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# Changing Sport, Changing Communities and Changing Lives: StreetGames National Evaluation

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## Brief

# Client Name: StreetGames

## Changing Sport, Changing Communities and Changing Lives: StreetGames National Evaluation

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## Executive Summary

### StreetGames

StreetGames is a sports charity established in 2006 in order to change sport, lives and communities by supporting a partnership of projects that provide sports, volunteering and development opportunities to young people in disadvantaged communities across the UK.

This report seeks to bring together and synthesise the learning from previous programme evaluations as part of a broader assessment of the approach, effectiveness, impact and potential of StreetGames as a whole.

StreetGames supports and enables growth via an approach to delivery designed to engage and develop young people who experience disadvantage, by providing its delivery partners with funding, support, insight, resources and access to workforce development and training to deliver local sports opportunities in areas of high deprivation.

StreetGames has partners in England, Scotland, Wales and Northern Ireland with the majority of delivery currently taking place in England but with a growing presence in the other national regions. The delivery partners themselves range in type and size, with voluntary sector and local authority agencies the most prevalent.

### Strategic Plan Progress

StreetGames is making very good progress against its 2013-17 Strategic Plan goals with a number of targets already met and others at a good stage of development.

| Key Performance Indicators for 2013-17 strategy – Targets and Progress | Target 2013-17 | Progress 010413 – 310315 | Progress % |
|--|----------------|--------------------------|------------|
| Projects within the Doorstep Sport network                             | 500            | 597                      | 119%       |
| Doorstep Sports Clubs (England)  | 1000           | 847                      | 85%        |
| Number of participants engaged (118,000 DSCs, 87,000 others)           | 205,000        | 80,452                   | 39%        |
| Number of female participants engaged                                  | 59,400         | 22,032                   | 37%        |
| Number of BME participants engaged                                     | 23,760         | 22,540                   | 95%        |
| Number of disabled participants engaged                                | 4,455          | 4,022                    | 90%        |
| Number of participants attending mass participation festivals          | 12,000         | 9,300                    | 77%        |
| Number of participants attending festivals                             | 30,000         | 21,096                   | 70%        |
| Number of participants attending major sporting events                 | 10,000         | 1,173                    | 12%        |
| Number of volunteers engaged in SYV programme                          | 10,000         | 3,767                    | 38%        |
| Number of learners attending Doorstep Sport workshops                  | 30,000         | 3,806                    | 13%        |
| Number of learners attending Activator workshops                       | 8,000          | 5,669                    | 71%        |
| Number of learners attending Level 2 qualifications                    | 960            | 480                      | 50%        |

Beyond these KPIs we found that:

- StreetGames has successfully engaged with its target audiences and taken sport into the UK's most disadvantaged communities

- Participants overwhelmingly come from the most disadvantaged neighbourhoods
- StreetGames is the leading provider of workforce development services for organisations wishing to deliver sport in disadvantaged communities
- StreetGames has emerged as a centre of knowledge within the sport for development sector
- At scale, the greatest impact is being achieved through the roll out of Doorstep Sport models of delivery
- The value of this delivery, in terms of wider cost savings to society, can be estimated at over £69 million per annum
- The greatest levels of impact are being driven in relation to reductions in anti-social behaviour, youth offending and substance misuse
- The StreetGames Young Volunteers Programme is delivering the greatest return in terms of qualifications and personal development opportunities.

## Outcome Monitoring

Whilst these findings primarily reflect the development and roll out of the Doorstep Sport approach through a network of Doorstep Sport Clubs and other delivery agents, StreetGames also leads a number of national programmes including:

StreetGames Young Volunteer Programme, Us Girls, YUSport, neighbourhood, regional and event specific festivals, legacy programmes, pop-up clubs, the StreetGames Training Academy and its work with sport NGBs.

Each of these programmes makes a distinct contribution to StreetGames' three core goals of Changing Sport, Changing Communities and Changing Lives, with variable degrees of emphasis as reflected in the 'heat' map below.

Funded programmes outcome 'heat' map

|                         | Changing Sport                |                                 |                        | Changing Communities                |                            |                             | Changing Lives            |                       |                             |
|-------------------------|-------------------------------|---------------------------------|------------------------|-------------------------------------|----------------------------|-----------------------------|---------------------------|-----------------------|-----------------------------|
|                         | Adapted sport: New activities | Adapted sport: New participants | Broadened sports reach | Mainstream investment in SG network | Increased youth leadership | Improved community cohesion | Increased access to sport | Improved human assets | Individual behaviour change |
| SYV                     |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Doorstep Sport Clubs    |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| US Girls                |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| YUSport                 |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Neighbourhood festivals |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Regional festivals      |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Football pools 5s       |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Legacy programmes       |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Pop-Up clubs            |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Training Academy        |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| NGBs                    |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |

More broadly we are confident that StreetGames is changing sport by:

- Increasing sports participation in disadvantaged communities
- Introducing and embedding Doorstep Sport approaches amongst NGBs
- Providing something distinctive from traditional organised sport in terms of:
  - The range of sport
  - The location, timing, price and style of delivery
  - The involvement of young people in volunteering and service design roles.

That StreetGames is changing communities by:

- Growing and spreading the reach of Doorstep Sport across the UK
- Building the capacity of both local delivery partners and mainstream sports providers to engage young people from disadvantaged communities
- Ensuring delivery is focused in areas experiencing high levels of deprivation
- Sharing knowledge and insight
- Helping delivery partners to build social skills, friendships and experiences
- Sustaining delivery over the long-term.

And that StreetGames is changing lives by:

- Providing new opportunities for young people living in disadvantaged areas
- Increasing sports participation and activity rates
- Growing participants social capital by providing opportunities to volunteer and build their peer and social networks
- Helping participants to progress personally.

## 1.0 Introduction: What StreetGames is trying to achieve

StreetGames is a sports charity that was established in 2006 in order to change sport, lives and communities by supporting a partnership of projects that give sports, volunteering and development opportunities to young people in disadvantaged communities across the UK. The aim of each StreetGames project is to be sustainable and become part of the fabric of their community, strengthening it, making it safer through social action and volunteering and improving the health and wellbeing of those that live there.

Rates of participation in sport have consistently been shown to be lower amongst disadvantaged social groups in the UK, whether considered in terms of economic status, ethnicity, gender or disability. However, whilst there are barriers in the way of greater access to sport amongst such groups it is also clear that there is high latent demand for sport amongst young people across the social spectrum. As such, and in recognition of the severe inequalities in participation between the most and the least affluent, StreetGames was established to develop community sport projects that would tackle these inequalities by taking opportunities to the heart of the most disadvantaged communities in the UK.

Whilst it has a primary focus on sports participation, StreetGames interest is informed by a wider awareness of the causes and consequences of participation inequalities. Its focus on the most disadvantaged neighbourhoods is born of an understanding of the ways in which certain individuals, groups and communities are denied full access not only to sport but also to a variety of rights, opportunities and resources that are fundamental to full social integration within the wider society. In this sense, low sports participation amongst young people living in disadvantaged communities is both emblematic and symptomatic of wider and deep-seated inequalities that are not easily addressed simply through the provision of 'more sport'.

Whilst there have been many initiatives over the years designed to tackle low participation rates amongst a number of groups, the intractability of the problem, particularly in an era of economic uncertainty and austerity measures, requires a more distinctive approach based as much around building capacity as the provision of sport itself. As such StreetGames has sought to work with and build the assets that exist within its target communities in order to develop the sporting infrastructure and address the lack of leadership skills in those areas in order to both release sporting potential but also to create gateways to wider social development which in turn will help to re-inforce that infrastructure through the development and re-investment of sporting capital<sup>1</sup>.

In this sense sport is seen to offer transformative potential amongst groups that might otherwise become alienated and disconnected from mainstream society. By helping communities to organise and address the lack of sporting opportunities in their neighbourhoods the intention is to empower and build a lasting legacy based around increased confidence, aspiration and leadership skills that will themselves impact on a range of additional problems negatively affecting disadvantaged communities in relation to health, community safety, cohesion and education.

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<sup>1</sup> Rowe, N. (2012) *Sporting Capital: Transforming sport development policy and practice*, Manchester: StreetGames

It is in this context that, rather than running and delivering sport programmes, StreetGames has developed a strong network of locally based and run delivery partners that use a customer focused approach, embodied in the 'Doorstep Sport' model, to deliver sport in the right place, time, price and style for its target audience.

StreetGames' growing importance and effectiveness was recognized when it became a National Partner to Sport England in November 2009, with a responsibility to support a selection of NGBs to get better at growing their own engagement with disadvantaged youth. Whilst it now operates across the UK, in 2013 StreetGames launched a four-year strategy and an associated funding bid to Sport England that sought to align proposed activity to Sport England's own target outcomes and the findings of the Youth Review, which suggest the need for a greater focus on changing activity behaviour by working with the grain of young people's lives rather than seeking to change attitudes towards sport<sup>2</sup>. Through use of the 'Doorstep Sport' approach to delivery the strategy document committed StreetGames to leading a step change for youth sport in disadvantaged areas up to 2017 with targets to:

- Create 1000 Doorstep Sport Clubs across all key areas of deprivation in England
- Increase participation amongst disadvantaged young people by 205,000
- Achieve equity targets of 40% female, 26% BME, and 3% disabled participants
- Support a minimum of 20 NGBs to improve their impact on the disadvantaged youth market
- Create 10,000 new young sports volunteers
- Stage 500 new participation events attracting 42,000 participants
- Create 30,000 new learning opportunities in Doorstep Sport through the Training Academy
- Train 960 new Level 2 coaches in 'Multi-sport'.

StreetGames is committed to monitoring its achievement of these targets and is increasingly insight led, with many of the programmes and initiatives it runs having been subjected to both internal and external evaluation. This report seeks to bring together and synthesise the learning from these evaluations as part of a broader assessment of the approach, effectiveness, impact and potential of StreetGames as a whole.

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<sup>2</sup> <https://www.sportengland.org/research/encouraging-take-up/key-influences/sport-and-age/>

## 2.0 Research Methodology: How we approached the measurement of StreetGames' achievements

### 2.1 Mapping Delivery to Target Outcomes

The StreetGames Strategic Plan 2013-17 reveals a very clear sense of the charity's purpose and direction. Through Doorstep Sport and its other programmes it is committed to:

- Changing Sport
- Changing Communities
- Changing Lives.

As such we sought to frame our research around these themes. This initially involved a literature review and analysis of the data and information collected in-house by StreetGames, alongside a round of interviews with key personnel and a sample of delivery agents to refine our understanding of how StreetGames' short, medium and long-term objectives might be aligned to these goals. From this we sought to map the charity's funded programmes and activities to the achievement of its ultimate goals through the development of a Theory of Change. Theories of change seek to describe the change an organisation wants to make and what is involved in making that change happen in as few steps as possible in order to capture and share the essence of what it does.

Theories of change also reveal the assumptions that underpin this journey and the sources of evidence that back it up. Having established the outcomes that StreetGames wishes to achieve we sought to gather evidence of the factors that might contribute to effective practice. This involved both secondary and primary research activity.

### 2.2 Secondary Research

As well as reviewing, synthesizing and presenting the results of existing StreetGames evaluations, we reviewed the best research evidence available to establish who StreetGames should be working with as well as evidence of 'what works' in attracting, retaining and developing the young people it seeks to assist. Using internal StreetGames monitoring data we then reviewed the profile of participants using key demographic data such as age, gender and postcodes across the range of programmes where this information was available as well as the profile of delivery in terms of what, where, when and with whom provision is made available. We used this data to establish both the fit between the StreetGames offer and what the research evidence suggests is known to work as well as correlations between different patterns of provision to groups with a range of risk profiles and the achievement of desired outcomes. We also considered relevant local secondary data sources in the areas that StreetGames delivers. Together, this data was used to generate an assessment of:

- The degree to which StreetGames is working with its target audiences
- The extent to which sports participation has been raised amongst those target groups
- Participants' fit with concentrations of social problems being targeted by StreetGames
- The fit between StreetGames' work and what is known to be effective practice in addressing these outcomes



- The elements of StreetGames' provision that have proven to be most effective in working with different profiles of participants.

## 2.3 Primary Research

We augmented this desk research with a programme of field research in order to understand the particularities of StreetGames' approach. This involved a strand of active monitoring, interviews, participant surveys and case study research amongst a sample of four projects delivering the charity's core programmes in different regions of the UK. Our selection sought to capture the range of member organisations within the StreetGames network and took account of the variable size of organisations, constitutions, location, length of membership and delivery profile as represented in Table 1 below.

| Table 1: Case Study Selection |        |                   |                    |                  |
|-------------------------------|--------|-------------------|--------------------|------------------|
| Organisation                  | Size   | Constitution      | Membership profile | Location         |
| Chorley                       | Large  | Local authority   | Longstanding       | North of England |
| Ryhl                          | Small  | Local authority   | New                | Wales            |
| Maddisons                     | Medium | Voluntary sector  | Established        | Midlands         |
| Metropolitan Housing          | Large  | Social enterprise | New                | London           |

## 2.4 Impact Measurement and Data Modeling

Ultimately we aligned the secondary and primary data to the Theory of Change in order to assess the extent to which StreetGames has been successful in its ambition to change sport, communities and the lives of disadvantaged young people. More specifically, as well as assessing the achievement of its headline targets, this approach has enabled us to establish:

- Whether StreetGames is working with the right people and delivering the right activities to meet its goals
- What levels of impact the work is having on the young people projects work with
- Whether sport is changing because of StreetGames' advocacy
- Which activities and organisations are proving the most effective in helping StreetGames achieve its goals
- The social cost savings associated with StreetGames' work
- How to monitor performance and measure impact on an ongoing basis.

## 3.0 StreetGames: Understanding the organisation, its approach and delivery model

### 3.1 What is StreetGames?

The StreetGames mission is to grow and mainstream the doorstep sport approach in order to “close the gap in participation in sport between affluent areas and disadvantaged areas”. In order to deliver this mission the organisation has developed a network of partners across the UK who provide access to sport for young people in deprived and disadvantaged communities. StreetGames supports and enables growth via an approach to delivery designed to engage and develop young people who experience disadvantage, by providing its delivery partners with funding, support, insight, resources and access to workforce development and training to deliver local sports opportunities in areas of high deprivation. This approach is intended to allow StreetGames to maintain “A lean organisation, committed to a small central team and a strong fieldwork team that provides expert advice and support at the frontline.”<sup>3</sup>

StreetGames currently has 47 core staff members with a further 16 employed through secondments, agencies, outsourced services, contractors and student interns who deliver eight core work strands:

- Network development
- Doorstep clubs
- Volunteer programmes
- Commercial partnerships
- PR and events
- Sport and workforce
- Knowledge and insight
- Finance.

For each strand there is a team with its own lead, managerial, officer and support staff. The Senior Management Team review the progress and delivery of the distinct work strands, programme delivery and progress made towards key performance indicators. They are supported by the insight team, which presents data to enable evidence-based decision-making, promote the success of their partners and encourage good practice.

#### 3.1.1 Delivery partners

The delivery of StreetGames programmes is built around its network of local delivery partners. Partners may be affiliated through their delivery of or involvement in Doorstep Sport Clubs, Us Girls, Festivals and StreetGames Young Volunteer programmes or through the Streetmark scheme and Training Academy. Given the organisation’s commitment to growing the doorstep sport approach many new partners engage with StreetGames by becoming a Doorstep Sport Club. This process involves the partner agency submitting an expression of interest outlining their background and track record including evidence of governance, their current delivery profile, locations of work and

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<sup>3</sup> StreetGames 4 Year Funding Submission to Sport England (2013-2017), unpublished

target audiences. Regional staff then audit the paperwork and perform site visits to ascertain the level of support required.

Where appropriate, partners will be StreetMarked. StreetMark is essentially a quality mark or ‘seal of approval’<sup>4</sup> presented to partners who have demonstrated that they are delivering sport in the right areas and to the right people. StreetMarked partners are not obliged to run a Doorstep Club but must demonstrate their commitment to the StreetGames approach. Any organisation delivering sport to young people in deprived areas or to young people experiencing disadvantage is eligible for the StreetMark.

In order to achieve this standard a further expression of interest is submitted by the organisation, which is then reviewed and assessed by the Network Coordinator. This assessment may or may not involve a project visit. If approved the host agency receives a certificate and membership that is valid for a period of three years. Following an internal review it is now intended to add further on-going membership criteria to ensure that StreetMark is more than just a ‘certificate on the wall’ and that ways are found to encourage StreetMarked projects to maintain engagement with network meetings and core programmes.

The delivery partners themselves range in type and size and include charities, local community sports clubs, football club trusts, local authority sports clubs and youth sector agencies with voluntary sector and local authority agencies the most prevalent as revealed in Table 2. The common denominator is that they all provide sporting opportunities to young people in areas of deprivation, although there is an ambition to engage a range of other providers who might not currently meet these criteria such as commercial organisations and colleges. As the Head of Doorstep Sport indicated, StreetGames is seeking:

*“To try and get doorstep in leisure centres, doorstep sport in... commercial sport settings, your five-a-side kick about areas all sorts of things like that and colleges. So taking doorstep sport into different places where it might not be at the moment and also working with different agencies who deliver sport who might not understand the doorstep approach.”*

**Table 2: StreetGames’ Partners Organisational Type**

| Type of organisation     | Number | Percentage |
|--------------------------|--------|------------|
| Voluntary and community  | 459    | 68.3%      |
| Local authority          | 123    | 18.3%      |
| School/Further Education | 63     | 17.2%      |
| Housing Association      | 9      | 1.4%       |
| Professional sports club | 4      | 0.6%       |
| Corporate                | 3      | 0.4%       |
| Police                   | 2      | 0.3%       |
| NGB                      | 2      | 0.3%       |
| Fire                     | 1      | 0.1%       |

<sup>4</sup> <http://www.streetgames.org/www/content/streetmark>

|                      |     |      |
|----------------------|-----|------|
| Health               | 1   | 0.1% |
| Youth Offending Team | 1   | 0.1% |
| Network              | 1   | 0.1% |
| Church               | 1   | 0.1% |
| Total                | 672 | 100% |

### 3.1.2 Geographic Reach

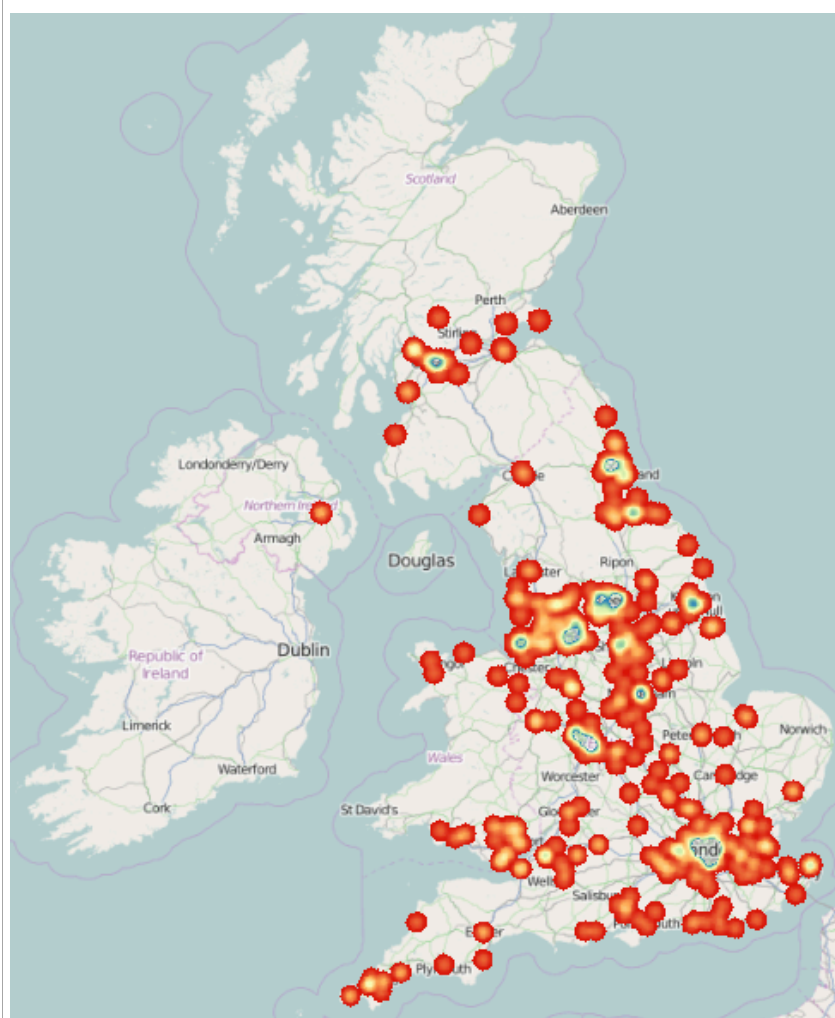
StreetGames has partners in England, Scotland, Wales and Northern Ireland with the majority of delivery currently taking place in England. In all areas and countries StreetGames aims to focus its work in areas of high deprivation as the Head of Insight states:

*“I would say essentially we are about areas of high deprivation so it would not be our priority to work outside of areas of high deprivation. We are not saying doorstep sport or a youth led approach wouldn’t work as it probably would but that is not our priority.”*

Accordingly, and as reflected in the heat map on the following page which highlights the sites where StreetGames projects were delivered in 2014, across England there is a national spread with the greatest concentrations in London, the North West, East of England, and South West. There are also particular concentrations in urban centres such as Manchester, Liverpool, Birmingham, London and Plymouth. Projects are much more thinly spread across shire counties and the South East of England. In general this would correspond with StreetGames’ aims and the focus on areas that face greater deprivation.

