

# Social Return on Investment Evaluation of the Sportivate Programme in the Black Country

Black Country BeActive Partnership



**Contact the Black Country BeActive Partnership:**

[www.blackcountrybeactive.co.uk](http://www.blackcountrybeactive.co.uk)

Email: [sports@blackcountryconsortium.co.uk](mailto:sports@blackcountryconsortium.co.uk)



[/BlackCountryBeActivePartnership](https://www.facebook.com/BlackCountryBeActivePartnership)



[@bcbeactive](https://twitter.com/bcbeactive)

Report Produced by ICF GHK

4<sup>th</sup> September 2013

ICF GHK is the brand name of GHK Consulting Ltd and the other subsidiaries of GHK Holdings Ltd. In February 2012 GHK Holdings and its subsidiaries were acquired by ICF International.

Queries in relation to this report should be directed to:

Marc Eatough, ICF GHK, 30 St Paul's Square Birmingham  
[marc.eatough@ghkint.com](mailto:marc.eatough@ghkint.com)

# Contents

- Executive summary..... i**
  
- 1 Introduction and method.....1**
  - 1.1 What is social return on investment? ..... 1
  - 1.2 Study aims and method ..... 2
  - 1.3 Structure of this document ..... 3
  
- 2 The Sportivate programme .....4**
  - 2.1 Rationale for the Sportivate programme ..... 4
  - 2.2 The national Sportivate programme..... 8
  - 2.3 Sportivate in the Black Country..... 9
  
- 3 Framework for analysis.....12**
  - 3.1 The analysis takes a societal perspective..... 12
  - 3.2 Benefits are considered over the short, medium and longer term ..... 12
  - 3.3 Costs and benefits were identified using a logic model ..... 13
  
- 4 Results from the evidence gathered.....15**
  - 4.1 Findings from research with beneficiaries..... 15
  - 4.2 Consultation with delivery organisations..... 19
  - 4.3 Summary of this section..... 28
  
- 5 Results of the SROI analysis .....30**
  - 5.1 The total cost for Year Two was £130,583 ..... 30
  - 5.2 Benefits were measured and valued over time ..... 30
  - 5.3 Financial ‘proxies’ were used to value outcomes ..... 32
  - 5.4 Estimates were made as to the extent to which outcomes could be attributed to the Sportivate Programme – and would last over time ..... 34
  - 5.5 Costs and benefits analysis ..... 36
  - 5.6 This study is robust, but does have limitations ..... 37
  - 5.7 Sensitivity analysis ..... 37
  
- 6 Concluding points .....39**
  
- Annex 1 Survey instruments ..... 42**
  
- Annex 2 Documents reviewed ..... 58**
  
- Annex 3 Excel spreadsheets for SROI calculation ..... 60**

## Executive summary

### Overview

ICF GHK was commissioned by the Black Country Consortium's (BCC) Be Active Partnership in October 2012 to undertake a Social Return on Investment (SROI) evaluation of the Sportivate Programme. Sportivate forms part of Places People Play, the £135 million mass participation London 2012 legacy plan unveiled by the Government in November 2010. £56 million will be invested in the Sportivate programme between 2011 – 2017. There are a wide range of activities on offer, including judo, golf, tennis, wakeboarding, athletics and free running. Responsibility for the delivery of Sportivate across the Black Country falls to the BCC as the County Sports Partnership for Dudley, Sandwell, Wolverhampton and Walsall. The BCC receives £164,000 in funding for each year up to 2015 to run the Sportivate programme and provide funding to local projects. Grants provided are a maximum of £2,000 and an unmet need for the project must have been identified.

### Study aims

Through a mix of narrative, qualitative and financial measures this report tells a story of change as a result of the Sportivate Programme. One of the key aims of the research is to help understand the impact of the Sportivate Programme and to identify key lessons in order to help the Black Country Consortium improve its processes and approaches and ultimately the future impact of the programme.

