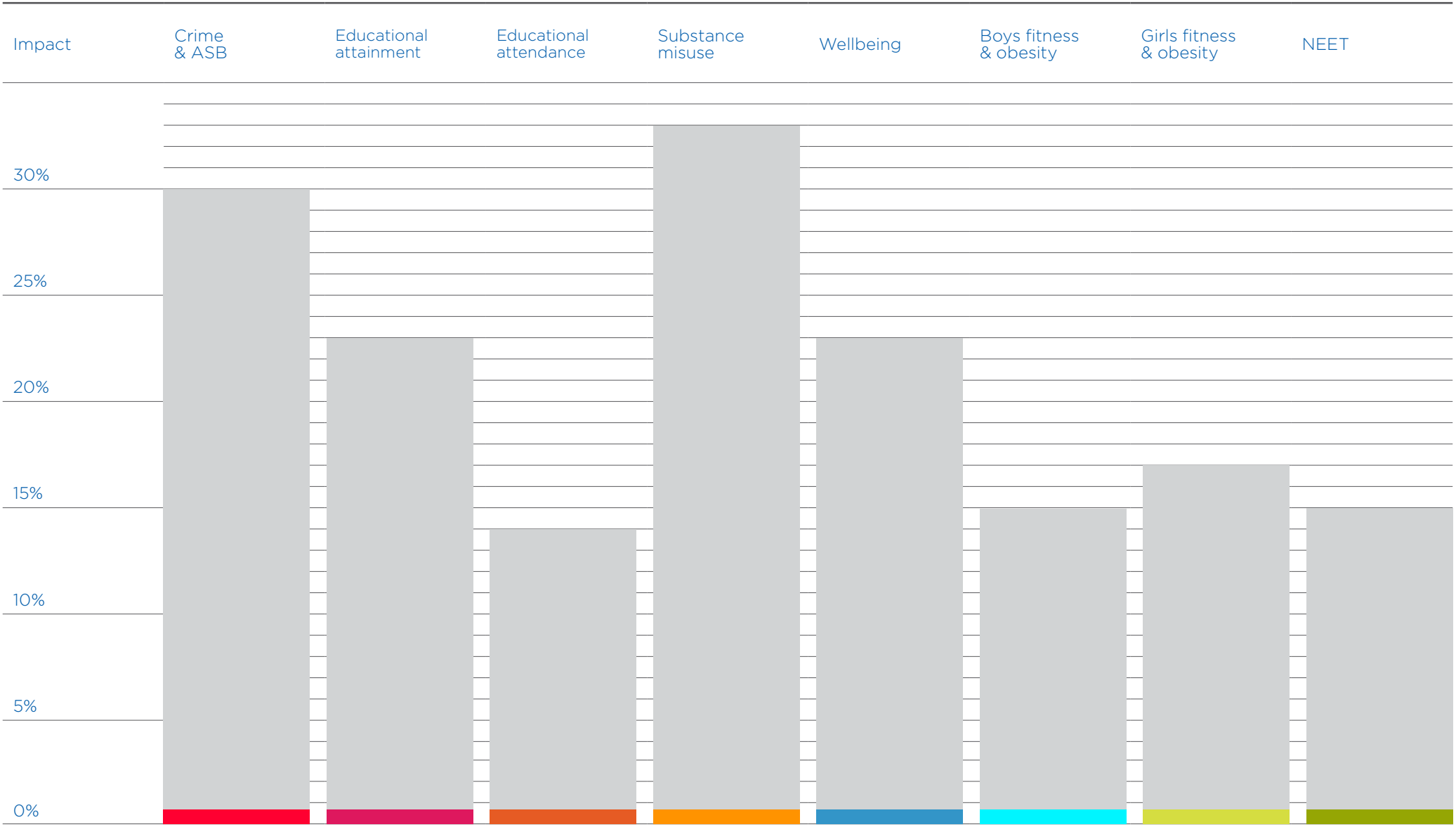
At this stage we have chosen not to include the 'measured' scores because use of the person outcome and self-perception surveys included in the model was inconsistent. Whilst the results we did gather demonstrate that projects were able to generate measured impact scores that tallied with the projections, the sector wide results were distorted by inconsistency in the pattern of data collection. In the absence of an engagement and sound communication campaign this is unsurprising. On the basis of our on-going consultation with stakeholders within the sector, we believe that delivery agencies will be motivated to engage and comply with the model as they better understand and identify their projected impact ahead of recording realised outcomes which ultimately demonstrate they are fulfilling their potential. This assumption will need to be tested in the next phase of the project.