In Wales there are currently 44 StreetGames projects including 27 that are StreetMarked and StreetGames has a dedicated Legacy and Fieldwork Manager for

Figure 1: Map of Location of Doorstep Sport Sessions



Wales whose role is to grow the partnership further. With funding from the Welsh Government through the Communities First programme and Sport Wales, StreetGames is now working within 44 of the 52 Communities First Cluster areas.

StreetGames shares Sport Wales' mission to get every child hooked on sport for life by using doorstep sport to reach two hundred communities. The network in Wales is established and growing and feels connected to StreetGames' headquarters while developing its own regional portfolio. The next stage of growth will be seen in the further development of Doorstep Clubs in Communities First areas, creating a strong body of work to support the Us Girls programme and continuing to strengthen ties with NGBs, health and crime agencies and the Welsh poverty agenda.

Delivery in Scotland was initially focused upon the most deprived areas of Glasgow specifically the East End and North Glasgow communities. The team has now expanded delivery, which has trebled in the past twelve months, extending to 46 projects across eleven local authority areas. Delivery is also no longer confined to the cities and urban areas and StreetGames Scotland is committed to reaching disengaged rural communities who have little access to facilities and structured activities.

In Scotland the network works across sectors and attempts to 'level the playing field' for those disadvantaged young people who otherwise would not have access to sporting opportunities. The partnerships are cross-sector in the truest sense and StreetGames in Scotland not only works across sectors but also brings those sectors together to work on shared programmes of work.

StreetGames Scotland had no original investment in the Doorstep Sport Club model as funding came directly through Sport England and Sport Wales. However, with the Scottish Government's commitment to creating local sports hubs across Scotland, StreetGames sees a clear alignment with the Doorstep Club approach, which is seen as complementary to the community sport hub approach and is now seeking potential funders for the development of Doorstep Sport Clubs across Scotland. As the National Manager explains:

*"Last year was the first year we really established ourselves in Scotland, by delivering the Commonwealth Games Programme we really expanded the network and we have a really good solid network of projects. Looking forward, the main aim is to continue that growth. We have a target to expand our Street Marked projects to fifty. That will take the overall network to 70."*

### 3.1.3 StreetGames Programmes

#### 3.1.3.1 Street Games Young Volunteer Programme

The StreetGames Young Volunteer (SYV) programme currently has 139 active projects. Established in 2007, the programme provides volunteering opportunities for 16-25 year-olds. Typically, young volunteers support and run local sport sessions and tournaments, assist at national sports tournaments, learn how to coach sport and design youth-led activities. The Programme also seeks to assist participants in developing their confidence, self-esteem and community leadership skills and recognises their achievements through various awards and qualifications.

### 3.1.3.2 Doorstep Sport Clubs

Following the launch of Sport England's 2013-2017 Youth Sport Strategy<sup>5</sup> StreetGames' role is to lead the creation of 1000 new Doorstep Sport Clubs for young people (aged 14-25 years old) in deprived areas. Ten principles<sup>6</sup> guide the direction and scope of Doorstep Sport Clubs, which, in essence, seek to deliver sport at the right time, for the right price, in the right place and in the right style.

### 3.1.3.3 Us Girls

Us Girls is a StreetGames initiative to get 14-25 year old females more active by providing them with fitness and sport opportunities within their local communities. The programme was initially part of Sport England's 'Active Women' campaign but has now been assimilated into the mainstream delivery of the StreetGames network which embraces a number of more targeted subsidiary initiatives. Amongst others, these include:

- Us Girls Alive, a Department of Health programme funded from 2012 to 2015 and designed to improve the well-being of young women aged 16-25 living in areas with high levels of health needs on the indices of deprivation
- Us Girls Starz, a programme for young females aged 10 to 12 years living in disadvantaged communities in London that was developed by StreetGames through a partnership with Women Win and Nike's women's 10k event, 'We Own the Night'. Four projects in London deliver a programme of sports, dance, and activity sessions in local community settings
- Us Girls Rocks, StreetGames female only festival programme providing opportunities for young women to try traditional and non-traditional sport and physical activities along with other activities including lifestyle advice and beauty treatments.

### 3.1.3.4 YUSport

YUSport is funded by the Mayor of London's Sports Legacy Participation Fund and is run in partnership with five housing associations. It involves running YUSport hubs in each of eight London housing estates where there are currently low levels of sports provision.

### 3.1.3.5 Let's Get Fizzical

Let's Get Fizzical was originally designed to fill a gap in physical activity provision in Birmingham where low levels of activity and high levels of overweight/obese children were identified alongside strong community networks and an unmet demand for activity. The project's aim was to result in sustained increases in physical activity levels, increased self-efficacy and health literacy, stronger partnerships at both strategic and delivery levels and increased capacity within the physical activity workforce.

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<sup>5</sup> <http://www.sportengland.org/media/130949/DCMS-Creating-a-sporting-habit-for-life-1-.pdf>

<sup>6</sup> <http://www.streetgames.org/www/sites/default/files/10-principles-of-doorstep-sport-clubs-2013.pdf>

Both school and community based sessions were delivered with children taking part in six 1 hour sessions in school and ten 1 hour multi-sport sessions in a community setting. Pedometers were used outside of sessions, with targets to motivate participants to increase their physical activity beyond the formal delivery.

The programme has now moved beyond Birmingham with pilot projects underway in Coventry and North Solihull and new pilots scheduled to start in September 2015 in Lincolnshire and Maidstone.

### 3.1.3.6 Festivals

StreetGames delivers a range of festivals including neighbourhood, mass participation and football pools 5-a-side festivals. Each of the neighbourhood festivals is delivered in the vicinity of a StreetGames project and involves a minimum of 50 participants aged from 13 to 19 and includes a diverse range of sports such as football, athletics, handball, rugby, basketball, cricket, tennis, table tennis, golf, BMX, dance, StreetCheer and dodgeball. The regional mass participation festivals are delivered in major cities but attract over 5,000 participants from disadvantaged areas where different StreetGames projects are based. Once again they include a range of sports including football, basketball, badminton, table tennis, rugby, athletics, fencing and dance. The Football Pools is working with StreetGames to deliver 5-a-side football opportunities for disadvantaged young people aged 16-25 that want to play the game without making a weekly commitment to league football through a programme of 300 neighbourhood sports festivals involving 15,000 people linked into a 5-a-side competition with 11 regional tournaments and a National Final at St George's Park. In keeping with StreetGames' wider strategic goals it has broader objectives to:

- Reach into neighbourhoods that are the hardest to reach and most under-served
- Reduce crime and anti-social behaviour
- Improve health and wellbeing
- Improve relations between ethnic groups in inner cities through the common bond of football.

### 3.1.3.7 Legacy Programmes, Pop-Up Clubs and Spirit of 2012

Pop-Up Clubs are designed to support StreetGames local delivery partners to deliver new activities that are linked to an event taking place on the national or international stage such as Wimbledon, World Cup finals competitions or the Commonwealth Games, providing an important vehicle for promoting the StreetGames brand and piggy backing on the publicity surrounding the larger-scale sports tournaments. The Pop-Up sports model has featured a range of sports with Rugby, Badminton and Tennis particularly prominent.

In December 2013, StreetGames submitted a funding application to The Spirit of 2012 Trust to deliver a legacy project for thousands of young people living in areas of high deprivation in the UK to connect and be inspired by the 2014 Commonwealth Games in Glasgow. The initiative aimed to build on the highly successful 'Give & Go' legacy programme, which StreetGames ran during the 2012 Olympic Games, which was concerned to inspire over 1,800 disadvantaged young people to attend the Olympic Games and build a participation programme on the ground across the UK. Analysis of the Olympic Legacy campaign showed that attending a major event was inspiring to young people and so the aim was to build on this, and provide disadvantaged young people with



the opportunity to attend the Commonwealth Games, reward young volunteers and inspire new ones. The initiative had three key strands:

- To give 1,000 disadvantaged young people all over the UK the experience of watching events at the Commonwealth Games, coupled with a residential stay that would also incorporate an outward bound experience
- To deliver 200 Commonwealth Games Pop-Up Clubs in disadvantaged areas across the UK to inspire and reinforce participation in sport by between 5,000 and 10,000 disadvantaged young people
- To create a legacy of youth volunteering in sport with over 150 disadvantaged young people being supported to volunteer.

### 3.2 StreetGames Theory of Change

Theories of change emerged as a way to help community development charities plan complex interventions on the basis that they can reveal how detailed intervention models are supposed to work in a way that is easy to grasp. Essentially the process describes the change organisations want to make and the steps involved in making that change happen in as concise a way as possible.

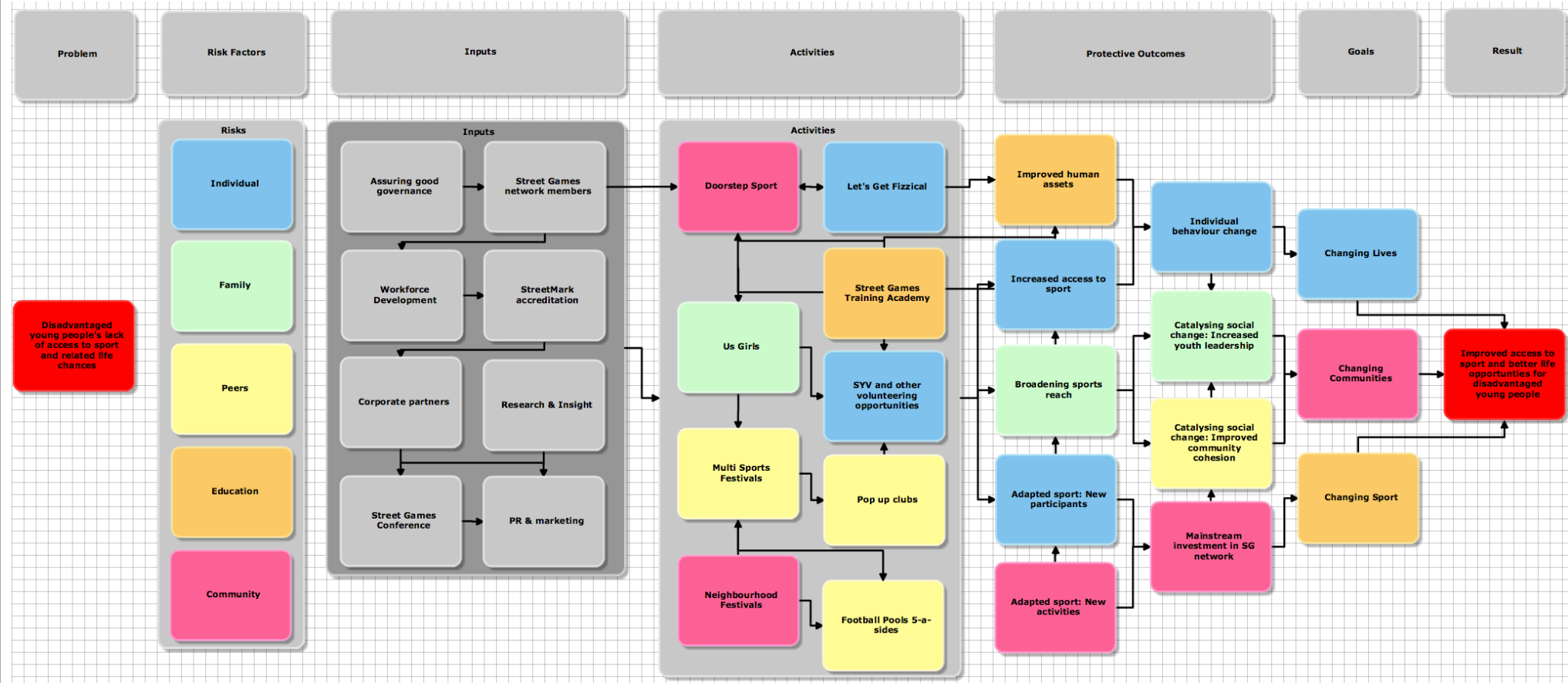
Whilst this can be challenging for networks like StreetGames where the achievement of programme goals is ultimately devolved to member organisations and partners, the theory of change illustration presented in Figure 2 seeks to capture the essence of the StreetGames model.

The model is divided into a series of stages including identification of the **problem** of disadvantaged young people's lack of access to sport and related opportunities; location of the **risk factors** driving the problem; the range of StreetGames resources and support **inputs** that are applied to the problem; the **activities** and programmes these inputs help the network to deliver; the achievement of intermediate **outcomes** and the **goal** of changing sport, communities and lives which it is envisaged will ultimately **result** in resolution of the original problem. The elements are also colour coded in order to reveal their links back to the risk factors to be addressed. As well as revealing the links between the different stages, arrows are also used to highlight the links between activity elements within each stage. Of course in reality this is never a straightforward linear process as many aspects of delivery influence and contribute to one another and so the arrows and colour coding reflects key relationships and dependencies.

Whilst the illustration presents this process in a visually engaging fashion it is useful to consider it in the context of an accompanying narrative that expands on and provides a rationale for the various stages of development and their relationships to one another.



Figure 2: StreetGames Theory of Change



## Stage 1: Problem

StreetGames has shone a light on and sought to address the recognised lack of access to sport experienced by young people from a range of disadvantaged backgrounds<sup>7</sup> and its impact on their access to other related life opportunities. The network seeks to broaden access to sport amongst young people aged 14-25 living in deprived communities and those experiencing other sorts of disadvantage such as a disability with the intention of opening opportunities and helping them to realise a range of other social benefits.

## Stage 2: Risk factors

It is recognised that a range of (colour coded) risk factors relating to the young people themselves, their family circumstances, peer networks, school and educational engagement and the wider social and economic circumstance of their community drive the problem of lack of access to sporting and lifelong opportunities.

## Stage 3: Inputs

StreetGames provides a bridge between Government sports policy, associated funding sources and the network of agencies, skills and knowledge that deliver sport into the UK's most socially disadvantaged communities. It builds capacity and organisational strength and confidence through the provision of support to a growing network of members. Support takes the form of organisational guidance, workforce development, accreditation, funding and commercial sponsorship, insight, networking, peer support, learning, PR and marketing to underpin and support programme delivery.

## Stage 4: Activities

The range of experience, materials, infrastructure and resources that StreetGames can draw upon provides a platform on which delivery partners can build and implement programmes that are increasingly aligned to the StreetGames goals of Changing Sport, Changing Lives and Changing Communities. Whilst all programme delivery has the potential to impact on each of these strands the styles of delivery embraced at neighbourhood and multi sports festivals, by Pop-Up clubs and within the Us Girls programme have the potential to change people's experience and perception of sport<sup>8</sup>; the building of Doorstep Sport Clubs and the skills of staff and volunteers through the StreetGames Training Academy helps to develop and sustain the local community sport infrastructure; whilst people's participation in national competition through the FP5s and opportunities to volunteer through the SYV programme provides unique opportunities for personal and social development whilst also contributing to wider community development and sports delivery. StreetGames provides protection for these young people against the risk of them experiencing a range of negative social outcomes as a result of their

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<sup>7</sup> See Active People Survey [https://www.sportengland.org/media/650218/1x30\\_overall\\_factsheet\\_aps8.pdf](https://www.sportengland.org/media/650218/1x30_overall_factsheet_aps8.pdf)

<sup>8</sup> See Sport England Youth Insights <https://www.sportengland.org/research/encouraging-take-up/key-influences/sport-and-age/>

residence in disadvantaged communities.<sup>9</sup> The predominant nature of the protection provided by each activity is related back to one of the five domains of risk identified at Stage 2.

#### Stage 5: Outcomes

From the delivery of these programmes a range of sporting and social outcomes emerges. In its clearest manifestation the conventional model of community sports delivery is changed, adopting a more consumer oriented approach, which takes the activities that people choose into the heart of communities at the right time and price for them. In turn this broadens sport's reach and attraction to previously marginalized groups, which can act as a catalyst for wider social action and change in those communities as well as attracting further investment from mainstream sport, helping to change communities. A growing body of evidence shows that the range of formal and informal activities that young people engage with through their involvement in sport programmes and opportunities to volunteer provided by StreetGames helps to build a range of human assets contributing to wider behavioural change<sup>10</sup>. Young people learn to appreciate the benefits of working as a team, work towards accredited awards and qualifications and gain the social capital and confidence that goes with achieving something they or their peers have not achieved before<sup>11</sup>. Equally the very location of the projects they are engaged in necessarily increases their awareness of and engagement with their communities whilst their participation helps to build leadership skills and a sense of purpose<sup>12</sup>. Again the predominant nature of the protection provided by each intermediate outcome is related back to one of the five domains of risk identified at Stage 2.

#### Stage 6: Goals

Whilst the change in community sport delivery that StreetGames is driving is manifest in their expanding programmes and network of partners, there is a growing consensus around the role that the associated development of personal and social skills plays in the achievement of positive life outcomes<sup>13</sup> as well as wider social participation and community development.

#### Stage 7: Result

Ultimately through its effects in changing sport, lives and communities StreetGames intends to improve disadvantaged young people's access to sport and related life opportunities.

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<sup>9</sup> Sutherland, A. et. al. (2005) *Role of Risk and Protective Factors*, London: YJB

<sup>10</sup> Merton, B et al (2004) *Evaluation of the impact of youth work in England*, Nottingham: DfES

<sup>11</sup> Nicholson, M. & Hoyer, R. (Eds.) (2008) *Sport and Social Capital*, Oxford: Butterworth-Heinemann

<sup>12</sup> Crabbe, T. & Brown, A. (2010) *Breaking Barriers: Community cohesion, sport and organisational development*, London: Active Communities Network

<sup>13</sup> Gorard, S. et al (2012) *The impact of attitudes and aspirations on educational attainment and participation* York: Joseph Rowntree Foundation; Heckman, J, Stixrud, J and Urzua, S (2006) *The Effects of Cognitive and Noncognitive Abilities on Labor Market Outcomes and Social Behavior* NBER Working Papers 12006, National Bureau of Economic Research

## 4.0 Results: What StreetGames has achieved

Having established what StreetGames is trying to achieve and how it proposes to achieve it, this section of the report is focused on the success or otherwise it has had in achieving its targets and longer-term goals as well as understanding the factors that contribute to that success.

Successful delivery of the 2013-17 Strategic Plan commenced from a strong base with an 'Additionality Evaluation'<sup>14</sup> undertaken by SPEAR during 2010-11 highlighting evidence that:

- StreetGames sessions are reaching the key target group of disadvantaged young people
- A significant proportion of StreetGames participants are considered to be 'low activity loners' who were found to play little sport, either formally in clubs or teams, or informally with friends or family. As such, the report stated that *"it seems highly likely that without StreetGames a significant proportion of low activity loners would barely engage with sport at all"*
- For some young people StreetGames sessions are providing their only opportunity to take part in sports outside of school or college
- StreetGames is providing something distinctive from and therefore additional to, the traditional organised sport context
- Participants rate StreetGames sessions (statistically significantly) higher than any other organised sport in their free time
- StreetGames sessions appear to be successful at both attracting new participants, whilst also retaining existing participants.