This document is the final deliverable of the study and presents the findings of the SROI evaluation, which was undertaken between October 2012 and June 2013.

### What is Social Return on Investment?

SROI is an approach to help understand the impacts of a given project/programme, organisation or policy. It compares investments (costs) to returns (benefits) by measuring the social, environmental and economic change from the perspective of those who experience or contribute to it. It places a monetary value on outcomes that do not have market values (i.e. they are not bought and sold in market transactions). SROI analysis then provides for a financial proxy value of change, with the financial value presented as a ratio of cost to benefits<sup>i</sup>.

Whilst SROI analysis provides a headline cost:benefit ratio, it also provides a narrative that explains how change is created and evaluates the impact of this change through the evidence that is gathered.

### Method

The evaluation involved gathering evidence of programme processes and mechanisms, including what motivates young people (14-25 years) to participate in a particular context; what motivates them to stay involved over time; and what kind of coaching and support is most effective. The ICF GHK research team gathered evidence on outcomes from a variety of sources:

- Surveys of 19 delivery staff (from 15 organisations) and 54 beneficiaries;
- Follow up interviews with six organisations;
- Interviews with representatives from three other County Sports Partnerships to help compare the BCC model with approaches used elsewhere;
- Programme Monitoring Information; and,
- Wider literature - including existing literature and ICF GHK's database of a range of social outcomes expressed in monetary terms.

### Some key outputs from the survey analysis

- **Sportivate has delivered a range of positive outcomes to participants**, such as sustained increase in sports participation. For example, evidence presented in the report shows that Sportivate has helped deliver a sustained increase in sports participation in the Black Country, with over 90% of beneficiaries indicating that they were likely to continue in sport in the next three

months. **Sportivate is also delivering health benefits and improving the confidence levels of participants**, with over 90% of beneficiaries indicating that they felt healthier as a result of the coaching and there were a few specific examples of physical health impacts. Over 90% of beneficiaries also indicated that they felt more confident as a result of the coaching and this was supported by the consultation with delivery organisations. This outcome was a central aim in many of the Sportivate projects, particularly those targeted at vulnerable beneficiaries.

- **Sportivate has enabled delivery organisations to become better equipped to increase sports participation across the Black Country.** As a result of the Sportivate programme, delivery organisations stated that are better equipped to help improve sports participation whilst nearly 90% of organisations interviewed agreed that they will provide more sports activities in the Black Country in the future.
- **The payment by results (PBR) model appears to have had the intended effect of encouraging projects to focus on the retention of participants.** The research has found that the application and commissioning process for the Sportivate projects has functioned effectively and delivery organisations engaged well with the support on offer from BCC. The PBR model was understood by delivery organisations and as a result of the support offered by BCC, delivery organisations indicated that they are better equipped to apply for funding through a commission process that uses a PBR model and they are also better equipped to provide more sports activities in the Black Country in the future.
- **PBR approach has had positive effects, alongside some unintended ones',** for example:
  - In some cases, PBR has acted as a barrier to setting-up particular types of project and there is evidence to suggest that it has resulted in a narrowing of the range of sports on offer in the Black Country. Indeed some organisations 'played it safe' with the projects that they delivered, sticking to sports, such as football, that were known to have a high demand in the area and therefore a large participant base.
  - Some organisations observed that focussing purely on the number of participants retained shifted the emphasis 'from quality to quantity'. This acted as a deterrent to applying for Sportivate funding for projects that required a significant degree of one-to-one coaching, including those working with young people with physical disabilities or learning difficulties. A different approach may be required to commissioning projects of this nature.