TABLE 10: PROVISIONAL IMPACT SCORES FOR ALL PROJECTS

Policy	Score	High	Low	Projects
Crime & ASB projected	30.11	60.22	9.75	2556
Educational attainment projected	23.21	49.86	10.25	2556
Educational attendance projected	14.52	52.27	2.39	2556
Substance misuse projected	32.84	62.44	10.52	2556
Well-being projected	22.92	59.50	7.42	2420
Fitness & obesity (boys) projected	15.13	44.07	5.50	2270
Fitness & obesity (girls) projected	16.50	38.79	4.09	1530
NEET projected	15.06	37.90	4.59	2495

Data Range: 1st October 2011 – 31st March 2012

FIGURE 6: PROVISIONAL IMPACT SCORES AND PROJECTIONS FOR ALL PROJECTS FOR THE PERIOD 1ST OCTOBER 2011 TO 31ST MARCH 2012



4.4 Estimated Cost Savings

Using the cost calculation model outlined in section 3.2.5 and the policy specific impact projections presented in section 4.3 above, we are now able to present estimates of the likely cost savings associated with the work of the Sport for Development sector as a whole across each of the social policy areas included in our model. We begin by presenting the projected reduction in risk associated with each of the social policy areas shown in Table 11 before translating these into monetary values on the basis of the calculations in the following sections.

TABLE 11: RISK REDUCTION PROFILE

Policy	Risk	Projected Impact	Revised Risk	Reduction in Risk	Cost Saving*
Crime & ASB	52.50	30.11	36.69	15.81	£724.87
Educational attainment	54.90	23.22	42.15	12.75	£127.50
Educational attendance	31.03	14.52	26.52	4.51	£180.40
Substance misuse	58.48	32.84	39.28	19.20	£2,265.60
Wellbeing	62.58	22.92	48.24	14.34	£430.20
Fitness & obesity	46.03	15.81	38.75	7.28	£197.65
NEET	45.09	15.06	38.30	6.79	£247.90
Total					£4,174.12

*Per participant, per annum

4.4.1 Reducing Anti-Social Behaviour and Youth Offending

4.4.1.1 Assumptions

In order to calculate the cost savings associated with the use of sport for development work to reduce crime we have assumed that the cost per conviction is £4,584.90 and that those involved in youth offending and anti social behaviour are convicted once per year. Finally we have discounted any costs that might be associated with undetected offences leaving us with an estimated minimum cost per young offender of £4,584.90 per annum[101].

4.4.1.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 52.5% likelihood of our participants becoming involved in crime without any intervention. As such the anticipated cost to society of no action can be calculated as £4,584.90*0.525 = £2407.07*number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduction in risk that it delivers which, in the case of our projected impact score, would be £4,584.9*0.1581.

Projected cost saving = £724.87*number of participants per annum.

4.4.2 Improved Educational Attainment

4.4.2.1 Assumptions

In order to calculate the cost savings associated with the use of sport for development to improve educational performance we have assumed that the cost of educational underachievement is £18 billion for the 'current generation of young people'.[102] We have further assumed that the current generation of young people aged 15-24 is 7.2 million people[103] and that 5% of young people leave school with no qualifications.[104] From this we calculate that the overall cost per educational under achiever is £50,000 at net present value. Discounted over a Fifty year term we can assume a cost per educational under achiever of £1,000 per annum.

101 Princes Trust (2010) Op. Cit.

102 Princes Trust (2010) Op. cit.

103 See http://www.statistics.gov.uk/hub/population/index.html

104 Princes Trust (2010) Op. cit.

4.4.2.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 54.9% likelihood of our participants under achieving in education without any intervention. As such the anticipated cost to society of no action can be calculated as £1000*0.549 = £549*number of participants.

The savings associated with the intervention can then be calculated in terms of the reduced risk that it delivers which, in the case of our projected impact score, would be £1,000*0.1275.

Projected cost saving = £127.50*number of participants per annum.