### 4.1 National Performance Monitoring

Our own starting point is to assess the progress StreetGames has made in achieving its strategic target outcomes. Whilst the strategy covers the period 2013 to 2017, the mid point in that timetable provides a good opportunity to reflect on progress to date.

Given the stage we are at within the strategic plan period StreetGames is making very good progress, with a number of targets already or nearly met and others at a good stage of development. Progress is particularly strong in relation to the recruitment of projects. The target for recruitment of projects into the Doorstep Sport network has already been exceeded with the establishment of Doorstep Sport Clubs in England running at 85% of the 2017 target.

The number of overall participants is also at a healthy level with 39% progress towards target despite the number of projects being at a relatively low level during the first two years of the plan. At current rates of growth we would anticipate the overall participant target being met by 2017. Continued growth in participant numbers should also see the target for female participation being met whilst the target for BME and disabled participants is already close to being met. The participation figures at StreetGames mass participation, regional and neighbourhood festivals are also very encouraging and likely to exceed targets by 2017.

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<sup>14</sup> SPEAR (2011) *StreetGames Additionality Evaluation*, Canterbury: Christ Church University

| Table 3: Key Performance Indicators for 2013-17 strategy – Targets and Progress | Target 2013-17 | Progress 010413 – 310315 | Progress percentage |
|---|----------------|--------------------------|---------------------|
| Projects within the Doorstep Sport network                                      | 500            | 597                      | 119%                |
| Doorstep Sports Clubs (England)   | 1000           | 847                      | 85%                 |
| Number of participants engaged (118,000 DSCs, 87,000 others)                    | 205,000        | 80,452                   | 39%                 |
| Number of female participants engaged   | 59,400         | 22,032                   | 37%                 |
| Number of BME participants engaged  | 23,760         | 22,540                   | 95%                 |
| Number of disabled participants engaged   | 4,455          | 4,022                    | 90%                 |
| Number of participants attending mass participation festivals                   | 12,000         | 9,300                    | 77%                 |
| Number of participants attending neighbourhood/regional festivals               | 30,000         | 21,096                   | 70%                 |
| Number of participants attending major sporting events                          | 10,000         | 1,173                    | 12%                 |
| Number of volunteers engaged in SYV (StreetGames volunteering) programme        | 10,000         | 3,767                    | 38%                 |
| Number of learners attending Doorstep Sport workshops                           | 30,000         | 3,806                    | 13%                 |
| Number of learners attending Activator workshops                                | 8,000          | 5,669                    | 71%                 |
| Number of learners attending Level 2 qualifications                             | 960            | 480                      | 50%                 |

Good progress is also being made with the engagement of volunteers in the SYV programme and, given the historical trends for volunteer recruitment and the growing number of partner projects and participants, we would anticipate this target being met. This should also feed into and boost the number of learners attending activator and Level 2 training courses which are in any case already on target.

The two areas where achievement of targets would appear more challenging given current rates of progress are in relation to participant attendance at major sporting events and the number of learners attending Doorstep Sport workshops. In these areas progress is currently running at 12% and 13% respectively of the target to be achieved by 2017. Whilst the aim of getting 30,000 learners attending Doorstep Sport workshops looks to be particularly challenging it was actually originally envisaged that the target of 30,000 learners would embrace those attending Activator workshops and those securing Level 2 qualifications rather than having separate targets for each. On this revised measure the numbers would be much closer to target at 33% as demand for Level 2 and Activator workshops has been greater than envisaged whilst demand for Doorstep Sport workshops has been lower. We would anticipate that these numbers will grow more strongly as the number of Doorstep Sport Clubs continues to expand and mature. It is also worth noting that the learning from the Doorstep Sport workshops is often being shared and cascaded via one-to-one support directly to project staff rather than through dedicated 3 hour workshops and this form of learning is not currently being recorded in terms of learner numbers.

## 4.2 Programme Delivery

The achievement of these targets is driven by delivery of the various programmes that StreetGames supports, many of which have themselves been the subject of distinct evaluations over the last few years.

### 4.2.1 Street Games Young Volunteers Programme

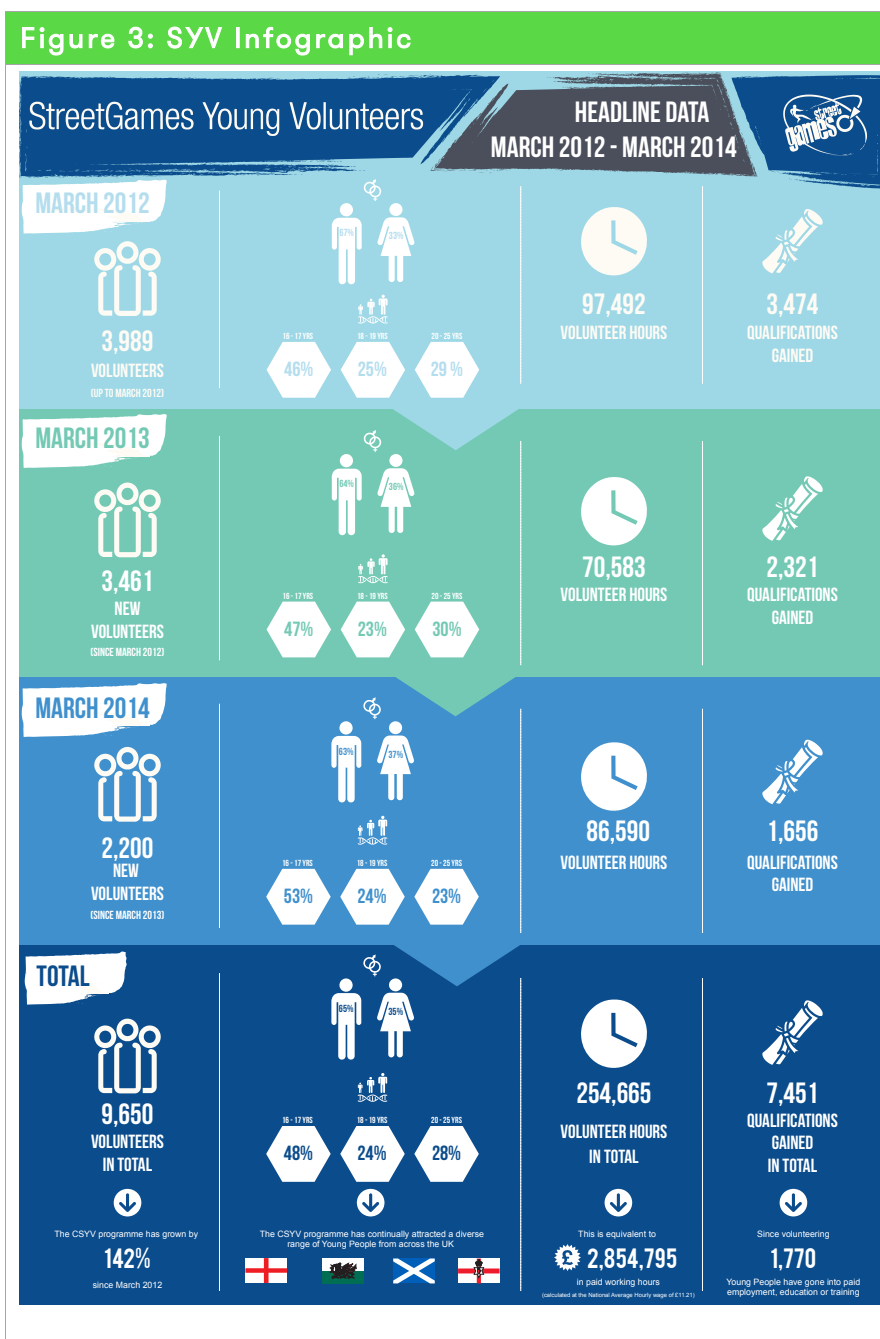
The promotion of volunteering opportunities is a critical element of the StreetGames approach, providing opportunities for disadvantaged young people to have a deeper involvement in sport but also to improve their own life opportunities and contribute something back to their

communities. The hope is that through their involvement in the volunteer programme young people will themselves become young leaders who help to change the nature of sport and strengthen their communities. As the interim Volunteer Lead explained:

*“It is about ensuring that young people are leading the approach to sport... making sure again that it is not an organisation deciding what happens. It is young people contributing and having that impact themselves, to show what sport should look like.”*

Both the Four Year evaluation of the Cooperative StreetGames Young Volunteers programme, *Changing Lives through Volunteering*<sup>15</sup>, and the follow up evaluation for 2011-12<sup>16</sup> found that the programme exceeded its targets and met its aim to develop young volunteers aged 16-24 in disadvantaged areas. They also found that the programme had influenced other StreetGames programmes and brought volunteering and a youth led approach to the heart of the organisation’s work. With the programme now supported by a broader range of partners the number of volunteers continued to grow from March 2012 onwards, as illustrated in Figure 3.

**Figure 3: SYV Infographic**



<sup>15</sup> Walpole, C. (2011) *Changing Lives through Volunteering*, StreetGames: Manchester

<sup>16</sup> Walpole, C. (2013) *Changing Lives through Volunteering*, StreetGames: Manchester

Whilst 3767 volunteers have been recruited towards the 10,000 target for England over the strategic plan period running up to March 2017, by December 2014 StreetGames had recruited an all-time total of almost 11,000 volunteers who have provided over 325,000 volunteering hours. This process has been mirrored in Wales where through their delivery network and partnerships with Sport Wales and the Welsh Assembly StreetGames is now committed to supporting 600 volunteers.

Looking more closely at the figures for 2014 whilst 70% of volunteers are in education it is interesting to note that over 16% were not in education, training or employment (NEET) and almost 8% were in employment. Given the overall age profile of participants and the requirement that 16-18 year olds are now in some form of education, training or employment the NEET group makes up a significant proportion of the volunteer base and emphasises StreetGames' ability to engage the most disadvantaged. As almost three quarters of places were also taken up by young volunteers on accredited qualifications and training courses, it is clear that regardless of their presenting status, volunteers benefit from the programme's developmental nature.

Whilst all elements of the volunteering programme play a key part in the development of the volunteer pathway, the greatest impact can be identified amongst the full-time volunteers of whom there had been 57 by the end of 2014. The Full-time Volunteer Programme embraces three schemes running across the UK including the Social Action Fund in England, The BT Supporters Fund in Scotland and Wales and Garfield Weston in Wales. The progress and development of these volunteers was measured using the Outcome Star tool which found that volunteers made progress across all 6 domains of Making a difference; Hopes and dreams; Well-being; Education and work; Communicating; and Choices and Behaviour, with an average improvement of 1 over the period of evaluation on the Outcome Star's 5 point scale. 60% of volunteers made big increases, 17% small increases, 20% experienced no change and 3% a small decrease. These figures compare well against the Outcome Star Online benchmarks for other organisations using the same scales. Whilst the 30 volunteers whose progress was measured using the Star experienced an average increased score of 66%, the average improvement for the 1224 other records used as a benchmark was 52%.

NPCs Well-being measure was also used to survey a sample of full time volunteers in 2013/14 to help demonstrate their levels of wellbeing. In total 10 volunteers aged 17-18 were measured against 8 well-being factors over 13 weeks and were found to have shown significant increases in 'Resilience' and 'Life satisfaction' with positive effects on 'Self esteem', 'Emotional well-being', 'Satisfaction with family' and 'Satisfaction with community'. The only factor that was negatively affected was 'Satisfaction with friends', although on each measure the group scored above average in the follow up survey compared to the national baseline.

Among the wider volunteer base further evaluation work conducted at the StreetGames Volunteer Residential in October 2014 revealed the programme had been effective in developing the social skills and developing key leadership and personal skills alongside exposure to new environments and activities amongst the 96 volunteers in attendance. Almost 83% of the 49 volunteers responding to the survey indicated that StreetGames had been very good at providing opportunities to learn and gain leadership skills and over 76% that it had been very good at providing opportunities to gain new qualifications. A majority indicated that they had been on



other training courses or qualifications in their role as a volunteer and almost 50% had used their experience to take up other qualifications and roles outside the project. Volunteers also expressed consistently high scores against a range of confidence measures although the lowest score (67%) was recorded in relation to their belief that they could 'be the leader of a team'. When asked to use one word to describe their time on the residential the chosen words were almost universally positive:

Amazing, exciting, inspirational, fun, fantastic, class, epic, unexpected, enjoyed, banging, interesting, challenging, sick!

Our own considerations of the experience of volunteering considered in section 5.3.2.2 revealed the wider positive benefits that these volunteering experiences can promote in terms of pathways into education, training and employment.

#### 4.2.2 Doorstep Sport Clubs

Early stage evaluation of Doorstep Sport Clubs<sup>17</sup> revealed their success in engaging disadvantaged young people whilst also highlighting the following key success factors:

- That DSCs are led by a committed Project Co-ordinator who has a strong vision for the Club, fully understands and 'buys into' the doorstep sport approach, knows and engages with the right partners, consults with young people about what they want and is willing to be flexible
- That DSCs can be successful in any setting as long as it is easily accessible and familiar to the community being targeted
- That sessions are fun, friendly and engaging
- That the 'right coaches', who are knowledgeable about sport, down to earth, real, helpful, positive, welcoming and supportive
- That sessions are promoted by word of mouth based on outreach work, taster sessions and links to pre-existing groups
- The importance of engaging and up-skilling young volunteers.

In terms of delivery targets the Year 1 Report<sup>18</sup> covering the period between September 2013 and June 2014 revealed that:

- 307 Doorstep Sport Clubs had been established
- 295 Doorstep Sport Clubs had commenced delivery
- 30 organisations were on the waiting list to join Year 2 of the programme
- Over 15,500 sport sessions were delivered
- Over 20,000 participants were engaged with:
  - 16,722 aged 14 to 25
  - 27% female
  - 30% BAME

<sup>17</sup> StreetGames (2013) *Doorstep Sport Club Testing - Interim Report Summary*, Manchester: StreetGames

<sup>18</sup> StreetGames (2014) *Doorstep Sport Clubs Year 1 Report*, Manchester: StreetGames



- 5% disabled.

Internal monitoring and assessment of Views data now reveals that:

- 896 Doorstep Sport Clubs have been allocated
- Up to 644 Doorstep Sport Clubs are now active
- Over 23,000 sport sessions were delivered in 2014
- Over 26,000 participants aged 14-25 were engaged in 2014 with:
- 28% being female
- 32% being BAME
- 4% being disabled.

Beyond these headline figures, in subsequent sections considering the extent to which StreetGames has achieved its goals of Changing Sport, Lives and Communities, we will consider the contribution and importance of the Doorstep Sport Club approach.

### 4.2.3 Us Girls

Responding to the fact that women, and particularly those who live in disadvantaged communities or who care for children who are under 16, participate in sport less than men, Us Girls aimed to get 30,000 young women from disadvantaged areas more active over a 2 year period from 2011 to 2013. StreetGames secured £2.3 million for the national roll-out of Us Girls through the Active Women Consortium of 64 organisations that StreetGames helped to establish and which included 46 Us Girls projects delivering across 60 areas throughout England. This proved something of a landmark for StreetGames as the Strategic Lead for Equality stated:

*“It was the first time really that Sport England had funded a consortium approach like that so although Street Games were the lead applicant, Street Games were going to be using the funding to fund other partners and that could be something that Sport England hadn’t done in that same way before... Street Games got £2.3 million for that project, which was fantastic and it was huge.”*

In addition to the headline participation target, the programme had a range of other more specific targets designed to motivate and sustain on-going engagement. These targets were overwhelmingly met as reflected in Table 4 below.

**Table 4: Us Girls Targets and Progress<sup>19</sup>**

| Key Performance Indicator | Target | Progress | Progress % |
|---------------------------|--------|----------|------------|
| Number of participants    | 29,700 | 34,481   | 116%       |
| Number of coaches/leaders | 700    | 875      | 125%       |
| Number of volunteers      | 1,025  | 694      | 68%        |

<sup>19</sup> Source: Us Girls Evaluation Report April 2011-March 2013, [http://www.streetgames.org/www/sites/default/files/file\\_attach/Us%20Girls%20Evaluation%20Report%202yrs%20Sep2013.pdf](http://www.streetgames.org/www/sites/default/files/file_attach/Us%20Girls%20Evaluation%20Report%202yrs%20Sep2013.pdf)

|                                 |       |       |      |
|---------------------------------|-------|-------|------|
| Number of role models/Champions | 260   | 245   | 94%  |
| New qualifications gained       | 1,260 | 1,232 | 98%  |
| Number of events/festivals      | 210   | 379   | 180% |
| New sports clubs/groups         | 243   | 779   | 220% |

Looking at the attendance data in more detail reveals a particular strength in attracting participants from the 16-19 year old age range, who accounted for two thirds of participants, and women and girls from BME communities who accounted for 29% of participants. Us Girls projects also worked hard to ensure the retention of participants, which was reflected in the high number of new sports clubs and groups created and the fact that over 2,000 participants were reported as going on to join new or existing clubs and groups. Whilst the recruitment of volunteers was below target, the recruitment of coaches and the number of qualifications gained was above or on target and underpinned a sense that the capacity of projects to engage women and girls had been enhanced by the programme. This was supported by a StreetGames project manager survey<sup>20</sup> which highlighted that:

- Only 8% said they would have had a dedicated women and girls programme during 2011-13 without Us Girls
- 96% said that they have a better understanding of how to mobilise girls and young women in sport
- 92% said that Us Girls activities have been sustained beyond the funding period
- Project managers found the access to a range of resources and support very useful/useful including advice and support from the Us Girls team, email updates and newsletters, access to the Us Girls brand, research and insight into female participation, quarterly network meetings and The National Us Girls Conferences.

A further survey of 150 participants<sup>21</sup> also found that:

- 39% were not doing any sport or fitness before joining the Us Girls programme
- Us Girls sessions encouraged 68% to try new sports and fitness activities
- 42% took up another sport/activity outside of the Us Girls sessions
- Over two-thirds made positive changes to their lifestyle/health
- 90% said that they had learnt new skills, feel fitter, had made new friends and feel more positive about doing sport/fitness
- Over a third had helped out or volunteered at their Us Girls session
- Nearly a quarter had enquired or signed up to a leadership or coaching course.

The success of the programme has been attributed to the style of delivery, which, whilst focused on encouraging girls and young women to increase participation in sport and physical activity, does not emphasise this element to participants. As the Strategic Lead for Equality explained:

<sup>20</sup> *Ibid.*

<sup>21</sup> *Ibid.*

*“The ethos of Us Girls is around fun, fitness, and friends so it is a sports participation programme but we don’t tell the participants that! We tell the participants it is about coming together, having fun, getting fit with your mates.”*

In line with this approach and in order to complement the Us Girls programme the team host a series of ‘Us Girls Rocks’ festivals aimed at attracting women and girls aged between fourteen and twenty-five. These festivals provide an opportunity for the Us Girls projects to celebrate their work and attract new women. These festivals were viewed as a catalyst for engaging young women who were otherwise non-sports participants.

General opinions about the Us Girls sessions were very positive with participants strongly agreeing/agreeing that the staff were friendly and welcoming (99%), the activities were fun and informal (98%), that they feel comfortable in the place where sessions are held (94%). A significant proportion (39%) of respondents also said that they probably wouldn’t have done any sport if the Us Girls programme hadn’t existed whilst a further 41% said they would have done some sport but less often. Nearly all of the respondents (95%) thought that they would be either very likely or fairly likely to continue with the same level of sport/exercise in the future.

As well as confirming that the programme was successful in getting previously inactive young women involved in sport and to have increased participation rates and the range of activities tried by those who were already active, independent evaluation<sup>22</sup> also highlighted the following key success factors:

- The importance of an informal approach
- The need for targeted engagement and marketing and the importance of word of mouth recommendation
- The value of a varied offer
- The need to offer ‘different’ activities
- The value of peer champions from the target group
- The importance of the ‘right’ coach
- The need to gather regular feedback.