### **The analysis shows that the Sportivate Programme offers a good SROI and value for money**

Taking a broad 'societal' perspective, for every £1 invested, the estimated return on investment generated by the Sportivate Programme is:

- **£5.50 over 1 year**
- **£7.00 over 3 years**
- **£7.50 over 5 years**

Even after accounting for sensitivity (which excludes the reduced anti-social behaviour outcome and provides an even more conservative estimate of achievement rates for the other three beneficiary outcomes by reducing them each by 20%), the worst case scenario presented still offers a positive return on investment across the three time periods. It is therefore possible to have a high degree of confidence that the figures produced here provide an appropriately accurate assessment of the social value of Sportivate in the Black Country.

## 1 Introduction and method

ICF GHK was commissioned by the Black Country Consortium's Be Active Partnership in October 2012 to undertake a Social Return on Investment (SROI) evaluation of the Sportivate Programme. One of the aims of the research is to help understand the impact of the Sportivate Programme and to identify key lessons in order to help the Black Country Consortium improve its processes and approaches and ultimately the future impact of the programme.

Sportivate forms part of Places People Play, the £135 million mass participation London 2012 legacy plans unveiled by the Government in November 2010. At the time of this report being written the six year programme will £56 million invested to give 14-25 year-olds who are not particularly sporty access to six to eight weeks' of free or subsidised coaching in a range of sports. The age range for the programme will change from September 2013 to provide opportunities for 11 – 25 year olds. There are a wide range of activities on offer including judo, golf, tennis, wakeboarding, athletics, and free running.

This document is the final deliverable of the study and presents the findings of the SROI evaluation, which was undertaken between October 2012 and June 2013. The report provides an assessment of change delivered by the Sportivate Programme through a mix of narrative, qualitative and monetary measures.

### 1.1 What is social return on investment?

Since the financial crisis of 2008 and subsequent attempts to reduce the public sector deficit there has been a growing demand for economic analysis to assess 'value for money'. Yet the question of value for money is not fully understood and is often confused with 'least cost', when the focus of the assessment should be on the value generated by a given investment (or, in other words, the return on investment).

The process of weighing costs and benefits to arrive at an estimate of the return can be difficult; especially when the benefits in question are 'intangible' 'social' and/or more qualitative in nature. SROI, a variant of cost-benefit analysis (CBA), is an approach that accounts for these benefits – valuing them, wherever possible, in monetary terms.

#### 1.1.1 SROI is a framework and a story - not just a number

SROI is an approach to help understand the impacts of a given project/programme, organisation or policy. It compares investments (costs) to returns (benefits) by measuring the social, environmental and economic change from the perspective of those who experience or contribute to it. It places a monetary value on outcomes that do not have market values (i.e. they are not bought and sold in market transactions). SROI analysis then provides for a financial proxy value of change, with the financial value presented as a ratio of cost to benefits<sup>ii</sup>.

Whilst SROI analysis provides a headline cost:benefit ratio, it also provides a narrative that explains how change is created and evaluates the impact of this change through the evidence that is gathered.

#### 1.1.2 SROI has a number of benefits for both funders and organisations delivering services

The main strengths of SROI are that it applies an economic framework to organisations and areas of service that have often neglected (perhaps even rejected) this way of thinking. In doing so, it introduces a series of useful concepts – chiefly in terms of thinking about the benefits achieved for a given level of investment. This can then be used to guide the conversation between funders and organisations providing services.

Framing part of this conversation by monetising costs and benefits allows both parties to gain a fuller picture of the value of their activities. This also provides a way of describing and summarising benefits that may be especially compelling to some funders. The 'story' of the

analysis, and the process of undertaking it, can also be valuable in itself: showing where value falls to particular groups of stakeholders for example.

### The level of analysis and consequent uncertainty

SROI analysis is typically applied to an individual project or service. This relates to the purpose of the analysis (e.g. to show the value of an intervention that might then be reproduced elsewhere) and also available data.

The analysis presented here takes place at the level of the programme. Because programmes are, by definition, more varied and diffuse than individual projects this introduces a greater level of uncertainty into the analysis. This has been accounted for throughout the research design (e.g. seeking evidence from projects representative of the programme), and also in the presentation of results.