4.4.3 Improved Attendance at School

4.4.3.1 Assumptions

In order to calculate the cost savings associated with the use of sport for development to improve attendance and behaviour at school we have assumed that the cost per truant is £4000 per annum[105].

4.4.3.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 31.03% likelihood of our participants becoming persistent truants without any intervention. As such, the anticipated cost to society of no action can be calculated as £4,000*0.3103 = £1241*number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduced risk that it delivers which, in the case of our projected impact score, would be £4,000*0.0451.

Projected cost saving = £180.40*number of participants per annum.

4.4.4 Reduced Misuse of Drugs and Alcohol

4.4.4.1 Assumptions

In order to calculate the cost savings associated with the use of sport for development to reduce the misuse of drugs and alcohol amongst young people we have conservatively assumed that the cost per substance misuser is at the lower end of the NICE estimate of between £11,800 and £44,000, i.e. £11,800 per annum[106].

105 Brooks, M., Goodall, E. & Heady, L. (2007) Op. cit.

106 NICE (2007) Op. cit.

4.4.4.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 58.48% likelihood of our participants becoming involved in substance misuse without any intervention. As such the anticipated cost to society of no action can be calculated as £11,800*0.5448 = £6,428.64*number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduced risk that it delivers which, in the case of our projected impact score, would be £11,800*0.192.

Projected cost saving = £2,265.60*number of participants per annum.

4.4.5 Improved Psychological Health and Wellbeing

4.4.5.1 Assumptions

We recognise that it is harder to extract the costs to society associated with poor mental health than other more easily definable social problems. However, taking the costs associated with poor mental health as a whole, following Friedli and Parsonage, we have assumed a lifetime cost of £230,000 that when discounted in line with Treasury guidance comes to £150,000 per person over a lifetime or £3000 per annum[107].

4.4.5.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 62.58% likelihood of our participants experiencing poor psychological health and wellbeing without any intervention. As such the anticipated cost to society of no action can be calculated as £3,000* 0.6258 = £1877.40*number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduced risk that it delivers which, in the case of our projected impact score, would be £3,000*0.1434.

Projected cost saving = £430.20*number of participants per annum.

107 Children & Young People's Mental Health Coalition (2010) Improving Children and Young People's Mental Health: The Business Case, CYPMHC: London

4.4.6 Increased Physical Fitness and Reduced Obesity

4.4.6.1 Assumptions

In order to calculate the cost savings associated with the use of sport for development to improve physical fitness and reduce obesity we have assumed that the cost associated with each obese young person per annum is £2,715[108].

4.4.6.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 46.03% likelihood of our participants becoming or remaining obese without any intervention. As such the anticipated cost to society of no action can be calculated as £2,715*0.4603 = £1,249.71*number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduced risk that it delivers which, in the case of our projected impact score, would be £2,715*0.0728.

Projected cost saving = £197.65*number of participants per annum.

4.4.7 Reduction in the Number of NEET Young People

4.4.7.1 Assumptions

In order to calculate the cost savings associated with the use of sport for development to reduce the number of NEET young people we have assumed that the average cost of young people aged 16 to 18 who are not in education, employment or training is £3,651 per person per annum[109].

4.4.7.2 Savings calculation

On the basis of our risk assessment we calculated that there was a 45.09% likelihood of our participants becoming NEET without any intervention. As such the anticipated cost to society of no action can be calculated as £3,651*0.4509 = £1,646.24*number of participants per annum.

The savings associated with the intervention can then be calculated in terms of the reduced risk that it delivers which, in the case of our projected impact score, would be £3,651*0.0679.

Projected cost saving = £247.90*number of participants.

108 Aked, J. et. al. (2010) Op. cit.

109 Aked, J. et. al. (2010) Op. cit.

4.4.8 Overall Cost Savings

The shared measurement and cost savings model presented here is unique in its capacity to assess the impact that both individual projects and the sector as a whole have on the full range of social policy outcomes. Whilst a project may be tailored to prevent crime, it may also have a supplementary impact on other social problems such as NEET or Educational Attainment. As such, the impact and cost savings presented here, and in relation to individual projects are cumulative and highlight wider savings for society.

Overall projected cost saving = £4,174.12*number of participants.