From this learning StreetGames also developed a series of ‘How to’ Guides to help project managers, coaches and leaders to deliver more successful projects for girls and women<sup>23</sup>.

Us Girls won the National Lottery Award for Best Sport Project in 2013 and whilst funding came to an end in the same year StreetGames was committed to ensuring that the Us Girls portfolio of work did not come to end, post funding. As such, the national team consulted with all delivery partners six months prior to the end of funding to ascertain the type of support required to ensure their delivery was maintained. Projects were supported through the preparation of detailed sustainability plans and the national team maintained regular contact with the agencies. As a result Us Girls is still supported by over one hundred partners who have continued to deliver

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<sup>22</sup> Hills, L., Maitland, A. & Croston, A. (2013) *Us Girls: Engaging Young Women from Disadvantage Communities in Sport*, London: Brunel University

<sup>23</sup> Us Girls (2012) *‘How to’... Increase and sustain young women’s sport participation in disadvantaged areas*, Manchester: StreetGames

dedicated female sports sessions. The programme now also embraces a number of more targeted interventions including Us Girls Alive.

The Us Girls Alive programme is funded by the Department of Health from 2012 to 2015 and designed to improve the well-being of young women aged 16-25 who are living in areas with high levels of health needs on the Indices of Deprivation and has already exceeded the targets set for the programme for 2014/15 as shown in Table 5.

| Table 5: Us Girls Alive Targets and Progress |                |                                  |            |
|--|----------------|----------------------------------|------------|
| Indicator                                    | 2014/15 Target | Progress                         | Progress % |
| Doorstep Sport Clubs delivering              | 30             | 30                               | 100%       |
| Female volunteers recruited                  | 120            | 249                              | 207%       |
| Participants                                 | 300            | 2057 (1,116 in target age range) | 686%       |

Thirty Us Girls Alive Clubs have been developed in areas with high health needs across England with a remit to provide opportunities for involvement in sport whilst also supporting the development of volunteers, or ‘motivators’ to provide activities that combine social activity with health improvement information; such as healthy cooking, weight management and sexual health. The programme’s success in achieving this aim will be assessed as part of a forthcoming independent evaluation by the British Heart Foundation National Centre but is built on the idea of creating a social network that feeds and sustains itself, as StreetGames Head of Sport and Health put it:

*“So a group of girls getting together might go and do something sporty or they might go out for a meal or go to the cinema or something, or they might as a group, decide that they’re all interested in reducing their smoking or something. So we would facilitate that, bringing some support and trainers or whatever, with information about that. So... it’s kind of as with a health trainer or health champion model... so within each group we are looking to give some specific training to one or two of the young women in that group, that we’re giving them the extra knowledge around health awareness and health improvement, that they can then adopt themselves or share with their friends.”*

#### 4.2.4 YUSport

In 2011 StreetGames submitted an application to the Mayor’s Legacy Participation Fund to create eight hubs of activity in some of the most deprived housing estates in London in partnership with four housing associations. These estate-based projects delivered sport on the doorstep of deprived areas based upon the principles of community engagement and community development. The first phase of delivery resulted in activities taking place between once per week and every night with attendances at the sessions gradually increasing over time as familiarity and awareness grew. The sessions were co-ordinated by Housing Association staff - normally Neighbourhood Officers and delivered by sports coaches from within the community. The range of sports on offer steadily grew at each hub over the first year as a result of their engagement with NGBs at a local level and has included football, basketball, handball, cricket, fencing, boxing, dance, athletics, netball, angling, judo, parkour, rowing and multi-sport.

The Phase One (2011-13) YUSport programme 2011-13 generated over 4,500 participants of whom 40% were previously inactive. StreetGames was subsequently awarded further funding to continue the programme and develop eight new YUSport Hubs between 2013-2015. Despite challenges associated with the economic climate, community engagement, collaboration and weather restrictions, in year 1 of this Phase Two programme, a total of 1,224 individual young people were engaged (702 of them regularly) on a total of nearly 30,000 occasions at 908 sessions. Over a third of the participants were previously inactive and 89% were males..

#### 4.2.5 Let's Get Fizzical

The programme has attracted a growing number of participants as it has gradually expanded its footprint in Birmingham and more recently the neighbouring areas of North Solihull and Coventry. In 2014/15 the programme attracted almost 8,000 participants to a range of school and community based sessions. Retention levels are high at almost 90% with a significant majority of participants reporting increased or sustained physical activity levels after 6 months (73% in both 2012/13 and 2013/14). These figures are verifiable as a result of the participants use of Pedometer's which enable the number of steps recorded by participants to be monitored. Surveys that were administered before and after engagement with the programme also revealed increased levels of confidence, a greater desire to continue participation in sport and healthier eating. These results led the programme to win The Children and Young People Now Health and Wellbeing Award for 2014.

Figure 4: YUSport Infographic



The programme's success is attributed to its emphasis on fun and enjoyment, the variety of sports and 'subtle' skills development, kind and friendly coaches and use of pedometers and other 'freebies'. It is felt these features have worked together to help increase confidence and skills as well as helping to increase physical activity and fitness levels and willingness to continue playing sport.

#### 4.2.6 Festivals

StreetGames delivers a range of festivals including those that are delivered at the local neighbourhood level, at a regional level and related to specific programmes such as the Football Pools 5s. Different elements have been evaluated on an annual basis since 2011/12. An initial Summary Report<sup>24</sup> revealed that:

- A third of projects had used festivals to launch new sports sessions or projects to young people
- The festivals themselves are popular with 94% of participants saying they would like to attend another one
- Festivals helped existing participants increase their participation with 86% of participants stating that taking part in sports festivals encouraged them to stay involved in sport
- Between 50-75% of participants who had attended a StreetGames festival continued to attend StreetGames sessions over the following year
- For some projects festivals were important in bringing young people from different communities together and started to build trust and respect between them.
- Festivals helped to give young people the chance to get involved in organising events as young volunteers.

A subsequent evaluation of the 2012/13 festival programme<sup>25</sup> confirmed these trends and found that:

- Over 15,000 young people took part, with 86% being encouraged to stay involved in sport and 75% indicating they would attend their local project
- Festivals provided an effective way of engaging new participants and particularly young women in the case of the Us Girls Rocks festivals
- Festivals are an important tool in helping to retain young people with over 60% of projects stating that 50-100% of young people that had attended a festival continued to attend StreetGames sessions over the year
- NGBs made a key contribution to the festivals by providing expertise and have benefited from increased numbers of young people playing their sports and the increase in numbers of project staff who are able to provide the sport in future sessions
- Volunteering at festivals had enhanced the experience of StreetGames young volunteers.

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<sup>24</sup> StreetGames (2012) *StreetGames Participation Events Programme 2011/2012 Summary Report*, Manchester: StreetGames

<sup>25</sup> StreetGames (2013) *Evaluation Report for the StreetGames Festival Programme 2012/13*, Manchester: StreetGames



An evaluation of the Football Pools 5s<sup>26</sup> added a further dimension through its focus on a discrete festival programme and found that in 2013 it:

- Provided more than 150 neighbourhood festivals
- Involved 11,672 young people aged 16 and over
- Included 110 teams in 8 regional football tournaments
- Organised two female only football tournaments involving 2,273 young people
- Held national finals at the FA's national training ground, St George's Park
- Delivered one FA small-sided football referees training course.

In 2014 the programme developed further and involved:

- 179 neighbourhood festivals
- 11,863 young people
- 11 regional tournaments with 251 teams and 2,030 players aged 16-19
- National Finals with 21 teams
- 14 celebrity ambassadors
- 2 FA small sided football referees training courses
- Access to 590 training workshop/qualifications.

More specifically the evaluation found that those involved in the events responded overwhelmingly positively in terms of their enjoyment but also, and perhaps more significantly, to their impact in terms of promoting a desire to continue playing football (97%), staying involved in sport (96%) and attending future festivals (96%). The festivals also appear to have inspired participants to extend their involvement with 54% indicating that they would like to volunteer or help out at local sports projects whilst many also reported wider positive social outcomes. Participants and project managers talked about the opportunities the programme provided for them to travel to new

Figure 5: FP5s Infographic



<sup>26</sup> CM Research and Evaluation (2014) *The Football Pools 5 Festival Programme 2014: Evaluation Report*, Manchester: StreetGames

places and how participation in the tournaments acted as a motivator which bonded teams and helped to improve behaviour. The need for high levels of fitness was also highlighted as a driver of wider health benefits.

Similarly, an evaluation of the StreetGames Multi-Sport Festivals<sup>27</sup> highlighted the specific benefits of larger scale mass participation multi-sports events. The four events staged at the Copperbox Arena in London's Olympic Park, Sport City in Manchester, Cardiff Metropolitan University and the Scotstoun Stadium in Glasgow involved nearly 3000 participants in a range of activities as illustrated in Table 6 below:

| Table 6: Delivery and Engagement at Multi Sport Festivals |            |         |        |         |       |
|---|------------|---------|--------|---------|-------|
|   | Manchester | Cardiff | London | Glasgow | Total |
| Young people  | 862        | 791     | 774    | 433     | 2,860 |
| Young volunteers  | 33         | 32      | 58     | 24      | 147   |
| Projects  | 51         | 48      | 61     | 41      | 201   |
| Sports/Activities   | 26         | 36      | 32     | 16      | 110   |
| Delivery partners   | 22         | 33      | 30     | 1       | 86    |

Participants offered positive feedback with 94% of those attending stating that such events encouraged them to stay involved in sport whilst 84% of project leaders indicated that trips to such events were 'very useful in terms of participant engagement and retention. Participants seemed to respond positively to the range of sports on offer and opportunities to try new activities, with 'Zorbing' proving the most popular activity, whilst project leaders picked out 'trying new sports' as the main benefit of young people attending festivals. Alongside the new activities the festivals provided other new opportunities in terms of travel outside of their area and opportunities to meet new people whilst volunteers benefited from gaining new skills, experience and confidence. These events and other local ones also provided a range of volunteering opportunities for over 200 young people that are seen as a key part of the volunteer pathway.

#### 4.2.7 Legacy Programmes, Pop-Up Clubs and Spirit of 2012

Pop-Up Clubs are popular within the network and a partner survey undertaken in 2013 revealed that 83% of the 72 respondents would be interested in hosting Pop-Up Clubs. A range of adapted sports have been used to build on this interest including Instant Ping (Table Tennis), Street Golf, 3v3 Basketball, Street Dance, Dodgeball and Handball. At scale over 500 young people have been involved in Pop Up rugby sessions; 1,000 young people in Pop-Up Badminton activities; and nearly 5,000 young people in over 1,000 Pop-Up Tennis sessions. The 2013 Rugby League World Cup hosted in England and Wales provided a good opportunity to mobilise the model at scale. The arrangement was that in return for equipment, coaching tips and plans and training, the local delivery partner would run a Pop-Up Club for the duration of the World Cup Competition.

<sup>27</sup> StreetGames (2015) *StreetGames Festival Evaluation Report 2014*, Manchester: StreetGames



An internal evaluation revealed that 21 local delivery partners took part in the initiative delivering 185 Rugby Pop-Up Club sessions at 39 venues. These sessions attracted nearly 700 participants with 369 aged 14 to 25. Three Pop-Up Clubs delivered female only sessions that engaged 41 girls and young women and 22% of participants overall were female. The Rugby Pop-Up clubs delivered or contributed to 60 festivals and events and 56 coaches and volunteers received Rugby Activator or coach training throughout the programme which has contributed to a wider on-going legacy of Rugby provision across the network including Pop-Up methods.

Amongst our case study projects the Rhyl StreetGames partnership hosted a large community sports festival to coincide with the passing of the Commonwealth Games Queen's Baton through Rhyl on 30th May 2014. Whilst not aligned to the Rugby League World Cup in 2013 or the forthcoming Rugby Union World Cup in 2015, as part of its contribution to the event the Welsh Rugby Union (WRU) created an inflatable pop-up rugby pitch alongside target shooting games, suitable for all ages and ability. This attracted many young participants and provided them with the opportunity to try out rugby skills in a non-traditional format and for the StreetGames team to gauge local demand for on-going activity.

In 2014 the Commonwealth Games provided further opportunities to build young people's engagement with sport through association with a major sporting event and the Draft Spirit of 2012 Evaluation Report revealed that:

- Over 700 young people from StreetGames projects were able to watch Commonwealth Games events
- Over 600 young people took part in Camp Glasgow – a residential stay incorporating outward bound experiences
- 200 Pop-Up Games Clubs were organised in disadvantaged areas, which delivered over 1,300 sessions and engaged over 11,200 participants
- 17 volunteers acted as Young Advisors at Camp Glasgow

Figure 6: Camp Glasgow Infographic



and 261 young volunteers supported their local projects in the Pop-Up Games activities.

All of the original targets were exceeded with the exception of providing 1,000 young people with the opportunity of visiting the Commonwealth Games, where the actual number achieved was 713.

The research also highlighted that Camp Glasgow had provided those attending with a great deal of happiness and enjoyment with project staff and young people talking about how well everyone mixed together and the sense of cohesion which has been sustained beyond the project activities.

The Pop-Up Games kits also helped to provide many doorstep sport projects with additional kit to help them engage with new participants, provide greater diversity in their sessions and enhance their typical weekly activities or events programme. In particular, Project Leaders highlighted that the Pop-Up Games kits had helped to:

- Use the inspiration of the Commonwealth Games to create a fun/exciting atmosphere and inspire young people to try new sports
- Enable projects to provide a variety of activities, which were accessible, fun and easy to learn
- Increase the amount of good quality equipment within the doorstep sport projects for use at future events.

Both elements were also regarded as extremely valuable in terms of supporting Doorstep Sport Clubs to further engage and up-skill young volunteers, through on the ground leadership experience, opportunities to gain new skills, one-to-one support/mentoring and formal training.

The 17 Young Advisors from StreetGames projects across the UK that supported Camp Glasgow had to apply to become part of the team and needed to meet strict criteria to secure their involvement. Each young person was required to have at least a level two coaching qualification and, once recruited, to attend a number of training days to ensure they were well prepared. Whilst at Camp Glasgow the young people took on a variety of key roles including setup/take down of tents and equipment, leading on multi-sport activities and social sessions, first aid, registration, catering support, transport runs as well as providing evening activities and one to one support for young people as required. Through these activities they not only had an enhanced experience of the Games but also gained valuable skills such as teamwork, planning, evaluating, communication, leadership and self-confidence.

#### 4.2.8 Training Academy

StreetGames' Training Academy provides workshops, coaching courses, accredited qualifications and other resources to prepare the doorstep sport workforce to deliver sport effectively to young people living in disadvantaged communities. A vast array of courses has been delivered which, in contrast to the more traditional coach training, are less focused on sport and more focused on approaches that will engage and sustain people's interest. As the StreetGames Training Manager explains:

“When you’re in a governing body situation... you’re writing a Level One, Two, Three or Four programme based on ‘we think our players need to look like this’ so then we will teach our coaches to teach this and we achieve our aim like that. We’re the other way round. We recognise the importance of some non-negotiable ground rules of safety, child protection, quality of experience and then we would say to the coaches ‘what is it that you need?’ ‘What is it that research tells us that you need?’”

As such, StreetGames courses cover an array of sporting and non-sporting disciplines including:

- The Doorstep Sport approach from induction to level 2
- Specific guidance on aspects of delivery such as retention, engaging women and girls and managing challenging behaviour
- Guidance on using sport for social change and addressing issues such as health and behaviour change, mental health, youth development etc.
- Support for back office functions including fundraising, working with and mentoring volunteers, Views training and organising events
- How to adapt a range of sports to street settings including sport specific Doorstep Sport activator courses and running Pop-Up clubs
- General sport development, leadership and officiating.

Since April 2011 almost 1,000 courses have been delivered to over 11,000 learners. Delivery has been spread across the UK but with a concentration in England and Wales although there is growing coverage in Scotland with 29 courses since 2014. In Wales StreetGames is committed to engaging 5,000 Training Academy participants and is confident of reaching this target.

Satisfaction rates amongst participants were also high with 97% of 2234 survey respondents indicating that they would recommend the course they took to other colleagues, coaches and volunteers. In terms of the relevance of the learning experience 99% of 2494 respondents rated this as ‘Excellent’ (73%) or ‘Good’ (26%) with similar scores for the relevance of course resources and even higher approval ratings for the knowledge of tutors which was rated ‘Excellent’ by 85% and Good by a further 14%. Overall 98% of respondents indicated that the tutors met the course outcomes and their own personal needs. Further assessment of the experience of these courses is provided below in section 5.2.2.2 on infrastructure development but there is clear confidence that the training is having an impact. As the StreetGames Training Manager revealed:

*“There’s no doubt that the tools that we teach through our workshops have an impact. Training isn’t an isolated thing within StreetGames. We’re providing training education to meet the aims of the charity. For example we run training around what we call doorstep sport induction and retention, the StreetGames way of working, and recently a report was done on retention from the doorstep sports clubs and the comments that projects have in qualitative interviews were things like we really think it’s important that we’ve got a rewards and incentive scheme for participants at their fourth session, because we know that’s a key point for drop out. That is taught from the course! For every member of regional development staff for the FA for the whole of the country, they access the ‘Us Girls will be Girls’ workshop. We’re being told now, backed by the FA, that in the counties they’re thinking differently about how they should structure and organise. How they pick their venues, how they think about people travelling, so they’re not just thinking about football, they’re thinking about the experience.”*

#### 4.2.9 National Governing Bodies (NGBs)

In relation to its Strategic Partnership with Sport England StreetGames has a commitment to work with NGBs to drive up participation amongst 14-25 year olds in areas of high deprivation. Whilst contracted to work with 12 NGBs, in the first three quarters of the current reporting year of 2014/15 StreetGames has conducted insight led strategic planning work and training with NGBs and sports clubs to help embed doorstep sport approaches across at least 18 sports including:

- Athletics
- Badminton
- Basketball
- Boxing
- Cycling
- Cricket
- Football
- Golf
- Handball
- Movement and Dance
- Netball
- Rounders
- Rugby League
- Rugby Union
- Swimming
- Table Tennis
- Tennis
- Volleyball.

Action plans were agreed with the 12 core NGBs who were provided with specialist insight and learning materials to support work with disadvantaged young people, including insight reports about young people's lifestyles and sporting habits and learning from the DSC and NGB locality pilots. This work has helped to identify a need for NGBs to think differently and develop the insight and intelligence they have about their sports alongside the insight that StreetGames can provide to develop a sporting offer that breaks with the traditional mould and provides sufficient flexibility for the target market.

More specifically doorstep sport training workshops have been delivered to over 350 NGB staff. As a result NGB staff are now more knowledgeable and skilled to deliver to disadvantaged young people. The courses have also opened up pathways into coaching amongst disadvantaged young people and helped to build capacity in their communities with Level 2 Doorstep Sport qualifications achieved by 195 learners; and sport specific activator workshops developed and delivered to over 2,000 learners.

We also saw in the previous section on the Training Academy how these courses are directly impacting on the ways in which mainstream sports are now being delivered. and A range of new products are being used to engage doorstep sport participants including Instant Ping (Table



Tennis), Street Golf, 3v3 Basketball, Street Dance, Dodgeball, Handball and Smash Up (Badminton).

By way of illustration Badminton England's Smash Up product has been tested across 32 Doorstep Sport pilot locations. This resulted in over 1,000 young people having the opportunity to play through a pop-up badminton club. Following the pilot an insight report was produced to evaluate the impact and critical success factors associated with engaging the target market. Badminton England is now exploring funding opportunities to see how they can roll SmashUp! out across more Doorstep Sport Clubs with consideration being given to developing a StreetGames Pop-Up Badminton campaign.