## 1.2 Study aims and method

The aim of this analysis is to tell a story of change as a result of the Sportivate Programme through a mix of narrative, qualitative and financial measures. The analysis will:

- show the rationale to intervention and define the outcomes and impacts that a programme intends (the 'why');
- evaluate the effectiveness of the programme to meet its targets, outcomes and desired wider impacts;
- investigate the attitudes, opinions and experiences of people involved in the project;
- identify key learning to support future programming in the Black Country;
- take into account challenges and successes from other areas when assessing the Black Country model;
- compare the BCC model to another similar County Sports Partnerships models;
- make recommendations for future delivery; and,
- determine a monetary value for social return on investment.

The analysis included a number of key steps, with full details of the approach adopted described in Section 3:

- **Setting the scene over a given timeframe:** Benefits and costs are likely to accrue over several years requiring a multiyear time frame to accurately assess the impact of the Sportivate Programme. For this study, we looked at year two of the programme<sup>iii</sup> in terms of costs and benefits and then applied sensitivity analysis over the longer term (at three and five years respectively);
- **Costs and benefits to whom?** The analysis takes a broad societal perspective. This perspective is aligned with the underpinnings of SROI analysis and also the benefits suggested in the ITT and wider documentation reviewed. The analysis shows where all benefits fall (e.g. to individuals, the state, etc);
- **Working out costs:** based on Sportivate programme expenditure;
- **Working out benefits:** This entailed defining outcomes before looking for evidence of them and ways of valuing them in the analysis;
- **Presenting a value:** created during the investment timeframe, expressing the value in terms of a SROI ratio; and
- **Reporting:** Being clear about assumptions / workings and sensitivity in the model.

The analysis was framed by the development of a **logic model** (detailed on page 16) that helps clearly identify all the relevant inputs (costs) and outcomes / impacts (benefits) of the Programme.

The evaluation involved gathering evidence of programme processes and mechanisms, including what motivates young people (14-25 years) to participate in a particular context; what motivates them to stay involved over time; and what kind of coaching and support is most effective.

The ICF GHK research team gathered evidence on outcomes from a variety of sources:

- Surveys of 19 delivery staff (from 15 organisations) and 54 beneficiaries;
- Follow up interviews with six organisations;
- Interviews with representatives from three other County Sports Partnerships to help compare the BCC model with approaches used elsewhere;
- Programme Monitoring Information; and,
- Wider literature - including existing literature and ICF GHK's database of a range of social outcomes expressed in monetary terms.

This report provides a detailed narrative of change through a mix of narrative, qualitative and financial measures.

### 1.3 Structure of this document

The remainder of this document is structured as follows:

- **Section 2 provides our understanding of the Sportivate programme**, including an overview of the rationale for investment, such as the benefits of participation in sport, followed by a description of the programme, including its aims and objectives, key activities and its operation in the Black Country;
- **Section 3 presents the framework for the analysis**, describing the perspective of the analysis and the timeframe used, before presenting the logic model for the Sportivate Programme, that identifies the various inputs (e.g. costs), activities and outcomes and impacts (benefits);
- **Section 4 sets out the results from the application of the framework**, by providing a summary of the key findings from two online surveys with delivery organisations and project beneficiaries and subsequent follow-up interviews with selected organisations.
- **Section 5 presents the results of the Social Return on Investment**; and,
- **Section 6 provides a summary of the key conclusions and messages.**



## 2 The Sportivate programme

This section provides a brief overview of the evidence for the benefits of participation in sport followed by a description of the Sportivate programme. As such, it demonstrates our understanding of the object for the analysis in terms of its context, aims and operation.

The description is based upon information received at the inception meeting for the study and documents reviewed subsequently during the course of the evaluation. It therefore provides an outline of the main themes and topics in the literature, rather than a full and systematic literature review.