4.5 System Validity and Research Limitations

In the course of our research and development we have been concerned to consider the following questions relating to different aspects of system validity:

- Theoretical validity: Does the system evaluate impact on *appropriate* risk and protective factors associated with the target policy domains as identified in the literature review?
- Criterion validity: Are the *measures* of risk and protective factors and the associated effects, intermediate and longer-term outcomes sufficiently robust and accurate?
- Content validity: Are the *data* used to populate the application accurate and sufficiently differentiated to allow for differences between projects?
- Triangulation: Are data collected from a sufficient range of *sources* to be confident of the validity of the findings?

4.5.1 Theoretical Validity

Inevitably our initial literature based risk and protective factors modeling is only as reliable as the research studies on which it is based. Whilst we are confident that we have selected reliable studies, published by reputable organisations with the highest credentials in their respective policy sectors and have attempted to refine and validate the model through use of our own datasets and case study research, two limitations were identified for which appropriate mitigating actions were taken.

Firstly, it was not possible to identify appropriate studies to underpin a model for each of the initial twenty one outcomes we identified. This contributed to our decision to reduce the number of outcomes included in our model and the omission of those where an adequate and reliable evidence base could not be identified.

Secondly, where we did identify high quality studies that were based on a risk and protective factors model, the data variables included in each study were not always consistent. Some studies did not include probability weightings for data fields that were included in our schema or included weightings for data fields that were not included in our schema. Where no weighting was available for factors our research suggested were important we identified supplementary studies to identify alternative probability scores that were then factored into the model. Where there was no additional evidence available we recorded no effect. Where *additional* data fields were included in the secondary studies that could not be accommodated in our data schema, to ensure consistency across the full range of outcomes, they were discounted from the model. This may have the effect of reducing the predictive value of the model in relation to some outcome areas but will not distort the relative predictive strength of those data items remaining within the model.

More broadly the use of demographic factors to inform risk assessments has been found to have poorer predictive value at the individual level compared with other approaches, although this is countered by greater reliability at the point of aggregation and relative ease of administration.[110] Given that proportionality and scalability have been important factors in the development of our model, we are comfortable with the use of a core demographic based approach but have supplemented this with additional research and administrative data, as discussed in section 3.2.4, in order to strengthen the predictive power of our approach.

110 Winkleman, R. & Mehmud, S. (2007) A Comparative Analysis of Claims-Based Tools for Health Risk Assessment, Society of Actuaries: Schaumburg, IL

4.5.2 Criterion Validity

Given our confidence in the theoretical underpinnings of the risk and protective factors model, we believe our measurement criteria are reliable at the aggregate level. At lower levels this reliability may be more in question given that whilst the model accounts for person, service design and process elements and their impact at the level of the individual, results are necessarily generated from a single scoring schema. Wherever possible and appropriate this schema is strongly weighted to account for regional variations and local patterns of deprivation but there will inevitably be more localised and nuanced variations at the micro level that are not identified by the model.

However, as the usage of Sportworks extends and we are able to compare predicted and actual impact scores, the pattern of such variations will be revealed enabling us to account for these differences more reliably and finer grained adjustments to be made.

Although Sportworks is designed to capture evidence of impact over any specified time frame the model does not currently account for the sequencing of effects and the achievement of desired outcomes. Rather, it aggregates the value of these component effects and outcomes over the report period. However, there is evidence to suggest that the order in which intermediate outcomes are achieved may also be significant[111] and so our model may need to be adapted to account for such factors.

In terms of outcome measures there is no longer a single set of recognised national indicators in the UK. As there is currently little consensus around the concept of shared measurement indices, we have developed an outcome measurement model that combines records of policy specific personal outcomes and self-perception survey responses along with third party impact data where it is available. In selecting these measures our concern has been to ensure that they are proportionate, relevant and accurate. However, in some cases, such as well-being, outcome measures are more contested than in other areas, such as NEET status. As such, further consultation and ongoing refinement of the outcome measures being used across the different social policy domains will be appropriate.