In Wales StreetGames is also having a wider impact across sports networks and there is a strong feeling that the work being supported and driven by StreetGames is '*changing the direction of the national governing bodies*', with the network proving to be a catalyst for partnership working amongst cross sector agencies who have not previously worked together. As the Welsh Legacy and Fieldwork Manager commented:

*"We have got local authority departments talking to each other about sport when they used to be sat in offices next door to each other and never did it."*

In Scotland, building on the Pop-Up club strategy mobilized around the Commonwealth Games experience and a truly cross-sectorial approach StreetGames has established an effective model of support to NGBs. The Street Golf programme is a prime example of how StreetGames Scotland enables agencies and sectors to work together towards a common goal. The Street Golf Partnership in North Ayrshire has input from the Golf Foundation, the local authority and a third sector organisation. Building on from the success of this initial pilot, delivery is expanding and attracting many young people to play an adapted version of street golf through the use of mini golf courses which can be set up in almost any location.

#### 4.2.10 Funded programmes outcome map

In Figure 7 below, based on our assessments in this section, we have attempted to illustrate the relative contribution of StreetGames' funded programmes to each of its target goals and outcomes using darker tones to reflect greater impact and no shading to reflect no impact.

Figure 7: Funded programmes outcome map

|                         | Changing Sport                |                                 |                        | Changing Communities                |                            |                             | Changing Lives            |                       |                             |
|-------------------------|-------------------------------|---------------------------------|------------------------|-------------------------------------|----------------------------|-----------------------------|---------------------------|-----------------------|-----------------------------|
|                         | Adapted sport: New activities | Adapted sport: New participants | Broadened sports reach | Mainstream investment in SG network | Increased youth leadership | Improved community cohesion | Increased access to sport | Improved human assets | Individual behaviour change |
| SYV                     |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| DSC                     |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| US Girls                |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| YUSport                 |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Neighbourhood festivals |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Regional festivals      |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Football pools 5s       |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Legacy programmes       |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Pop-Up clubs            |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| Training Academy        |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |
| NGBs                    |                               |                                 |                        |                                     |                            |                             |                           |                       |                             |

## 5.0 Evaluating the achievement of StreetGames' goals

The headline national and programme performance monitoring presented in previous sections are relatively well defined, often with quantifiable measures of success that render them relatively easy to monitor. By contrast, the strategic goals of changing sport, communities and lives, are quite profound, inevitably complex and in some ways less tangible and harder to measure. The Theory of Change presented in section 3 of this report does however provide a framework through which to break down the achievement of these goals into constituent elements, many of which are more easily measurable and which might be considered in the context of the suggested Outcome Framework presented in the final section of this report.

Some of these elements are already monitored by StreetGames whilst others have been considered in the context of this research project using both quantitative and qualitative approaches in order to help us make an assessment of the achievement of each of the three strategic goals which are considered in the following sections.

### 5.1 Assessment of How StreetGames is Changing Sport

Young people growing up in England's highest-earning households are more than twice as likely to receive sports coaching, be members of sports clubs and take part in organised, competitive sport, as those growing up in the lowest-earning households<sup>28</sup>. As we have seen StreetGames uses the doorstep sport model to address this disparity by taking sport into disadvantaged communities and providing it 'at the right time, for the right price, in the right place and in the right style'. We would expect this approach to lead to a change in the way sport is delivered given that in the UK it has traditionally been organised within a rigid structure based around clubs, schools and competitions with well-established delivery models and progression routes. The extent of this change is reflected in both the shifting profile of delivery and participation as well as the style, purpose and experience of that delivery.

#### 5.1.1 The profile of sports delivery

StreetGames provides a diverse offer with the provision of over 40 different sports and activities having been recorded in the Views monitoring system by Doorstep Sport Club providers. Whilst this range includes activities as diverse as angling, canoeing, dodgeball, free running, roller sports and zumba alongside more conventional sports it also includes a large proportion of multi-sport/activity provision, which significantly extends the range of activity provision. Furthermore, with significant input from the StreetGames Training Academy and wider work with NGBs many of the more conventional sports on offer have themselves been adapted to fit with a street based delivery profile including golf, rowing, rugby, table tennis, athletics, handball, basketball, tennis, rounders, dance, dodgeball, badminton, volleyball and dance.

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<sup>28</sup> Source: Sport England Active People Survey  
[http://archive.sportengland.org/research/active\\_people\\_survey/active\\_people\\_survey\\_7.aspx](http://archive.sportengland.org/research/active_people_survey/active_people_survey_7.aspx)



Looking at the profile of activity amongst those sessions that are captured on Views<sup>29</sup> in more detail in Table 7 below it is interesting to note both the pattern of provision and the engagement with that provision as well as comparison with other programmes targeted at young people.

**Table 7: Activity provision and engagement**

| Most commonly provided StreetGames activities |     | Most attended StreetGames activities | Sportivate <sup>30</sup> activities with the highest average attendance per participant |      |
|---|-----|--------------------------------------|---|------|
| Multi-sport                                   | 38% | Multi-sport                          | Football  | 7.6% |
| Football                                      | 20% | Football                             | Basketball  | 7.5% |
| Boxing/Boxercise                              | 6%  | Basketball                           | Gym and fitness   | 6.5% |
| Dance   | 5%  | Fitness                              | Multi-sport   | 6.0% |
| Fitness                                       | 4%  | Boxing/Boxercise                     | Boxing  | 5.3% |
| Table Tennis                                  | 1%  | Dance                                | Dance   | 4.9% |
| Badminton                                     | 1%  | Tennis                               | Cricket   | 4.0% |
| Gymnastics                                    | 1%  | Table Tennis                         | Badminton   | 3.5% |
| Tennis  | 1%  | Badminton                            | Tennis  | 2.6% |
| Rugby League                                  | 1%  | Roller Sports                        | Golf  | 2.6% |

At Doorstep Sport sessions the most commonly provided and attended activity is multi-sport. Whilst the other activities in the top ten are well-recognised ‘traditional’ sports, which in eight of ten cases match those in the top ten Sportivate activities, multi-sport represents 38% of the total provision. Multi-sport is of course something of a catch-all term that can embrace both traditional and new or adapted versions of sport as well as itself being a non-traditional form of sports provision, which breaks out of the conventional single-sport, club-oriented model.

However, given StreetGames’ emphasis on a consumer oriented approach, it is also instructive to note that the activities that have attracted the highest average number of participants and those that engage participants for the *longest* do not necessarily match the profile of activities that are most widely delivered and attended. Most striking here is that multi-sport does not feature amongst the sports with the highest retention rates. There may well be a powerful message in this finding for the on-going delivery of sport to marginalized groups. Whilst one, more conventional reading of the findings would suggest that this delivery model provides an effective means of attracting an initial broad range of participants to taster sessions before they become more solidly engaged with individual sports, another would be that the StreetGames model of flexible and varied provision itself provides the key to unlocking disadvantaged youth’s potential for involvement in sport. Many social theorists, including those concerned with sport<sup>31</sup>, have commented on the trend within contemporary society towards more fluid and transitory social practices, which contrast with the

<sup>29</sup> Overwhelmingly this data relates to Doorstep Sport Club provision

<sup>30</sup> Sport Structures (2014) *Sportivate Programme Evaluation: Year Three Annual Report April 2013 – March 2014*, Birmingham: Sport Structures

<sup>31</sup> Blackshaw, T. (2010) *Leisure*, London: Taylor & France; Wiley; Rail, G. (1998) *Sport and Postmodern Times*, NY: Suny



conventionally more rigid and rationalized structures of mainstream sport that emerged out of the Victorian era. In this context, for many young people, it is precisely the availability of a variety of constantly adapting and evolving activities, without the requirement to make long term, regular commitments to participate or to choose one sport over others that makes StreetGames projects attractive. In this sense multi-sport can be seen not as a stepping-stone towards sports participation but as participation itself.

This does of course raise some questions about the sustainability of this engagement as participants get older and move away from involvement with StreetGames projects given that the adult commercial sports market is still largely oriented to the provision of distinct sporting offers. Of course for some, perhaps even the majority, of participants specific traditional sports and activities such as football, basketball, fitness, boxing, dance and tennis continue to be attractive and secure the highest average attendances, although it is interesting to note that non traditional ‘solo’ activities such as roller sports, parkour and go-karting have proved highly popular when they are made available. It is also worth noting that weight-lifting, rugby league and cheerleading, although attracting smaller numbers, have proved the most successful at retaining those participants that choose to engage. In contrast to the more fluid styles of association that characterise multi-sport provision the introduction to specific sports, with the exposure it brings to associated practices, cultural styles, organisational and competitive structures, presents more opportunities for the development of ‘sporting capital’<sup>32</sup> that might ease the transition into mainstream sports provision at future points in participants’ lives. At the moment these observations are speculative and reliable assessment of these potentially variant outcomes would require a longitudinal review of the data.

**Table 8: Day and time of session provision**

| Day of week | Most provision | Highest average attendance rank | Highest average hours per participant rank | Time of day   | Most provision | Highest average attendance rank | Highest average hours per participant rank |
|-------------|----------------|---------------------------------|--|---------------|----------------|---------------------------------|--|
| Friday      | 20%            | 2                               | 1  | Early evening | 48%            | 4                               | 2  |
| Wednesday   | 19%            | 4                               | 4  | Afternoon     | 25%            | 2                               | 3  |
| Thursday    | 19%            | 3                               | 5  | Evening       | 22%            | 1                               | 1  |
| Tuesday     | 17%            | 7                               | 6  | Morning       | 5%             | 3                               | 4  |
| Monday      | 16%            | 5                               | 3  |               |                |                                 |  |
| Saturday    | 7%             | 1                               | 2  |               |                |                                 |  |
| Sunday      | 2%             | 6                               | 7  |               |                |                                 |  |

Beyond the activities themselves it is worth considering the times and styles in which they are being delivered. The data suggests that StreetGames activities are delivered on days and at times that do not fit the traditional model of weekend sport club provision. Indeed sessions are most likely to be delivered on Friday evenings, a time that has been identified as suffering from a lack of provision<sup>33</sup>.

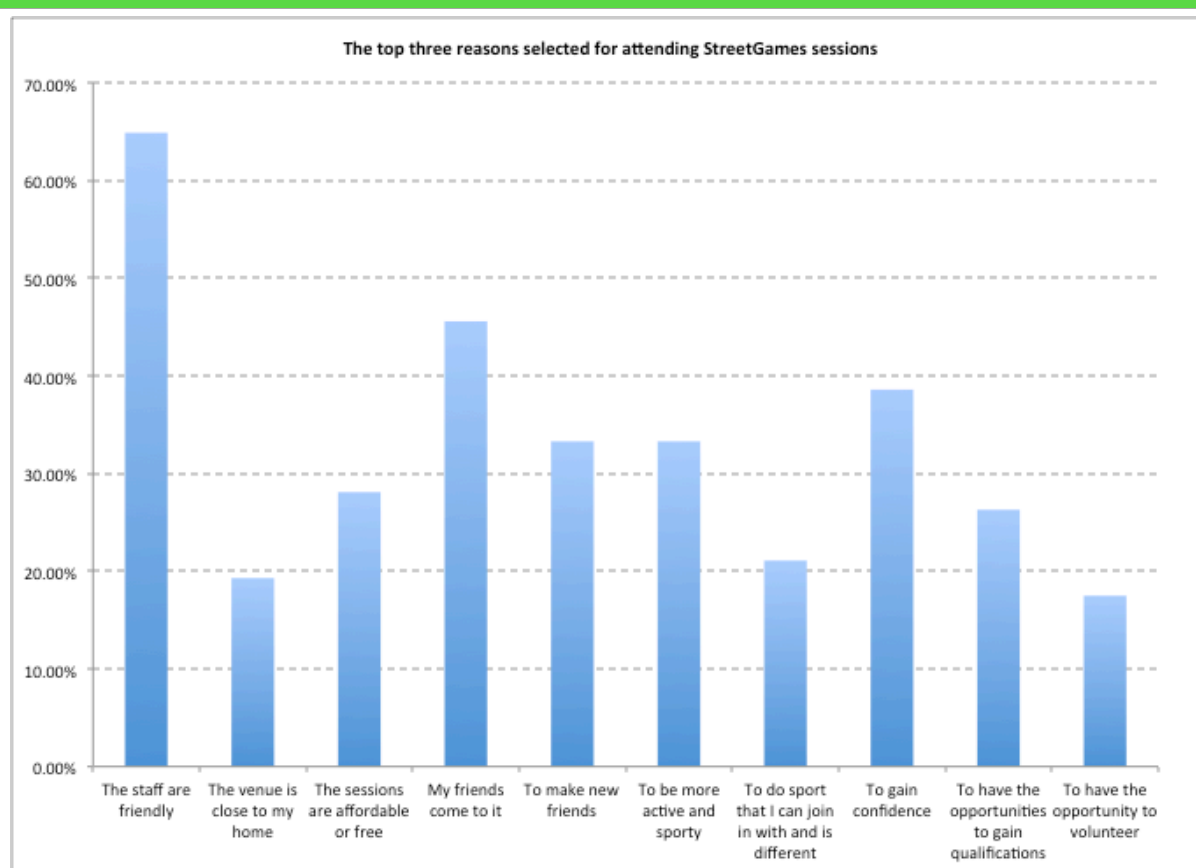
<sup>32</sup> Rowe, N. (2012) *Op. cit.*

<sup>33</sup> DfE (2008) *Youth Crime Action Plan*, London: HMSO

However, whilst Friday provision is clearly attractive to participants in terms of both attendance and retention it is also clear that Saturday sessions attract the highest number of participants, perhaps due to the inclusion of neighbourhood festival data, which would provide a high number of attendees at a relatively small number of sessions.

Our survey of participants at four case study clubs revealed an interesting story with regard to the StreetGames approach of delivering sport at the right place, time, price and style. When asked why they were interested in attending a StreetGames project respondents ranked a number of features in terms of their importance. Whilst still 'important' or 'very important' for the majority of respondents, having a venue close to their home was the lowest ranked, followed by the affordability of sessions. Rather it was the style and what was on offer that seemed more significant, with the 'sport they offered' and hearing 'good things about it from friends/family' ranking the highest. In response to another question where respondents were asked to list the top three reasons for attending StreetGames sessions, nearly 65% selected 'the staff are friendly', over 45% that their 'friends come to it' and nearly 40% 'to gain confidence'. Again, affordability, venue proximity and different sports were all selected by less than 30% of respondents.

**Figure 8: Participant Survey Motivation Responses**



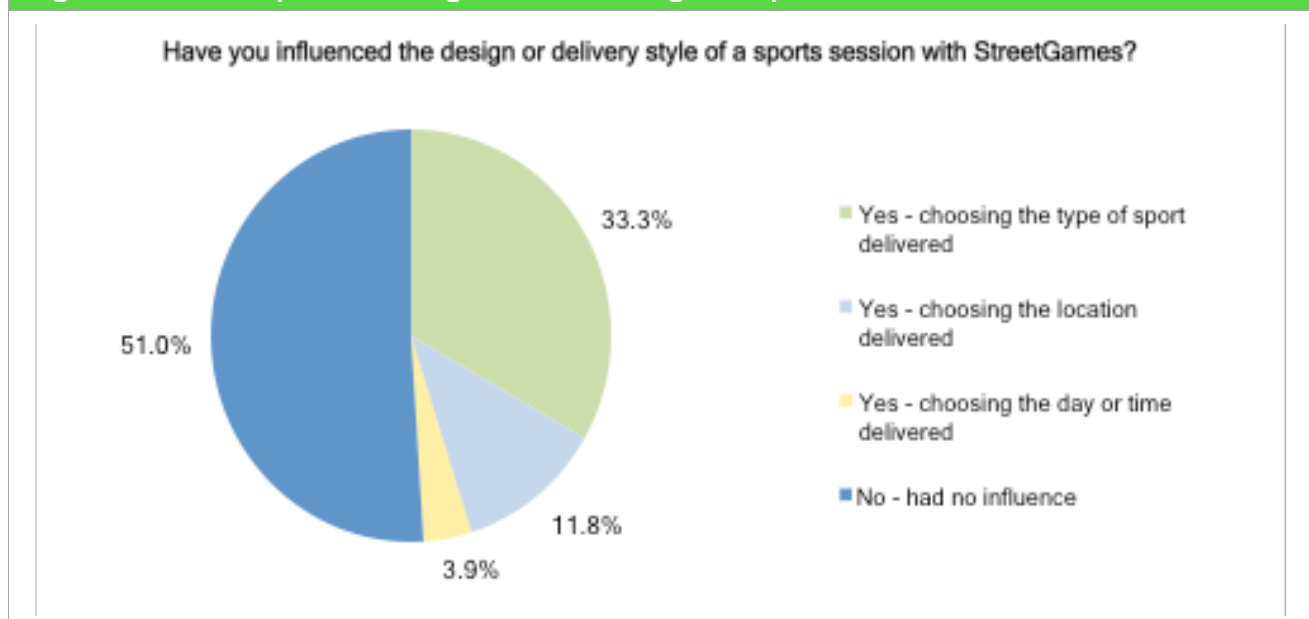
These results should perhaps be seen in the context of the participants' own experience of provision which was reflected in their ability to attend sessions at convenient times that were less than a mile away for the majority of respondents and with a cost profile that saw less than 10% of participants paying over £5 per session and over a third paying less than £3. As such these factors may have seemed less important as they were 'taken for granted' although it is possible that the sessions are not seen as affordable and accessible and so these aspects are not cited as reasons for attending.

In either case 57% of respondents indicated that they regarded StreetGames as different to other sports clubs they had been to or knew about and backed this up with comments on how it was different which were again largely related to the environment and style of delivery:

Funnier, it's like a family, supportive, you meet new people, atmosphere, confidence, better skills, give opportunities

Interestingly, whilst this greater sense of engagement was reflected in over 70% of respondents indicating that they planned to do more sport over the next year, nearly 40% that they had joined another sports club and increasing numbers becoming more active since starting with StreetGames, most did not feel that they had influenced the design or delivery style of the sessions they had attended.