### 2.1 Rationale for the Sportivate programme

This sub-section describes the rationale for Sportivate in terms of the potential benefits of engagement in sport and physical activity, alongside brief consideration of the 2012 Olympic Games' emphasis on participation and 'legacy'.

#### 2.1.1 Regular physical activity is important to the health and happiness of individuals

Exercise improves physical health. There is growing evidence available on the health benefits of sport and physical activity, recently summarised in a study by the Department of Health (DoH)<sup>iv</sup>. The evidence review by the DoH highlights how participation in physical activity (including sport) is associated with reduced risk of over 20 health conditions including cardiovascular disease. The research also highlights that the greatest potential health benefit derives from increasing the activity levels of the most inactive people (rather than getting those already active to do a little more)<sup>v</sup>.

According to a 2011 study published in the *Lancet*<sup>vi</sup>, exercising for just 15 minutes a day can increase life expectancy by three years, compared with doing little or no exercise. Individuals who exercised for an average of 92 minutes per week had an overall reduced risk of mortality of 14% and a reduced risk of cancer of 10%, compared with people in the 'inactive' group.

In July 2011, the outcome of an extensive review of physical activity, sedentary behaviours and health was published by the UK government. The full report, *Start Active, Stay Active*<sup>vii</sup>, stresses the importance of maintaining regular physical activity that includes some vigorous activity from the early years, into education and through to adulthood. The report explains, for example, that:

- lack of physical activity is a major contributory factor to obesity and overweight individuals in the UK;
- physical activity reduces the risk of cardiovascular disease;
- physically active people have a 33-50% lower risk of developing type 2 diabetes, compared to physically inactive people;
- physical activity has positive effects on bone mineral density – maintaining it in adults and slowing its decline in old age; and,
- endurance activities that do not over-stress the lower back can alleviate low back pain.

Given the cost of treating the above health problems and the reduction in the quality of life that is associated with them, the financial value of the health benefit from a more active population is potentially significant. The health benefits that occur as a consequence of exercise can be valued in financial terms to the individual, public purse, and society as a whole.

Sport England research<sup>viii</sup> showed that physical inactivity cost NHS providers in England more than £900 million in 2009/10, whilst separate research for the CASE (Culture and Sport) Evidence programme<sup>ix</sup> found that the lifetime cost saving generated by taking part in regular sport can save between £1,750 (badminton) and £6,900 (health and fitness) in healthcare costs per person. The same research highlights that the total economic lifetime value (health care costs saved and improved health-related quality of life) generated by

doing different sports varies between £11,400 per person (badminton) and £45,800 per person (health and fitness)<sup>x</sup>.

Further benefits to individuals' health and happiness include:

- **Physical activity in childhood delivers a range of benefits during childhood**, including healthy growth and development, maintenance of energy balance, psychological wellbeing and social interaction. In terms of risk factors for cardiovascular disease, the primary role of physical activity may be an indirect one – that of helping to prevent excess weight gain during childhood, or helping overweight children to lose weight. Physical activity is important for bone health. In particular, exercises that produce high physical stresses on the bones (such as jumping, skipping, dancing and aerobics) during the years of the growth spurt – can help to increase bone mineral density and protect against osteoporosis in later life. Children and young people should achieve a total of at least 60 minutes of at least moderate intensity physical activity each day – at least twice a week this should include activities to improve bone health, muscle strength, and flexibility.<sup>xi</sup>
- **Sport can also improve mental health.** A review of the literature on the influence of sport on psychological wellbeing reveals a positive relationship between physical activity and general aspects of wellbeing, as well as the relationship between physical activity and self-esteem and the role of physical activity in the management of anxiety and depression<sup>xii</sup>. There is evidence that participation in sport has a positive impact on confidence and self-esteem in young people, particularly for adolescent girls<sup>xiii</sup>. Two factors relate to this effect; the sense of achievement that comes from a collective team sport environment and the positive influence on self-perception that comes from looking and feeling physically fit.
- Finally, there are **academic, emotional and social development advantages to taking part in sporting activity, particularly for young people.** Cross-sectional studies illustrate a positive correlation between participation in sport and physical activity and academic success (e.g. maths, reading, acuity, reaction times), and longitudinal studies also generally support the argument that academic performance is enhanced, or at least maintained, by increased habitual physical activity. For example, research led by the Department for Culture Media and Sport in 2010<sup>xiv</sup> found that young people's participation in sport improves their numeracy scores by eight percent, on average, above non-participants, whilst underachieving young people who take part in sport see a 29 percent increase in numeracy skills and a 12 to 16 percent rise in other transferable skills. Sport can also provide training and skills development through coaching and sports administration qualifications, which in turn helps them with employment opportunities in later life.