We have more substantive concerns about the outcome measures used in the Light pilot version of the application, which were based on un-validated staff perceptions at individual delivery sessions and the lack of an internal audit trail. Following assessment of the outcome records captured in the course of our

111 Coalter, F. (2011) Sport, conflict and youth development, University of Stirling: Stirling

pilot and consultation with project stakeholders and system users, it was felt that this had the potential to disproportionately inflate the impact scores of projects represented through the Light tool. For this reason we have only presented projected measures of impact at this stage and have now introduced greater consistency in the methods used to capture outcomes data across the Views and Light Tool versions of Sportswork for going forward.

4.5.3 Content Validity

The system itself has been found to function effectively and is successfully generating results in accordance with the model, providing differential representations of performance both between different projects and in respect of different outcomes from a single agency's data.

Given that the results presented here were generated on the 5th April 2012 for the period up to the end of March 2012 some data may have been omitted, as there is inevitably a time lag in the recording of data subsequent to project delivery at some projects. As such, the results are provisional.

The pilot testing produced stronger results from Views users. Because these are generated seamlessly from the data collected as part of these projects' wider monitoring activity whilst Light Tool users are required to perform the additional task of recording the data in order to generate results. Similarly amongst Views users, where additional data fields have been added to support the application, data entry has been more sporadic than for those fields associated with routine programme management. In contrast to the Views compatible version, the Light Tool has been designed to be relatively light touch and so the data it collects is non attributable to individual participants making it difficult to establish a clear audit trail.

This raises the question as to whether further explanation of the benefits, encouragement, training and incentives will be required to ensure high levels of engagement and compliance with the full model.

Finally, in relation to content validity we have found that most Views users do not currently record input cost data. We mitigated this through the inclusion of a simple cost field in the Light Tool and the addition of a 'No recorded cost' row in the risk assessment profiling to distinguish projects where no cost data is recorded from genuinely low cost projects.

4.5.4 Triangulation

As described earlier, the model that underpins the system has been built using a triangulated research method that embraces validated statistical modeling from high quality secondary research studies; project monitoring data relating to the outcomes achieved by 160,000 participants in sport for development projects over a five year period and qualitative case study research with ten sport for development projects over an 18 month period.

It has then been tested by 198 agencies delivering 3888 projects in England using both the sport for development industry standard Views project management and impact reporting system and the bespoke Light Tool along with third party modeling and impact data drawn from the Indices of Deprivation for England and Police statistical records from England and Wales.

Whilst sources have been identified, crime data from Scotland and Northern Ireland and deprivation data from Wales, Scotland and Northern Ireland was not included in the pilot version of the model. This data has now been added, with the exception of crime data for Scotland which is currently being re-organised and will be layered in when it becomes available.

4.5.5 Other Limitations

Light Tool and Views users are able to gain real-time access to their results once a sufficient number of participants and sessions have been created. However, access to aggregated results for all application users is currently moderated by the volume of data populating the tool and the need for results to be called for every data field, for every project, for every agenda when any search is run which can lead to relatively long loading times for extended date periods.