**Figure 9: Participant Survey Session Design Responses**



### 5.1.2 The experience of sports delivery

StreetGames projects regularly provide young people with the opportunity to try new sports, often through partnerships with local sports clubs. One female participant in Chorley enthused about the range of activities on offer and being taught by the female boxer Rachel Brooks:

*"We've done mini golf, table tennis, badminton, basketball, curling, squash, curling is really good. Netball, handball, we've done a lot. They've asked – 'what are you interested in' and at times he's given lists of different things you want to do and each week he'd come up with like what they're gonna bring. We've had boxing – we had Rachel Brooks who's like a really good boxer and she taught you how to do things properly and it was really good... we miss her so much but she works somewhere else now so she can't schedule a time for us."*

The club offers the opportunity for people to take advantage of the facilities in the Leisure Centre for a considerably lower price than would usually be possible. For the club entrance fee of £1, the young people have access to a variety of leisure activities and facilities (for the purpose of comparison, the cost of a child's swimming session alone is normally £2.60). The first visit to the club is free for young people to get a sense of the atmosphere and, if interested, they can sign up and pay the nominal entrance fee during future sessions. Introduction to new sports is also facilitated by attendance at the many multi-sports neighbourhood and regional festivals that StreetGames runs which have had the added attraction of being low cost or free and the opportunity to **travel as a group to major cities, venues or, in the case of those travelling from England to Camp Glasgow, other countries.**

There appears to be a conscious recognition of the benefits of this more diversified approach towards sports delivery with a volunteer at the Doorstep Club in Rhyl suggesting that the variety of sports the club offers would be key to its future success:

*"A lot of sports clubs are only based on one sport, this is a variety of sports – I think that's important... If you give them an opportunity to play different sports [you] might get them hooked on that sport. You want to get the kids hooked on different sports because a lot of kids are just focused on one sport and you want to try to get them hooked on another sport don't you. Gives options."*

In line with this diverse offering a number of sports are also adapted to suit the facilities at the church venue. The project coach has a background in working with young people and has created a series of games to introduce participants to sports in a way that is fun and accessible. He has created the 'reaction game' and the 'key game' that can be played within the small space available:

*"It gets people thinking with minimal equipment and minimal space. The time we're doing stuff it's been the autumn/winter months and the weather's not great and its limited space. If we put the hall on there's only going to be one activity - dodgeball or handball. If there's youngsters that are sat out, I want them to be engaged I want them to be maximising their time at the club so I'll try to get them to think on their feet 'have you got good reactions, catching, throwing?' and I'll adapt games to suit their needs."*

Unlike at school, the children are able to take part in the activities that take their interest in a non-judgmental environment where emphasis is placed on enjoyment rather than pre-conceived notions of what constitutes sport or 'sporty' people. On being asked how much sport they think they will do in the future, one participant responded:

*"I don't think I'll do much because my PE teacher said I'm never going to be a sporty person but – in some ways I agree with him because I'm not fit at all, I complain a lot when we have to do athletics in school, like moan all the time. I do really like sport though. I think it's really fun. I'm not fit though -*

*I don't have enough so I can't sprint the whole way down the field in football. It's different here because I don't have to run as far."*

This more flexible approach also extends itself to the willingness of projects to flex sport's gender boundaries, with one female participant expressing surprise at meeting other young women who are interested in football:

*"Football has always been a problem because its always shown as a men's sport and I always got bullied for it 'oh you're a boy, you're a man' so I had to get through that and then I came here and one of the club leaders... plays for Chorley and its more comfortable and like - hang on there's more people in girls football than I actually thought. I play with the boys a lot [at StreetGames], none of them judge you, they're like actually she's really good, stuff like that. You feel like because you can't do it at school you can come here - I look forward to Fridays just to come here so I'm like yes its Friday"*

This is in contrast to the experience of sports at school, where despite taking an active interest she is not encouraged:

*"Us in year 11, there's two of us ever since that played football for girls and they wont let us play with the boys and they wont let us, we're the right age and I showed them letters that give them permission to and they just don't, they just take the mick, 'you're not strong enough stuff like that'."*

This process is not always straightforward however. Attracting and retaining female participants remains a challenge. Whilst we observed staff engaging girls that show an interest, at one club this engagement was mostly passive and in response to the girls approaching staff. Consequently the more vocal and confident members of the club received greater attention whilst those who were quieter and less confident potentially missed out on some of the opportunities on offer. In some instances, and in contrast to the experience described previously, the girls' lack of involvement and the range of potential responses to it was itself gendered by staff:

*"I think some girls find it embarrassing doing sport, especially some of the most vulnerable ones - and as you become a teenager you're very body image conscious, so when you're doing sport - when you're getting sweaty and that its a bit embarrassing doing that 13+ to 16 - a bit put off at that age, some girls anyway. I'm not sure what the way is around that, possibly the girl's only route maybe?"*

However, at the Chorley Doorstep Sport Club, whilst the intention had been to run female only sessions at the All Seasons sports centre, the low turnout made this unsustainable and the club has been opened up to boys but with active recruitment and signposting of female participants through Us Girls and school visits.

In a different context a similar experience was articulated from the 'other side of the fence'. Whilst Maddisons does not exclusively target girls, the vast majority of participants are female given the club's local associations with dance and cheerleading and despite the range of activities on offer. As the project manager stated:

*"I think because it's girl-run, everybody thinks, "Oh, it's all dance." It's not, you know, we run holiday camps and its multi-sport. You'll be doing a lot of multi-sport, cricket, everything, rounders, so people, they see it with the bow in the hair, that it's, "Oh, it's all dance, it's all cheerleading," but it isn't, no. We're across the board, it's everything."*

However, Maddisons staff understand and acknowledge the trend towards a drop off in female sport participation and are committed to engaging girls through this transitional period. Maddisons seeks to retain girls through their early and mid-teens by encouraging them to maintain their engagement and move to the next stage within the club.

The key driver for StreetGames projects is, however, not the need to change sport but rather to change the profile of people engaging in sport. All of the projects have a clear understanding of their target participant group and are committed to engaging young people from deprived areas. At Maddisons the project manager explains that:

*"We're a non-profitable organisation and it's getting young people involved with sport and physical activity. So that's what we are promoted as, especially within deprived areas, trying to get them something that's at a small cost; we'd never ever turn anybody away. Areas such as this, it's hard to kind of get the payments in as well, but these are the areas that we target and it works."*

Delivering from an impressive building with a high quality, professional dance suite with sprung floors, mirrored wall, practice bar and sound system Maddisons do charge for their dance and cheerleading provision in Sheffield with prices ranging between £3.50 and £5.00 per session in addition to uniform fees. However, the multi-sport Doorstep Clubs delivered in the areas of Willenhall and Palfrey and Pleck are free of charge and the club is keen to provide opportunities for girls who they feel would not otherwise have access to dance classes. They are presented with less formal and easier routes to participation where as a coach explained:

*"Obviously it is adapted because we don't expect... people don't come every week, they don't have the commitment really to be on top of things. So, it is a little bit more relaxed, but it's still delivered in a professional manner which any other club would be run. I just think that StreetGames is an association where people who may not have the money to pay for professional sports clubs, because they are expensive, are given the chance to go ahead and do the sports that they want to do and have a try at things that they want to do without really having the pressure of going out and buying so many uniforms and fees and everything. It's at a price where people can afford so that everyone is included. It's more, I think, community based, whereas professionals are... they are on a higher level, they expect to pay more as well. So, I think it's really economical for everybody really."*

One of the participants struggled to put her finger on the difference but emphasized the teaching style and sense of fun they engendered: *"it's more like they teach you better than other places. I don't know how to explain it, but it's just fun here and stuff."* At all the sites we observed the coaches had a laid back, friendly and nurturing approach to engagement, whilst maintaining the required degree of structure and authority to lead a learning environment. The method of delivery appears to be quite informal, emergent and responsive to the participants. This requires a delicate balance on the part of the coaches as an experienced coach at Maddisons who prepares detailed session plans and has learning outcomes targets for each session explained:

*“Well, you’ve got to find the right mix of fun as well as obviously the learning outcome you’ve got for that particular session. So, it does need to be regimented but it can’t be then again like Sergeant Major, because obviously people are going to lose interest then. So, you’ve got to get the right balance.”*

Getting the balance right itself involves a process of learning as traditional coaching models are re-defined to meet the specific environments in which sport is being delivered. Another of Maddisons coaches who was described as ‘one of the worst coaches’ they had every employed due to her authoritarian, traditional ‘dance school’, style of coaching was provided with guidance and responded to the Director’s exhortations that “*you can’t work at Maddisons and be like that!*” and is now described as “one of the best”.

For MHT getting the ‘right’ coaches involves finding ‘credible’ local individuals to lead activities, some of whom are former participants who have gone on to train to be coaches (sometimes with the help of StreetGames).

*“I first got involved in this because I do a lot of youth work myself. Not only that, but I’ve got a lot of links into this age group, because I’ve been doing youth work round here for the last 11 years. They were going through primary school when I first met some of the children. They just need support and help from someone like myself –someone who’s a local role model.”*

Regardless of the range and attractiveness of the sport on offer it is this style of delivery and ability to engage with young people in a non-authoritarian and responsive manner that appears to be key to changing people’s experience and continued engagement with sport.

## 5.2 Assessment of How StreetGames is Changing Communities

The idea of community is an increasingly contested one and yet now, perhaps more than ever, it is a central theme in sporting and social policy. Theoretically Anthony Cohen’s classic conception of ‘symbolic community’<sup>34</sup> would allow us to see sports clubs as symbols around which the rituals of communality can be acted out whilst Victor Turner’s work on *communitas*<sup>35</sup> would allow us to see sporting ‘moments’ as an escape from everyday life through which people can bond. Amongst more contemporary theorists<sup>36</sup> it could be argued that sports clubs merely contribute to temporal friendship ties that produce ‘cloakroom communities’ that are left behind when people leave the field or sports hall whilst for others it is the shared interest in sport that can bring people together in the shape of a community which, culturally at least, ‘belongs’ to them.

However we understand the term, it is clear that StreetGames places great emphasis on the notion of sport as a collective experience that both shapes and is shaped by its participants. At the neighbourhood level, and in the absence of or decline in previously dominant totems of shared physical presence, such as industrial workplaces, trade unions, churches, social clubs and pubs, there is little doubt that sport provides one of the few platforms for cross cultural and generational

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<sup>34</sup> Cohen, A. (1985) *The Symbolic Construction of Community*, London: Routledge

<sup>35</sup> Turner, V. (1969) *The Ritual Process: Structure and Anti-Structure*, New Jersey: Transaction Publishers

<sup>36</sup> Bauman, Z. (2013) *Liquid Modernity*, Cambridge: Polity Press



contact. As such it has the potential to impact upon the behavioural norms, outlook and communal hierarchies of those who engage with it.

### 5.2.1 The profile of StreetGames' communities

Looking at the profile of activity captured on Views<sup>37</sup> as represented in Table 9 below it is interesting to note the range of organisations, partners and venues being used and their relative effectiveness in terms of patterns of engagement and retention.

**Table 9: Effectiveness of different partner, venue and organisation types**

| Partner type                          |                                     |   | Venue type                            |                                     |                                      | Delivery organisation type            |                                     |                                      |
|---------------------------------------|-------------------------------------|---|---------------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|-------------------------------------|--------------------------------------|
| Highest ranked by number of attendees | Highest average number of attendees | Highest number of hours of hours per attendee | Highest ranked by number of attendees | Highest average number of attendees | Highest number of hours per attendee | Highest ranked by number of attendees | Highest average number of attendees | Highest number of hours per attendee |
| Multiple                              | 8                                   | 9   | Indoor hall                           | 7                                   | 2                                    | Sports organisation                   | 2                                   | 3                                    |
| Local authority                       | 10                                  | 10  | Multiple                              | 4                                   | 7                                    | Local authority                       | 5                                   | 2                                    |
| Youth                                 | 2                                   | 3   | Artificial pitch                      | 2                                   | 3                                    | Youth                                 | 4                                   | 4                                    |
| Voluntary                             | 7                                   | 6   | Other indoor                          | 6                                   | 5                                    | Football club                         | 1                                   | 1                                    |
| Sec school                            | 12                                  | 13  | MUGA                                  | 5                                   | 6                                    | Housing Association                   | 3                                   | 5                                    |
| Leisure Trust                         | 9                                   | 14  | Other outdoor                         | 8                                   | 8                                    | Voluntary                             | 6                                   | 6                                    |
| Housing Association                   | 14                                  | 11  | Grass pitch                           | 1                                   | 1                                    |                                       |                                     |                                      |
| Local sports club                     | 4                                   | 5   | Outdoor hard court                    | 3                                   | 4                                    |                                       |                                     |                                      |
| Sixth form                            | 11                                  | 4   |                                       |                                     |                                      |                                       |                                     |                                      |
| Primary school                        | 6                                   | 12  |                                       |                                     |                                      |                                       |                                     |                                      |
| NGB                                   | 13                                  | 8   |                                       |                                     |                                      |                                       |                                     |                                      |
| Professional sports club              | 1                                   | 1   |                                       |                                     |                                      |                                       |                                     |                                      |
| Private gym                           | 3                                   | 2   |                                       |                                     |                                      |                                       |                                     |                                      |
| CSP                                   | 5                                   | 7   |                                       |                                     |                                      |                                       |                                     |                                      |

Whilst the highest overall attendances related to different partner, venue and delivery organisation types closely follow the number of sessions associated with those types, this alignment does not

<sup>37</sup> Overwhelmingly this data relates to Doorstep Sport Club provision

necessarily carry through in terms of the average attendances at individual sessions or the ability of different types of venue and delivery agents and partners to retain participants.

The findings both validate the StreetGames model of delivery via local sports clubs at the same time as suggesting that there might be significant benefit in exploring more partnerships with the types of organisation and use of those venues that have proven most effective at attracting and retaining high numbers of participants at individual sessions. Whilst featuring in only 1% of cases, where partnerships with professional sports clubs have emerged they have secured by far the highest average and retention rates. Youth Services figure more prominently in 6% of all partnerships and secured the second highest rates of attendance and third highest rates of retention.

Similarly, although to a lesser degree, in terms of lead delivery agencies, whilst only making up 3% of the network professional football clubs attract a disproportionately high number of participants whilst sports organisations attract the highest overall number and the second highest number per session. With regards to venue type, delivery on grass and artificial pitches and outdoor (perhaps estate-based) hard court areas appear to attract the highest numbers of attendees although in this case that may simply reflect greater capacity at outdoor venues as there is less variance in terms of retention rates.

In terms of StreetGames' success in delivering in the right places, rather than focusing on venue 'type', it is perhaps useful to consider the location of venues and their correspondence with the Indices of Deprivation. We found that three quarters of the Doorstep Sport Clubs are being delivered in the top third of the most deprived areas of England and Wales. Whilst the range was from the 4<sup>th</sup> to the 32,408<sup>th</sup> most deprived areas, the main concentration was in those areas that were in the 10-30% most deprived.

Case study survey respondents certainly confirmed a more localised experience of sports participation than that offered by other sports clubs with more than twice as many indicating that StreetGames provision was less than half a mile away when compared to other sports clubs they attended. Almost three times as many respondents indicated that they walked to the activities and twice as many used a bike or public transport when compared to other sports clubs they attended.

Perhaps more significantly and reflecting the connectedness of staff and volunteers to the communities they serve almost 70% of respondents indicated that they had 'contact with the people who organise this StreetGames project when [they] are not playing sport'. In terms of the extent to which projects help to break down barriers and build community cohesion the same proportion also indicated that through attending the project they now played sport or socialized in locations they wouldn't otherwise go.

## 5.2.2 Experiencing community

### 5.2.2.1 Community development

At the heart of just about all the StreetGames activity we observed was a sense of sociality, an opportunity to meet and spend time with friends and to engage in collective action. Whilst this can take on an informal dimension that accords with Victor Turner's notion of an escape from everyday

life, as was the case with participants at the long established Chorley project who noted that the club feels like a 'big family', where:

*"It's different because it just is – its not really a club, it's like a family because everyone just gets along and even if you don't want to join in with some of the sports its just nice to watch and to be there. It's just good company."*

*"I've been to other clubs and they're like do this do that. Here you can walk in and choose what you want to do and you wont be forced into anything, it's easier and a lot more – its like a massive family – because everyone here you know – and if there's new people, you've met new people already haven't you?"*

It can also take more instrumental and symbolic forms such as in Rhyl where the group has a focus on developing a sustainable intergenerational project, with the parents of the children that attend the club progressively taking on a greater role in managing the club's organisation. Indeed the aim of the project is to eventually hand over the management to the parents of the children that attend as the project co-ordinator explained:

*"I thought once I move what's going to happen to this provision and ultimately it will stop, so then we thought to avoid this happening - we thought by the next time we move to a new area we want to be able to make sure that the volunteering and training can happen. We set the ball rolling by making sure parents came along, and stayed for the session - to see what was going on. They seemed to enjoy seeing their kids having a good time - and we seemed to get some good interest from them to say yeh alright it is relatively simple, its just leading activities and working with the ideas that I share to make sure if I moved away the session will be sustainable and sporting activity can happen."*

This more embedded approach has helped to facilitate the creation of informal networks between participants, volunteers and the wider community with coaches commenting that:

*"Its nice to walk past them in the street and see a kid and give me a wave and you know – its just walking through town and I see 6 young people and they just give me a little wave and its like I didn't know that many people. I do feel more part of the community - I do yeah, usually you walk past people in town and you wouldn't know who they were, but a lot of people around Rhyl I now know."*

Whilst one of the participants reflected that "[When I see the volunteers in school it] makes me a bit happier because I have another person to talk to when I see them". Whilst these positive relationships between volunteers and young people are encouraging, the generally younger profile of participants in Rhyl has potentially made it harder to attract those from older age groups.

At Maddisons, where girls who previously did not know one another come together and create close groups known collectively as 'Maddisons Girls', the girls' geographic dispersal might suggest a 'cloakroom community' that evaporates at the door. However there is something about the club and its creation of a feeling of 'family' that counters that possibility, as described by the coach:

*"Well, at the moment, obviously they are doing a sport that they all enjoy otherwise they wouldn't be there. They get to meet new friends and new relationships, they get an understanding of people their age as well. So, they've got peers their own age where they can ask questions that they*

wouldn't ask each other at school because they are at school. Just a sense of togetherness really. They are all like a little family. If someone is down then they all provide support to that person and it's lovely really. So, I just think, yes, getting the community together and enjoying a sport they all enjoy doing... All the people that I do teach, they are such a lovely group. Even last night, they had Christmas cards and everything and they've all brought Christmas cards for the rest of the group. I know in schools and stuff they do that, but it's not very often you see teenagers that come and they are giving Christmas cards to the rest of the group. It's lovely. When it's someone's birthday, we all bring cake in and we all have a piece of cake for somebody's birthday. So, it's lovely and they arrange all that themselves as well, which is lovely."

The older participants, one of whom had been attending the group for over five years shared this sense and explained that:

*"It creates like a little new family... I think it is [different] yeah, because it's like, we all become part of one thing and its different little bits but you all become one team."*

Maddisons' Director was in fact inspired to establish the club due to her personal experience of family encouragement and support in her own sporting activities as a child. She appreciated the dedication and support provided by her family and was disappointed to observe a lack of similar dedication from parents of some of the children she previously coached. As such she aimed to provide an alternate support structure that would ensure that the lack of home encouragement would not prove to be a barrier to participation for these girls.

In this sense Maddisons is providing a kind of surrogate sporting family structure where it is otherwise absent from young people's lives. Rather than the more conventional theorisations of community considered in the opening of this section this interpretation enables us to consider the ways in which StreetGames is changing communities through a risk and protective factors model. This would suggest that StreetGames projects are concerned with providing individual support that will protect against the risk factors that are understood to impact most heavily on children living in disadvantaged communities<sup>38</sup>, a theme we will return to later in the report.

#### 5.2.2.2. Infrastructure development

Beyond the young people the StreetGames community might also be considered in terms of a network or 'community' of organisational partners. All StreetGames projects work in partnership and use the brand to build and promote those partnerships. The Doorstep Sport Club in Chorley has links with a number of providers in the area and is therefore able to provide a greater degree of support as well as motivation and incentives. It also makes heavy use of the network's branded collateral to create more of a sense of belonging as the project manager explains:

*"We give out membership cards. I think it shows that you're part of a club, rather than you just pay a pound and turn up. It gives you a sort of identity. [StreetGames] are always providing us with shirts and drink bottles, which obviously helps with the branding. It's like being a member of a football team, like Manchester United. You're always going to want the t-shirts and the merchandise that*

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<sup>38</sup> Sutherland, A. et. al. (2005) *Role of Risk and Protective Factors*, London: YJB

way aren't you. For any club its nice to be a part of something by having that attached to you in a way."

MHT also use the StreetGames brand as part of their activities which it is felt brings legitimacy to what they're doing although this approach is sometimes adapted where it might discourage attendance depending on the nature of their previous relationship with the Housing Association or because of the role or status of different partners.