### 2.1.2 Participation in sport can deliver broader social benefits, including reductions in anti-social behaviour

Sport can be a valuable tool for improving social inclusion and other social benefits. Literature in this area<sup>xv</sup> identifies benefits ranging from positive individual outcomes that lead to broader social outcomes; social networking and social trust; as well as economic benefits which include employment, increased expenditure and community regeneration.

One area of broader benefit highlighted in the literature relates to reductions in anti-social behaviour. Anti-social behaviour comes at a high cost to the state and society, through damage to property and conviction of criminal activities. In 2009, offending by young people was thought to cost the economy between £8.5 and £11 billion (Ministry of Justice, 2010). According to the National Audit Office, the average young offender costs £8,000 per year to the criminal justice system, including the costs of police, courts, offender management teams, and custody. It is estimated that, if one in ten young offenders received effective support to divert them away from a life of crime, it would save £113 million a year (Audit Commission, 2009).

Factors that contribute to young people turning to crime include the absence of positive role models, lack of self-discipline and boredom. Sport can help tackle juvenile delinquency by

helping young people make positive connections with adults and their peers, integrating them into society and by providing constructive activities. Sports programmes are most effective when they are combined with integrated programmes addressing wider issues of personal and social development including drug awareness<sup>xvi</sup>. These projects can deliver significant value for money in terms of savings to society. For example, the SROI evaluation of the Kickz programme in Elthorne Park (North London) found that every £1 invested generated £7.35 in financial savings from reduced crime in Elthorne Park<sup>xvii</sup>.

### 2.1.3 There is a link between adolescent and life-long participation

In addition to the direct benefits to health and wellbeing described above, increased participation in young people can be considered as an outcome in itself because of the positive relationship between adolescent participation in sport/physical activity and 'life-long participation'. The results of several longitudinal studies in Europe have shown that, for both sexes, those who participated in organised sport in their youth were more active in adulthood than non-participants<sup>xviii</sup>. Moreover, participation during adolescence is a better predictor of adults' involvement in sports than educational level or parental socioeconomic status. In particular, the time spent playing sport in late adolescent years plays a crucial linking role in participation between youth and adulthood.

According to the Value of Sport Monitor from Sport England<sup>xix</sup>, the general conclusion from the literature is that adult participation can be increased by ensuring choice, increasing opportunities for the development of self-efficacy, selecting activities for their potential for post-school participation and addressing the needs of young women.

The Department for Culture, Media and Sport's (DCMS) youth sports strategy<sup>xx</sup> highlights that since 2005, participation in many major sports has fallen, particularly in relation to the share of 16 to 25 years olds that regularly undertake sporting activity. More explicitly it notes that while participation is high in schools, where it is compulsory, there is a dramatic fall in participation once young people leave full time education. As such, a key objective of the department is to increase the share of 14 to 25 year olds playing sport, as well as establishing a network of links between schools and sports clubs to ensure that young people remain engaged in sport up to the age of 25 and beyond.