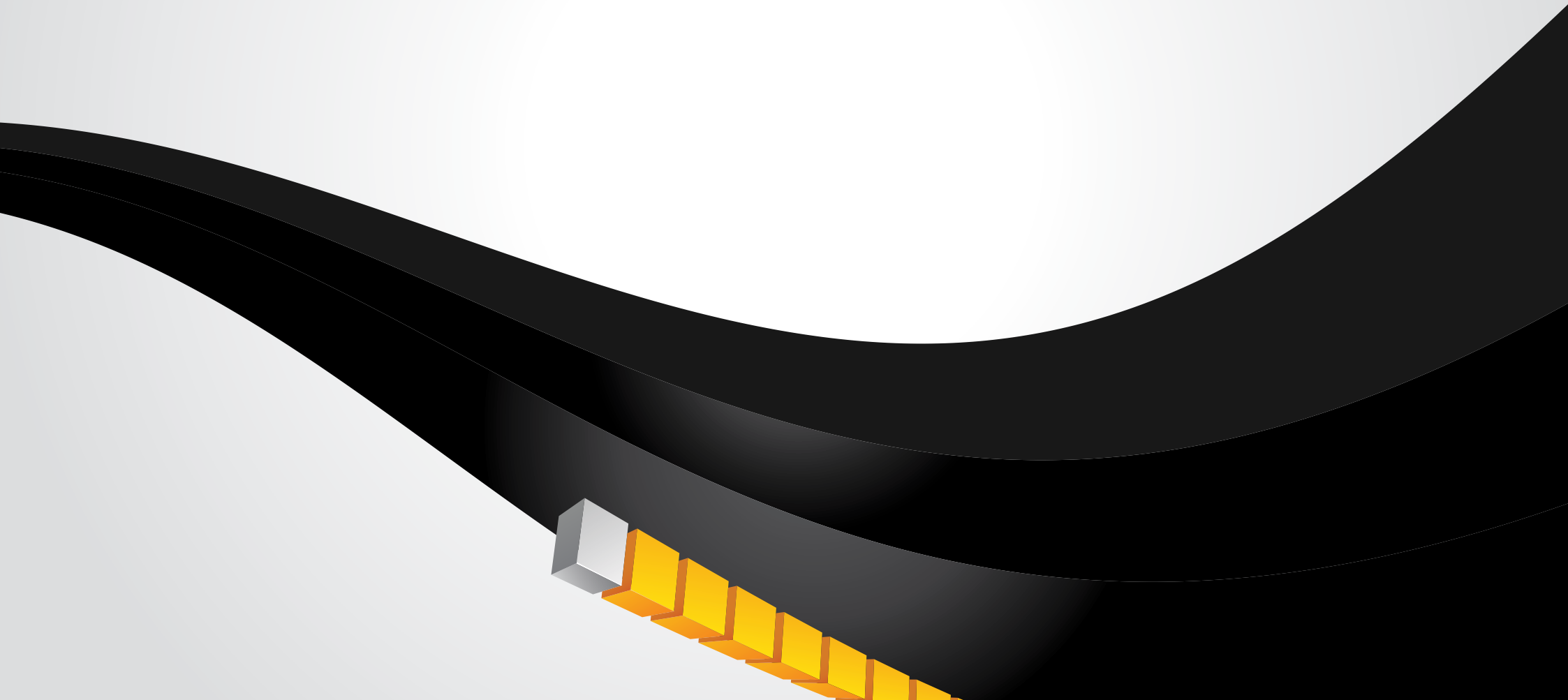
Further work has been delivered to help optimise the application through the periodic caching of data in order to shorten load times. This has had further knock on effects for the processing of complex data variables such as staff profiles that are made up of multiple elements in order that they can be deployed efficiently. Staff profiling is therefore not supported in the current version of the application and will be introduced in a later version.

4.5.6 External Validation

Whilst we have engaged with interested academics and stakeholders in the development of our model, ultimately, validation of the tool's fidelity will relate to the forecasting of realised outcomes over an extended period. As such follow up validation studies are likely to be required to identify appropriate improvements and ensure long-term confidence in the model.

We have also incorporated a number of presentational suggestions and content additions following reviews of an earlier version of this report by Professor Fred Coalter and Professor Simon Shibli.

5.0 Conclusions and Recommendations



5.1 Project Achievements

This project set out to assess and demonstrate the value of the sport for development sector and to identify how to increase the effectiveness of delivery across a range of social policy areas.

We believe we have achieved these aims through identifying the types of organisation and delivery models associated with effective practice across seven social policy areas. As well as helping to inform **sported.**'s guidance to their Members and other sport for development projects, this has also helped to define the creation of a sustainable model to both forecast and measure project and sector wide impacts whilst revealing limitations in existing delivery profiles.

We have shown that sport for development projects have a consistently positive impact on all of our selected policy areas. The Sport for Development sector was projected to reduce the risk of participants experiencing a range of social problems by between 4.5% and 19.2%. We have demonstrated particularly strong impacts in the areas of crime and substance misuse reduction and improvements in the wellbeing of young people.

We have also shown that these impacts can be monetized in terms of the financial savings to society, with the strongest savings per participant being achieved in relation to substance misuse reduction and prevention, followed by crime reduction and prevention, improvements in wellbeing and reductions in the number of NEET young people. Overall we found that the sport for development projects included in our assessment were likely to generate a total societal cost saving of £4,174.12 per participant, per annum.

We have been conscious to address many of the conceptual weaknesses identified in the existing research literature in terms of definitions; methodological weaknesses; consideration of 'sufficient conditions'; and reliance on inconsistent summative literature reviews.