*"One of the things that's really interesting and encouraging about StreetGames is that they focus on local delivery partners. Metropolitan might be the one that holds the money, but what they're encouraging us to do is identify those people locally that can deliver for you, that understand the community, the young people, that have a little bit of kudos in the area as well. That's particularly important in a place like Clapham Park – inner city London, a lot of postcode issues, a lot of tensions with young people. Using local providers has helped us combat some of that, in the sense that at least we're able to engage with the young people that are based on that estate, that ordinarily we might not have been able to...it's also given us an opportunity and a platform to employ some of those young people too, to run some of our sessions which is a really positive thing. Not only are we saying get involved, but we can also demonstrate that this will potentially lead to employment as well."*

Equally it is clear that the strength of the partnership lies in its reciprocal nature with local delivery partners valuing the support that comes from the wider network:

*"The relationship with StreetGames is very good because even though we're partners with them, they still reach out to us with things that normally communities wouldn't be able to get involved with – like residential. There's lots of courses that they do – they ask us if we want to get involved with it, they don't pick and choose the people just to fill out the boxes... There's like an umbrella around this area, one deals with employment, one with sports, one with engagement, one with gangs and so on... so what happens, if one wants to get a job in mechanics, we refer him over to Ricky, because he's got something called Street Reach, dealing with boys on the roadside; and we go to him and ask if there's any opportunities for this boy."*

Maddisons have close links to local schools and recruit participants through a combination of school visits, social media, Youth Service referrals and word of mouth. The team are represented at the Walsall Area Partnership Managers steering groups, which is viewed as an important platform for the team to promote their offer, gain insight into community issues, needs and generate support. They also value the association with StreetGames and see this positioning as crucial to the sustainability of the club through funding and up-skilling the team via access to professional sports qualifications, StreetGames national conferences and networking opportunities:

*"It's great to network and to meet different StreetMark projects. You find out so much information and I went away from there and had a few contacts that have helped me further with things that I needed to do. So it's brilliant."*

There is also a perception that their association with StreetGames buys them a level of credibility both externally with partners and locally with the young participants. It is seen as having been vital

to the club's growth in allowing them to position themselves as a high-level quality provider of sports provision and youth opportunities as the Director explains:

*"So on a personal level being part of Street Games has got me to where I am if you like. I've got so much knowledge and so much experience from actually doing that. Then obviously for Maddisons we've been put forward to pilot the Doorstep Sports Clubs, we got money for the Active Women's Consortium where we did Us Girls stuff. We've been offered that many opportunities, it really is extremely valuable to us. We got Olympic torch people. So five of us carried the Olympic torch. For a small third sector community organisation it really backs up what we're doing having the name like Street Games behind us. Then having these opportunities it's really held them in high esteem with the partners. So for example, the Youth Service will say 'oh yeah we want to be part of what Maddisons are doing, we want to support you' because they know that we get these great opportunities... There is financial support [from StreetGames] but to me that's not the most important thing. The most important thing is knowing that there is somebody there on the end of the phone if you're a bit stuck. Knowing that if you're really struggling with something for example, recruiting people or doing a project for dodge ball or something that you haven't done you know that they're going to be there."*

Developing this theme she returned to and extended the metaphor of family discussed earlier to describe the kind of ever-present support and help that the StreetGames network provides:

*"I think the ethos of StreetGames is all about being the big brother, the big friendly shoulder to cry on and having support there. Not letting our projects be on their own. Always supporting them. The whole ethos is that we're all a team so the projects aren't against each other they're always trying to work together and help each other."*

This interpretation of the contribution of the StreetGames national team re-affirms the findings of an evaluation of the Doorstep Sport Club pilot scheme<sup>39</sup> which highlighted an important intermediary role. Various projects talked about the strength of the StreetGames brand and network and how it made them feel part of a larger project as well as opening doors to strategic funding opportunities and support they could not imagine accessing from Sport England on their own. As one commented:

*"I haven't called Sport England for help, but I don't feel like I could... in my head as a project manager, I see them [Sport England] on a strategic level, whereas StreetGames know how we work on a local level, the deprived communities, they know the different areas, how people work."*

This perspective was related to how projects saw StreetGames as a very approachable organisation that is also genuinely knowledgeable and passionate about how to get community groups active. The evaluation report expressed the sense of StreetGames going 'above and beyond' what they would expect of a funding body, providing simple and practical advice, linking them into other organisations in their area and providing access to information and staff development opportunities. A strong sense of the way that StreetGames embodies this role came out of our observations of training sessions. A Managing Challenging Behaviour workshop delivered in February 2015 and led by a former youth worker focused very much on encouraging trainees to think about engagement and participation rather than coaching the young people in their

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<sup>39</sup> IFF (undated) IFF evaluation report: DSC pilots, unpublished



sessions. Despite its title the session was focused more on responding to and understanding challenging behaviour and creating a session where it might not occur. It took on a range of forms, including more practical and active sessions as well as theory-based work but all delivered in a very relaxed, informal and inclusive fashion, which drew on lived experiences. The trainer emphasized the importance of drawing on and working with the personality traits of those that attended their sessions and engaging the more talkative, stronger personalities whilst also illustrating how a shift of approach can change moods and behaviour through reference to everyday family situations:

*“Lad I was talking to last week, 16, everyday he’d get into trouble at school and they would have to phone home to his parents. He’d come home and his mother would shout upstairs to the kid, ‘you get down here, stop messing around!’ At least once a week it would happen, but then one day, he was home and he saw his mother sat in the living room. He’d got into a fight during the day with one of the other kids in the school. He asked her what was wrong and she said, ‘I’m just disappointed, I want you to get the most out of school’. His heart melted. ‘I should have tried harder in school, I realise that’ he said to me. Do you think it’s being soft? ‘soft-er’ maybe”.*

The trainees were then asked to consider themselves in the role of the young person and the mother, and the significance of this shift from a ‘You’ to ‘I’ mode of talking. The trainer was an inspiring teacher. He gave the trainees respect and they responded in kind. The lessons were delivered with humour but were met by both the tutor and the trainees with the responsibility that the material deserved. The trainees left with an increased understanding of the importance of their role not only in encouraging sports participation but also in inspiring the young people that they work with and the potential benefits this may have on their future potential.

At national levels StreetGames is also helping to support wider community social development initiatives. In Wales we can see this in the ways that the network has strengthened its ties with the relevant public bodies across health and crime and its commitment to helping to tackle child poverty. Partnership links have been built with Public Health Wales and the Police Crime Commissioners’ agendas with many network partners accessing funding to develop programmes aimed at tackling crime and anti-social behaviour. The buy-in from the police in Wales has been notable and while the types of agencies delivering StreetGames programmes through Wales varies, embracing Local Authority departments, the third sector and charities and educational agencies, there has been a steady growth in the involvement of the Police in delivering StreetGames work. As the Welsh Legacy and Fieldwork Manager commented:

*“So anywhere that we are running network meetings, or where we are running training, or where we are running delivery, we are seeing more PCSOs popping up. We ran a network meeting in January, we had one hundred and forty odd people there, and about thirty were in uniform.”*

### 5.3 Assessment of How StreetGames is Changing Lives

Whilst StreetGames has grown principally through its potential to grow the engagement of a distinct ‘market segment’ in sport it has always been about more than sport. Across the organisation there is a strong belief in the power of sport to impact on individuals’ personal development and wider social problems such as crime, education, employment and health both directly as a result of sport and indirectly through the broader opportunities that involvement with StreetGames can provide.



Given StreetGames' core objective is to “close the gap in participation in sport between affluent areas and disadvantaged areas”, our primary focus in terms of changing lives is on the profile of participants. However, given the organisation's wider commitment to changing lives and communities and recognition of social benefits of sport in reducing crime and anti-social behaviour and improving rates of physical activity and health, we are also interested in the broader social outcomes that involvement might have contributed to.

### 5.3.1 The profile of StreetGames' participants

Over the two year period of the strategic plan delivered to date StreetGames has engaged over 80,000 participants. Looking at where Doorstep Sport Club participants live by matching valid postcodes recorded in Views with the Indices of Deprivation we were able to establish that 85% of participants are drawn from the 20% most deprived wards and 95% from the 40% most deprived areas with less than 1% from the least deprived 20% of wards as reflected in Table 10. Almost 72% of participants were also found to live in wards that ranked in the top 20% on the Child Poverty Index.

| Table 10: Distribution of participants in relation to Indices of Deprivation |                            |            |
|--|----------------------------|------------|
| Deprivation quintile   | Participants with postcode | Percentage |
| 5 (Most deprived)  | 23,769                     | 85.16%     |
| 4  | 2,665                      | 9.55%      |
| 3  | 850                        | 3.05%      |
| 2  | 510                        | 1.83%      |
| 1 (Least deprived)   | 118                        | 0.42%      |

This demonstrates that StreetGames is overwhelmingly working with young people from areas that are suffering high levels of disadvantage and virtually no young people from the most affluent areas. Even when considered in terms of residence in Lower Super Output Areas we found that although there was a wider distribution, 84% of participants are drawn from Lower Super Output Areas with above average levels of deprivation and less than 2% are drawn from the most affluent 10% of areas. This distinction is interesting in that it demonstrates that whilst StreetGames participants overwhelmingly live in the most deprived wards in the country, not ALL those that attend live in the most deprived estates and streets within those wards. This is important as it re-enforces the inclusive nature of delivery partners' work and its attraction to constituencies of young people who, whilst identifying with the social conditions in their areas, might have access to more of the social and economic capital that the most deprived sometimes lack, thus improving the chances of them taking on leadership roles and building the sporting infrastructure.

The programme has also been able to attract a reasonable proportion of girls and young women at a rate of 28% in 2014 and a relatively high proportion of participants from Black and Minority Ethnic (BAME) groups. Amongst those where ethnic category is known, 32% of participants at Doorstep Sport Clubs are from BAME groups which is almost double the 14.9% from such groups in the national population of 16-24 year olds as recorded at the last census and well in excess of the 23.3%

of retained BAME participants in the Sportivate programme in 2013/14<sup>40</sup>. The proportion of participants indicating they are disabled is currently 4%, which is above target but below the 5% recorded in 2013/14, and the 7% recorded on the Sportivate programme.

In Table 11, based on analysis of programme monitoring data drawn from Views, we reveal what have been the most effective patterns of provision in terms of participation, engagement and retention at Doorstep Sport sessions. At the aggregate participation level there is a clear pattern that tends to characterize what we might term effective high volume delivery. We found that, almost regardless of social grouping, the highest aggregate attendances were recorded for the following delivery variables:

| Table 11: Effective delivery models to maximize aggregate attendance (Participation) |                            |                         |                 |                         |
|--|----------------------------|-------------------------|-----------------|-------------------------|
| Variable   | Ideal                      | Exceptions: Females     | Exceptions: BME | Exceptions: IMD Top 20% |
| Time   | Early Evening              |                         |                 |                         |
| Day  | Friday                     |                         |                 |                         |
| Duration   | 1-2 hours                  |                         | 2-3 hours       | 2-3 hours               |
| Activity   | Multi-sport (football 2nd) | Multi-sport (dance 2nd) |                 |                         |
| Venue  | Indoor Hall                |                         |                 |                         |
| Partners   | Multiple                   |                         |                 |                         |
| Organisation   | Youth organisation         |                         |                 |                         |

As the figures in Table 11 show the only exceptions were that a longer delivery profile was associated with higher numbers of participants from BME groups or the most deprived neighbourhoods. Dance also supplanted football as the most commonly encountered activity amongst female participants. Whilst there is a clear message here in terms of what has been proven to work at scale and the need for youth oriented organisations to deliver a varied sporting offer, in accessible bite size chunks, outside of school hours, at attractive venues if participant numbers are to be maintained, the data also suggests a number of promising trends that break with this model.

Despite the consistency of these findings it is interesting to note that when we consider the profile of delivery that has attracted the highest average number of participants to *individual* sessions there is greater variability. The most striking differences relate to the duration of activity, which is universally longer in this instance, perhaps reflecting the high numbers attending day long neighbourhood festivals and the preferred partner type which is typically a professional sports club, perhaps reflecting the attractiveness of occasional ‘treat’ sessions involving high profile external agencies. Interestingly this pattern can also be distinguished from the ideal profile of delivery associated with the highest average length of engagement by individual participants. The delivery profile that engages participants for the most hours overall are, somewhat perversely, characterised by shorter session durations. Whilst relating to a much smaller number of sessions we can also identify how niche ‘treat’ activities such as Go Karting can attract high numbers when they are

<sup>40</sup> Sport Structures (2014) *op. cit.*

delivered and how activities requiring more personalised and intensive training such as boxing and weight lifting can help to sustain participation.

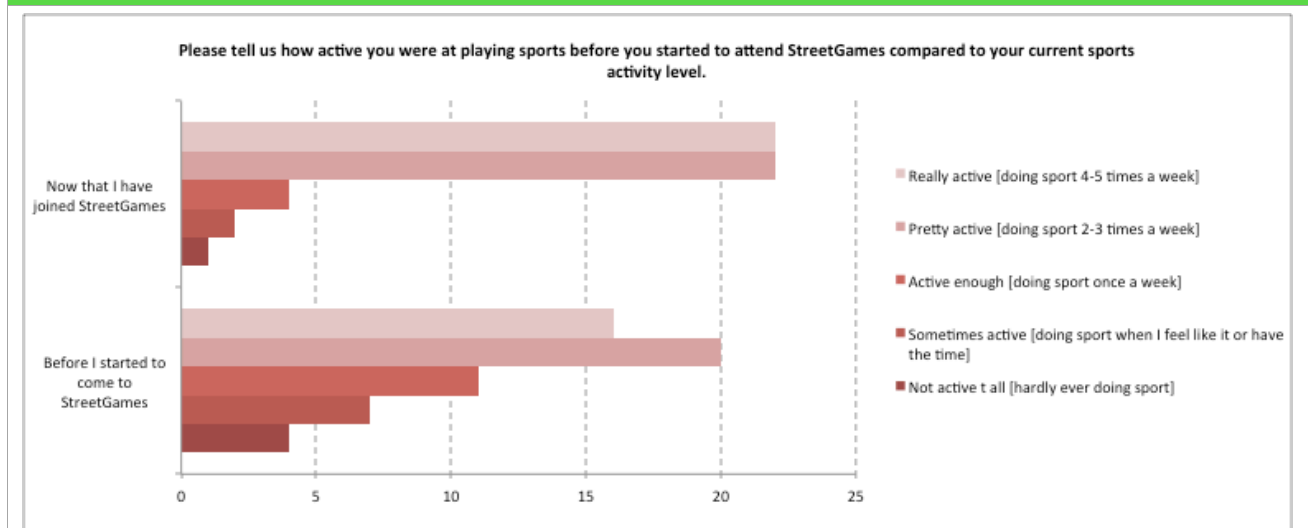
In many ways these findings provide strong support for StreetGames' commitment to the use of day long, mass participation multi-sport festivals to engage large numbers of new participants alongside on-going shorter, regular weekly activity specific sessions for smaller numbers on days and at times such as Friday evenings when there may be less on offer.

The contribution made by participants in many cases extends beyond their attendance. Nearly 4,000 of the 80,000 participants engaged by StreetGames during the strategic plan period have also been involved in the SYV volunteering programme and almost 10,000 volunteers have been recruited since the programme began in 2011. These volunteers have delivered over a quarter of a million volunteering hours and had secured nearly 7,500 qualifications by March 2014 with all the associated impacts on personal development, wellbeing and self-confidence discussed in section 4.2.1 on the StreetGames Volunteer Programme.

Almost a quarter (24.1%) of the respondents to our case study survey had volunteered for the StreetGames project with a slightly smaller proportion (21.5%) having secured work placements or paid work with the help of the project. Perhaps unsurprisingly far higher proportions reported that their sports skills had either 'greatly improved' (52.7%), or 'improved' (38.6%) following their involvement and this was also reflected in increasing activity rates as illustrated below.

Similar responses were also recorded in terms of confidence however with 57.1% reporting that they were 'much more confident' and 26.8% that they were 'more confident'. Even more significantly, whilst the vast majority of respondents (82.1%) indicated they had never been in trouble with the police, of those that had been, the majority (60%) reported that they were now better behaved.

**Figure 10: Participant Survey Impact Responses**



These effects can be considered at the national level through application of the modelling that underpins the Sportworks<sup>41</sup> application. Sportworks is a pioneering shared impact measurement tool commissioned by Sported and specifically designed for Sport for Development organisations. It provides a sophisticated technology solution to assess the impact and societal cost saving of seven of the most significant social policy areas associated with sport for development work. The seven areas are:

- anti-social behaviour and youth offending
- educational performance
- attendance and behaviour at school
- substance misuse
- health and wellbeing
- physical fitness and reducing obesity
- NEET status.

The tool is the first to use a scoring system modelled on population ‘risk’ profiles and sport for development ‘protection’ factors. The scoring also provides users with informed data to guide them through any weaknesses in their programmes in order to support improved delivery in relation to achievement of each of the social outcomes which is based on assessment of what has been shown to work in the sport for development sector and the findings of an array of high quality experimental research projects in the target social policy areas.

Looking at the information recorded in Views about Doorstep Sport sessions delivered by StreetGames’ local delivery partners in 2014, across the range of policy agendas that Sportworks assesses, we found an average level of impact of 17.11%. Based on an average risk score of 46.19%, which is indicative of the likelihood of StreetGames participants facing negative social outcomes in these areas, this suggests that StreetGames are reducing the risk of negative outcomes occurring by 7.9%. After allowing for the impact of variable data quality and completeness in the Views accounts used by StreetGames delivery partners, the projects are estimated to deliver social cost savings of £69,210,725 when considered in terms of the reduced likelihood of the 44,244 participants engaged during 2014 experiencing these negative outcomes. Given the life time costs associated with young people’s involvement in substance misuse and crime and the higher than average impact of projects in these areas, this is where the largest social cost savings are recorded as reflected in Table 12 below.

**Table 12: Sportworks risk, impact and social cost savings for StreetGames work in 2014**

| Agenda                  | Risk  | Impact | Reduced Risk | Social cost saving |
|-------------------------|-------|--------|--------------|--------------------|
| Crime                   | 53.18 | 25.55  | 13.59        | £13,047,841.13     |
| Obesity Boys            | 37.75 | 10.96  | 4.14         | £2,294,118.25      |
| Obesity Girls           | 34.91 | 11.14  | 3.89         | £995,062.44        |
| Educational Performance | 53.41 | 17.96  | 9.59         | £1,300,396.39      |
| Well Being              | 55.20 | 16.91  | 9.33         | £4,392,890.64      |

<sup>41</sup> See <http://www.substance.net/wp-content/uploads/2015/01/Sportworks-Full-Report.pdf>

|                               |       |       |       |                |
|-------------------------------|-------|-------|-------|----------------|
| Substance Misuse              | 59.40 | 27.59 | 16.39 | £41,640,396.35 |
| NEET                          | 43.09 | 15.44 | 6.65  | £3,464,216.54  |
| School Attendance / Behaviour | 32.54 | 11.33 | 3.69  | £2,075,803.26  |
| Total/average                 | 46.19 | 17.11 | 7.90  | £69,210,725.02 |

These savings account for over half of the social cost savings driven by StreetGames' local delivery partners, which, including the aspects of their work that does not come under the StreetGames banner, was valued at £134,958,748 overall during the same period. Moreover, if StreetGames targets are met, by 2017 we might reasonably expect the annual social cost savings associated with the Doorstep Sport element to have risen to over £177 million.

### 5.3.2 Changing StreetGames participants' lives

#### 5.3.2.1 Youth work and developmental approaches

As well as promoting sport, StreetGames projects are focused on supporting the personal development of the young people they work with. Some StreetGames projects such as the Doorstep Sport Club at All Seasons in Chorley can be compared to a youth club, albeit one that offers opportunities to take part in sport. Initially the project manager had attempted to make the sessions more sport based, but he noted that the sessions functioned better when the young people were given freedom and opportunities to engage in sport in addition to socialising:

*"We were going to introduce sports and everyone would take part in sports and that's how it'll be - you had to take part; but quite quickly we realised there has to be that social element to it, people just want to come in and hang out and if we can just get them to pick up a badminton racket for 10 minutes out of two hours that's acceptable, we need to accept that rather than think you must play. We changed that quite quickly from when we started."*

Whilst this approach has worked in terms of retaining participants it might also have contributed to some participants understanding the project and their role within it from a deficit model perspective that understands young people in terms of the problems they might present rather than the potential they hold. For some the project offered them something to do that they enjoyed and which would therefore keep them from getting into trouble:

*"There's not much else going on around and it keeps us out of trouble. We used to get into trouble because on Fridays and Saturdays we used to have nothing to do - we were like hanging on the streets bored and it would get us into bother. One time I shop a policeman in the foot with a BB gun - it was an accident though. He had a massive go at me, and didn't prosecute me though."*

However, others identified the importance of the freedom that the club provides where participants could be themselves and talk about issues unlike in school, where one young woman feels she is sometimes unable to talk to the staff about her problems. She noted that this freedom comes from the trust that the staff members have in the young people that attend:

*"It gives us more freedom - they have a lot of trust with us which is always good. You can talk to these more as friends but with teachers they're more strict aren't they and you're restricted to what*

*you can say. They're more understanding because you're closer to them because you're with them more – but where as teachers they don't really take much notice apart from teaching you... You can bond more with the staff as well and they get more involved, they help you out a lot as well, give you good opportunities that other places wouldn't give you. They introduce you to new sports which encourages you to keep that sport going – they notice if you have potential in something and they'll praise you so keep you going."*

Indeed a dedicated counselling service has previously operated at the club through the partnership with the Young People Service where young people could go and speak about their problems. This also functioned as a mechanism for conflict resolution during disputes between the young people.