Focusing on the sport for development sector we have identified a 'short-list' of realistic and measurable social outcomes alongside identifying both the sporting and non-sporting elements of effective provision. Perhaps most significantly this has been achieved through reference to literature drawn from beyond the traditional sports research community. Rather than seeking to draw conclusions by reference to the lowest common denominator amongst conflicting sport specific studies, we established a common frame of reference based on a risk and protective factors model and identified outcome specific studies that were consistent with the model.

This has enabled us to deliver the first consistent attempt in the UK to demonstrate the differential and cumulative impact and value of the sport for development sector across a range of social policy themes. The value of the tool is made all the more pertinent by the movement towards payment-by-results models of public service commissioning. This approach to funding stands or falls on the ability to demonstrate the achievement of specified outcomes. Sportworks fits the bill by providing a single seamless method to:

- assess the likely impact of potential delivery partners
- provide real-time monitoring of performance
- assess the contribution made to different outcomes
- put a financial value on agency's contributions

In the words of Professor Simon Shibli, Director, Sport Industry Research Centre, Sheffield Hallam University:

"[It] has the potential to bring about a Bob Beamon-like jump in how sport for development projects demonstrate their value"

The project's ability to realise that potential will be dependent upon a number of factors related to a wider engagement with the sport for development community and the role that **sported.** plays in enabling this.

5.2 Taking the Baton

sported. have resourced and taken on the challenges of developing Sportworks for the benefit of the Sport for Development sector, including deliverers, commissioners, funders and policy makers. In order to fully realise the potential of the application to generate impact measurement results which have greater meaning and influence, it is vital that **sported.** works with the Sport for Development sector and associated stakeholders to embrace and engage with sportworks.

sported. will use the results generated from aggregated data within Sportworks to advocate on behalf of the sector, lobby for support, influence and inform policy making and investment decisions. We will work with research centres, commissioners, the third sector and Government to build on, improve and refine Sportworks and explore other avenues in the field of impact measurement.

In line with their core mission, **sported.** will offer their Members access to sportworks without cost via the Light Tool. These organisations may previously have engaged with monitoring and evaluation systems but could hugely benefit in their organisational development from using Sportworks alongside the holistic capacity building support provided by sported. This will enable them to continually improve their delivery, and assist them with providing compelling and comparable forecasts of their likely impact which will support them to secure funding and paid commissions.

For programme managers, commissioner and funders, Sportworks offers a unique range of benefits; providing the solutions to manage multiple portfolio projects and the data to evidence their achievements. Sportworks can assist these stakeholders by helping to manage multi-agency, national and uk-wide sport for development programmes and by identifying delivery chains best suited to deliver chosen outcomes. It will enable them to monitor performance, identify the most effective practice and provide actual and auditable measurements of impact to make the case for further investment. For public service commissioners and local authorities themselves, Sportworks offers a timely and invaluable capability to demonstrate the cost savings associated with their investments, helping these agencies to make a compelling case for protecting or reinstating their budgets.

sported. will need to develop greater strategic collaboration with programme managers who have significant track records within sport for development to scale use of the application more quickly and develop and share a story of the sport for development sector's impact. Having multi-programme managers/ networks on board with Sportworks will also ultimately generate the level of bulk data which will translate into more meaningful results and greater intelligence to inform the validity and currency of the tool.

Widespread use and adoption of Sportworks puts **sported.** in an unrivalled position to influence and inform the strategic development of sport for development. It will help make the case for investment, support and develop best practice and place us at the heart of on-going impact measurement work in the sport for development sector.

In terms of central Government, Sportworks will enable **sported.** to demonstrate the evidence of sport's contribution to the policy priorities in the key Government departments of Home Office, Department for Education, Department of Health and Department for Work and Pensions, in addition to supporting DCMS's youth and community sport strategy.

Through the use of Sportworks, **sported.** is in an unparalleled position to provide strategic leadership to help establish and strengthen the sector's identity, role and resourcing. **sported.** will have access to impact data and results which will enable them to broker, facilitate access to and mediate with those wishing to fund or commission sport for development work by putting together appropriate delivery chains for programmes, providing performance monitoring frameworks and evidencing outcomes. This will take the sport for development sector into a new era, as Sportworks offers the potential to move, for the first time, from a demand led to a needs led approach by identifying how and where sport can be used to address social policy requirements.