*"It's like a form of counselling but just so you can get your problems out, its somewhere they can keep confidential between two people – so it doesn't get out to everyone. Instead of telling a leader or something these are like proper people that came in. There was this person that had trouble with behaviour – they took them upstairs and they could have a chat and sort his problems and could help him and keep him calm. They haven't been up in a while – they come every so often, it's really good though."*

At all the projects there appears to be a strong focus on offering support and guidance to the young people. At MHT the workers responsible for delivering the programmes clearly see sport as a hook, which enables them to build up a relationship with young people and subsequently to support them in other areas of their lives building a gateway to employment and training opportunities which can be in sport or in other fields. As the project lead reflected *"That connection can start with sport; it doesn't have to end with sport."*

Equally Maddisons has a strong belief that through engaging with young girls they are increasing their self-confidence not only to continue with sport participation but in many other areas of their lives. They seek to ensure that the girls have the opportunity to work towards a team goal such as a community performance or a competition with the act of working as part of a team providing them with the confidence to perform in public. Across the projects a succession of participants and particularly girls and young women reported that their confidence had increased as a result of their participation. Described by one of the senior girls at Maddisons as an ability *"Just to smile and not be scared of being in front of people"* not only translates to the dance environment but has the potential to impact on wider aspects of life as she continued noting her Mum's acknowledgment of a change in her outlook *"She just thinks that I'm more happy and that I'm more excited to go to school on a Thursday because I know that I'm going to go to dance afterwards."*

### 5.3.2.2 Volunteering and personal development

Related to the centrally managed volunteering programmes discussed in previous sections, one of the key pathways to personal development that StreetGames projects offer is through volunteering opportunities on the projects themselves. Progression from club participant to volunteer is often a natural process at Maddisons and the senior girls may find that they simply 'fall into' this role as they embrace and embody the Maddisons ethos. This process was described by one of the current senior dancers and volunteers:

*"I was going to Senior, because I am a senior cheerleader and the coach just asked if I wanted to go and help with the little ones and so I did. I was always going a little bit earlier anyway and I could always see them struggling or needed a little bit more help."*

Despite the informal access routes into the volunteering programme at Maddisons the programme itself is suitably structured. The girls are asked to complete questionnaires aimed at directing their volunteering experience towards the skill areas they are keen to develop and have taken an interest in. The experiences range from coaching, administrative duties such as registers and session recording and volunteering at the large-scale events and competitions. Volunteers can then move along a pathway of activity and personal development that can lead to more formal employment opportunities. As the interim Volunteer Lead for StreetGames nationally explained in relation to the objectives of the volunteer programme:

*"A lot of it is to do with wanting young people to become more employable, so there is an employability element... Ideally, they would like to be in a sporting opportunity where they get that experience in leading something, or having an idea of what happens in that job role. To be mentored by somebody who is in that job and that they can give them advice on how to do that role. But also, from like the basic level, some young people just do not even have the basic employability skills. So things like confidence or team working or enthusiasm... [and] you are getting access to all these different experiences."*

One of the older participants who had been volunteering with Maddisons for over a year at the time we interviewed her described the range of opportunities she has had as well as the life skills and resilience she has gained through the course of her involvement:

*"I've done my level one and level two for dance leadership and sports leadership so I've done them so they offer a range of qualifications as well... It's a challenge if you are putting on sessions, it's a challenge to get all the participants active and stuff like that but if you re-motivate them you can get them working."*

Support and encouragement is vital to the development of these young volunteers and we saw strong evidence of this in practice through our case-study observations. The girls told us that they feel valued and appreciated by the staff and the young people they coach, *"They give me a lot of praise for it and say how well I'm working with them."* Maddisons places a particular focus on participant's skill development and the role that volunteering plays in this process. This commitment appears to be born of the staff's own experiences and routes into dance tuition. The current project manager explained how:

*"I've always danced. I used to dance with Kimberley [the Maddisons' Director] from when we were very young at the same performing arts school... So I'd always volunteered since I was about 13 at our performing arts school up until I was, say, 18 and then I just had the chance to kind of put back into the dance school and teach. So I've always had like a keen eye for performance and giving something back. So that's how I got involved, and then I met up with Kimberley and then we kind of crossed paths again. Kim needed help, I needed help, so it kind of worked together."*

The Maddisons team believe that the skills and delivery style of their staff are key to the ultimate success of the project and this also feeds into the development of participants through a pathway



from volunteering to coaching in a bid to create home grown coaches who share the ethos of Maddisons. This is reflected in the fact that 40% of the current coaching team have progressed through this hierarchy.

Although putting more of an emphasis on the more formal StreetGames volunteering programme the Programme Manager for Metropolitan Housing also emphasized the importance of signposting young people through volunteering opportunities and on to qualifications and training. One young man, Tarik, is a volunteer who lives on Clapham Park Estate and works for Metropolitan Housing Trust, which is how he became involved with StreetGames. He got involved with Metropolitan when they were doing some outreach on his estate, offering support around employment and training. This helped him to get a few jobs and then an apprenticeship in community regeneration came up. It was a year's course (with no guarantee of a job at the end) and he started it in March 2014.

*"I get to understand how a company's run from within the office and understand certain procedures and how to go about certain things... It's definitely made a difference to me – the way I carry myself now. I'm more together – not to say that I wasn't together, but I'm a bit more formal in my dress sense, my vocabulary... Over the year, there are things that I have learned at Metropolitan, which I will have brought to StreetGames and there's things that I've learnt from StreetGames that I've brought to Metropolitan. I feel much more confident in talking to 'official' people."*

When asked what he enjoys most about his involvement with StreetGames, Tarik says:

*"You just don't know where it might go. You may be in the park just doing a bit of volunteering, but then they might invite you to a black tie event or the Lake District. You don't get paid, but you can appreciate that as a pay cheque because of the aspiration you get... it brings you out of your comfort zone, but into a new comfort zone... What I would have thought was challenging was going out and representing StreetGames and Metropolitan just by myself as an apprentice at different network meetings... but then I realised that they're just normal people like myself. It's all about character – if you can make a connection, you can make a connection for life."*

Through a different volunteering route Marvin, a 17 year old expressed a similar sense of personal development after having attended the Lake District residential. He had wanted to get involved because it involved lots of young people working together and having new experiences.

*"My personal experience was amazing. I went all the way up to the Lake District. Although I have been abroad before, I have never really left London, so for me to explore another part of England and see Lake Windermere... it was a great experience for me. I got to see England a bit. After only 3 days of meeting these people, we were all so close and supported each other...I had a fantastic time and that's part of the reason why I now plan to become a Young Advisor (with StreetGames)... Naturally the next step is to become a young advisor because I've really appreciated how StreetGames has improved me personally and helped me to develop...it helped me conquer my fear of heights. It challenged me and made me more sociable. It took me out of my comfort zone of London."*

He went on to articulate the essence of how StreetGames goes beyond encouraging involvement in sport to develop young adults from disadvantaged communities and provide more opportunities for them to find a positive pathway.

*“What StreetGames do is take young adults and treat them with so much respect and allow them to explore themselves, which I don’t think other sports programmes do as much...the structure of it is so perfect for young people... Having done StreetGames, I’m now trying to get myself more involved in my community. There’s a football pitch near me, so I’m hoping to get involved there, maybe get a coaching qualification – which is something that’s been offered to me via StreetGames. That’s just another way they’ve helped me. I wouldn’t have thought about coaching qualifications or volunteering as such. I had my plan of go to sixth form and then to university, but this has opened up a lot of doors for me. It’s added some stuff to my CV and made me more of a unique candidate.”*

Marvin wants to carry on working with StreetGames when he goes to university.

Whilst not available to all participants this process also works in more instrumental ways as in Chorley where the project seeks to change behaviour by incentivising young people to volunteer as a stepping stone to wider personal development as a member of staff explained:

*“Some of the teenage boys that used to be a bit of a nuisance joined our club and now they're on our records and they come and volunteer on a Friday night. From taking part in the session to actually working to put the session together. We have some incentives in place as well, working with spice, volunteers earn Lancashire time credits so every hour they spend with us they earn an hour that can be spent watching a football match or going to Blackburn ice rink, or in the gym. One of our young volunteers has got a job as an apprentice now and when he's out and about in the sessions he's always talking to the young people and showing them how far he's come to actually get a job at the end of it.”*

From our observations, interviews and review of the results of previous evaluations of the StreetGames Young Volunteers Programme it is clear that volunteers have consistently been found to increase levels of confidence and well-being, gain qualifications and gain transferable skills relevant to education, training and employment. Indeed as we saw earlier a majority of those interviewed in 2014 indicated that they had accessed other training courses or qualifications in their role as a volunteer and almost 50% had used their experience to take up other qualifications and roles outside the project. As our case study examples show, for a proportion of participants these experiences can lead directly to the creation of employment opportunities both within and outside of the programme activities.

## 6.0 Summary findings and conclusions

The first thing that sets the work of StreetGames apart from other initiatives that seek to engage disadvantaged communities with sport is that its primary focus is not the delivery of a defined programme. Rather, it is the promotion of an *approach* with efforts focused on building a network of partners and supporting them to build the necessary skills and capacity to adopt that approach.

Delivery partnerships are of course nothing new, even in this sector but they are rarely driven by such a clear commitment to a style of delivery that transcends individual programme boundaries, organisational structures, regions and even countries. The success StreetGames has had in building the Doorstep Sport Club network, alongside a programme of neighbourhood and regional festivals attracting new participants and providing large scale volunteering opportunities clearly demonstrates that StreetGames has built and mobilised the infrastructure to deliver a new tier of provision focused on a neglected market segment. It is the development of this infrastructure that will enable it to deliver on its commitment to lead a step change for youth sport in disadvantaged areas up to 2017. As such we are confident that:

- StreetGames will achieve the targets set out in its strategic plan for the period 2013-17
- StreetGames has successfully engaged with its target audiences and taken sport into the UK's most disadvantaged communities through use of a pioneering customer focused approach embodied in the Doorstep Sport Club model
- Participants overwhelmingly come from the most disadvantaged neighbourhoods, with only 1% coming from the most affluent wards
- StreetGames has established itself as the leading provider of workforce development services for organisations wishing to deliver sport in disadvantaged communities and is successfully building the capacity of the community sport sector to deliver the Doorstep Sport Club model through its Training Academy
- StreetGames has emerged as a centre of knowledge within the sport for development sector and is increasingly using internal and externally driven insight to develop evidence based practice and enhance the impact of delivery partner's work
- At scale, the greatest impact is being achieved through the roll out of Doorstep Sport
- The value of this delivery, in terms of the cost savings it delivers to society through the reduction in the likelihood of participants experiencing negative social outcomes and therefore imposing a related financial burden on society, can be estimated at over £69 million per annum
- The Sportworks modeling suggests that the greatest levels of impact in terms of changing lives are being driven in relation to reductions in anti-social behaviour, youth offending and substance misuse
- In terms of measurable individual outcomes the StreetGames Young Volunteers Programme is delivering the greatest return in terms of qualifications and personal development opportunities.

Whilst the achievement of its wider mission to change sport, communities and lives will always be partial and in process, based on the evaluation studies considered in this report, our analysis of monitoring data and our observations and surveys of staff, volunteers and participants we are confident there is evidence that:

#### StreetGames is changing sport by:

- Increasing sports participation in disadvantaged communities through the activity of its network of local delivery partners and by creating pathways to and the motivation amongst participants to engage with mainstream sport providers
- Introducing and embedding Doorstep Sport approaches amongst NGBs
- Providing something distinctive from and therefore additional to, the traditional organised sport context in terms of:
  - The range of sport on offer through use of regional and local multi-sports events, Pop-Up clubs and the diverse skills and interests of the delivery network
  - The location, timing, price and particularly the style of delivery, best reflected in the inclusive, enjoyment focused approach of staff and multi-sport model
  - The involvement of young people in a range of volunteering and service design roles embodied in the SYV programme.

#### StreetGames is changing communities by:

- Growing and spreading the reach of Doorstep Sport across the UK
- Building the capacity of both local delivery partners and mainstream sports providers to engage young people from disadvantaged communities and to sustain their involvement in sport
- Ensuring that delivery is focused in areas experiencing the highest levels of deprivation which expose residents to the highest number of negative social outcome risk factors
- Sharing knowledge and insight to help delivery partners develop an inclusive approach that brings different communities and interest groups in to proximity with one another
- Helping delivery partners to build social skills, friendships and experiences alongside the development of sports skills to provide protection against the risk of communities experiencing negative social outcomes
- Sustaining delivery over the long-term to foster deeper relationships, peer support, inter-generational contact and development pathways.

#### StreetGames is changing lives by:

- Providing new participation and development opportunities for young people living in disadvantaged areas
- Increasing sports participation and activity rates amongst participants
- Growing participants social capital by providing opportunities to volunteer, attend high profile sports events and festivals and build their peer and social networks
- Helping participants to progress personally by increasing levels of confidence, providing education, training and employment pathways and reducing the risk of involvement in crime and anti-social behaviour.

These findings are borne out by the extent to which what projects provide in their support to young people can be mapped against the risk factors identified in the Youth Justice Board (YJB) report Risk and Protective Factors<sup>42</sup>. Moreover, the kinds of protection provided are consistent with the

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<sup>42</sup> Sutherland, A. et. al. (2005) *op. cit.*

rejection of deficit models of community development, emphasising instead open and deliberative dialogue between agencies and local people, with participants and residents encouraged to focus on their own collective resources, skills and community assets.

Many of the examples cited in this report can be aligned with the ‘effective programme strategies’ and the particular risk factors they address that are presented in the YJB report. In Table 13 below we have attempted to identify the ways in which StreetGames projects might impact upon each of the risk factors identified by the YJB. Whilst each project does not address all of the risk factors identified here, there are examples of each of these contributions across the network of local delivery partners as a whole.

**Table 13: Mapping StreetGames Protection Against Risk**

| YJB Risk Factors   | StreetGames Protective Factors                        |
|--|---|
| <b>Family</b>  |   |
| Poor parental supervision and discipline                           | Devolved supervision and discipline                   |
| Conflict   | Supervised, safe environments                         |
| History of criminal activity                                       | Positive involvement of former offenders              |
| Parental attitudes that condone anti-social and criminal behaviour | Intergenerational work and peer mentoring             |
| Low income   | Fee/low cost activity in the neighbourhood            |
| Poor housing   | Alternative places to go                              |
| <b>School</b>  |   |
| Low achievement  | Alternative markers of achievement                    |
| Aggressive behaviour (including bullying)                          | Protection from and challenge to aggressive behaviour |
| Lack of commitment (including truancy)                             | Alternative education and voluntary attendance        |
| School disorganisation   | Structured activities                                 |
| <b>Community</b>   |   |
| Living in a disadvantaged neighbourhood                            | Local provision and investment                        |
| Disorganisation and neglect  | Active community development                          |
| Availability of drugs  | Alternative stimulæ                                   |
| Lack of neighbourhood attachment                                   | Celebration of community                              |
| <b>Personal</b>  |   |
| Hyperactivity and impulsivity                                      | Activity based management of impulse                  |
| Low intelligence and cognitive impairment                          | Alternative development pathways                      |
| Alienation and lack of social commitment                           | Volunteering and social action                        |
| Attitudes that condone offending and drug misuse                   | Education, support and peer mentoring                 |
| Early involvement in crime and drug misuse                         | Early intervention                                    |
| Friendship with peers involved in crime and drug misuse            | Alternative peer networks                             |

Using the Sportworks model we were able to assess the degree of protection that StreetGames projects were providing against these risk factors as 7.9% based on the risk profile of participants and the work being delivered. In turn this drove the valuation of the work in terms of social cost savings at £69 million.

## Internal Reflections and Recommendations

Given its wider social mission to use the doorstep sport approach to close the gap in participation in sport between affluent and disadvantaged areas and to secure members' commitment to change sport, the communities in which they deliver and the lives of those they work with, the strength of StreetGames' ambition has led some to define it as a 'movement'. However, whilst our experience of front line delivery confirms a broader commitment to taking sport into the heart of disadvantaged communities and to support the development of the communities and those they work with we are not convinced it is fully characteristic of what might more typically be regarded as a 'social movement'<sup>43</sup>.

The way in which individual projects relate to one another and the support provision of the central team is variable and at times atomized in the sense that support and resources are sometimes accessed in an instrumental and even piecemeal fashion depending upon the needs of the individual project rather than those of a fully defined 'movement' concerned with driving a particular aspect of social change.

Perhaps this is inevitable in the context of an approach built around a consumer oriented delivery model that requires local flexibility and therefore variability of approach and service design alongside the demand to meet ambitious externally driven performance targets. Furthermore, this is not to deny that StreetGames is driving social change. This is most clear in relation to changes in the conventional patterns of sports delivery but also features in terms of changes in the communities served by its partners and in the lives of the young people participating in its programmes.

However, it is our assessment that whilst this flexibility might extend itself to the type, timing and location of activity provision, where the most effective community and personal development is identified it is typically characterized by a familial approach. This sense of 'family', which was expressed by participants and staff alike in the midst of the best examples of practice as well as in relations between the StreetGames network of local delivery partners itself, is suggestive of the more emotionally committed and expressive forms we do typically associate with social movements.

This approach and the alignment of local delivery partners with the StreetGames mission will however be increasingly hard to maintain the broader the partnership becomes. In order to ensure effective provision and performance monitoring across a widening partnership whilst avoiding the dangers of overly rigid top down programme management it will be increasingly helpful to share insight from effective programme delivery to help projects model their provision to attract distinct market segments and deliver defined outcomes. Indeed this approach can also help to reveal and ensure greater sensitivity to participant needs and desires and what appeals to specific participant groups as suggested in Table 7 whilst also establishing the broad parameters of what delivers the best returns at the national network level, as suggested in Table 11.

In order to ensure the most effective performance monitoring, modelling of effective delivery and identification of ideal delivery partners we would suggest the need to align data collection requirements with an outcome framework and associated data model that reflects StreetGames'

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<sup>43</sup> Johnston, H. (2014) *What is a Social Movement?* Oxford: Polity Press



broad organisational goals and the Theory of Change presented in section 3.2 of this report. An outline data collection and outcome monitoring model is suggested in Table 14 below.

Use of such a model will enable StreetGames to monitor adherence of a growing partnership to the achievement of core goals whilst allowing for continued flexibility of approach which can itself be informed by an on-going assessment of what works, what doesn't and what looks promising. In order to facilitate such an approach we would recommend the convening of a one day workshop with key stakeholders from the senior management team, network development, doorstep club and knowledge and insight teams to help us refine appropriate outcomes and measures which we would then deploy into Views accounts as appropriate.

**Table 14: Indicative Outcome and Indicator Framework**

| Goal                 | Outcome   | Measure*                                      | Measure*   | Measure*  |
|----------------------|---|---|--|---|
| Changing Lives       | Increased access to sport                             | Number of participants                        | Average length of engagement                       | Average hours of engagement                               |
|                      | Improved human assets                                 | Number of qualifications secured              | Number of activities attended                      | Numbers joining sports clubs/teams                        |
|                      | Individual behaviour change                           | Number of jobs/work placements secured        | Numbers improving attendance/performance at school | Numbers avoiding contact with criminal justice system     |
| Changing Communities | Catalysing social change: Increased youth leadership  | Number of volunteers/peer mentors             | Former participant coaches                         | Number of sports qualifications                           |
|                      | Catalysing social change: Improved community cohesion | Participant ethnicity distribution            | Proportion of disadvantaged participants           | Proportion of projects delivering inter-generational work |
|                      | Broadening sports reach                               | Length of engagement by age, gender, postcode | Volume of engagement by age, gender, postcode      | Change in participation opportunities                     |
| Changing Sport       | Adapted sport: New participants                       | Proportion of girls/young women participating | Proportion of BAME participants                    | Proportion of disadvantaged participants                  |
|                      | Adapted sport: New activities                         | Increased range of activities delivered       | Hours of attendance at 'new' activities            | Proportion of projects delivering 'adapted' sports        |
|                      | Mainstream investment in SG network                   | Funding                                       | Venue type   | Range of delivery partners                                |

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