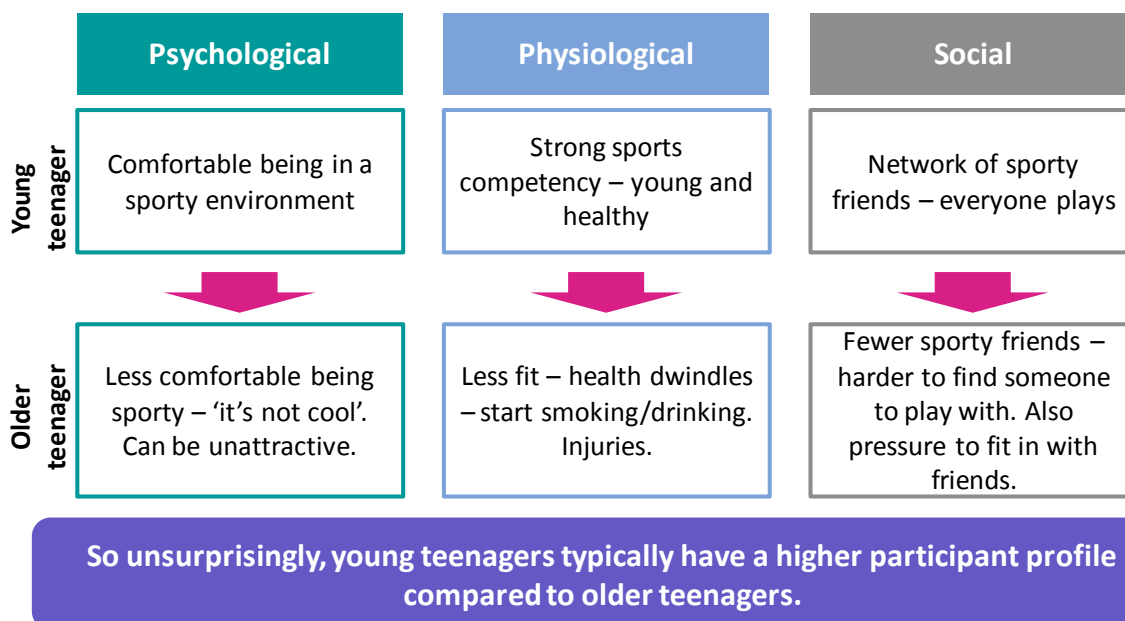
The importance of participation in sport has become even more of a priority in recent years following the announcement that London was to host the 2012 Olympic Games<sup>xxi</sup>, with government hoping it would lead to a *"sustained, cultural shift towards greater participation in sport"*<sup>xxii</sup>.

### 2.1.4 Barriers and challenges to participation

Despite the benefits that sports engagement can provide, research (e.g. the Sport England Active People Survey<sup>xxiii</sup>) has found that as an individual gets older, they are less likely to engage with sport. Other socio-demographic factors also affect engagement with sport. For instance, men are more likely to participate in sport than women. The number of women participating in sport still trails behind the number of men - currently girls on leaving school are only half as likely to do the recommended amount of activity as boys. Furthermore, Black and Minority Ethnic ('BME') groups, those with lower educational attainment and those with a limiting illness are less likely to take part in sport<sup>xxiv</sup>. These generally lower levels of involvement by under-represented groups in sport extend to spectating, volunteering and administration of sport as well as playing.

Research on sports participation rates in England over the last 20 years has presented a mixed picture. According to the 2012/2013 Active People survey, approximately 17% of the adult population take part in sport regularly (for 30 minutes, three times per week), 35% at least once a week and 42% at least once a month. However, 58% of the population take part in no sport at all. Participation among young people is quite high compared to other countries but participation falls dramatically after school-leaving and continues to drop significantly with age.

Figure 2.1 Typical barriers to participation



### 2.1.5 Mass participation legacy from London 2012

In November 2010, the Minister for Sport & the Olympics announced a series of programmes to deliver a mass participation sporting legacy from the London Olympic and Paralympic Games<sup>xv</sup>. The £135m Place People Play programme (see Table 2.1) is delivered by Sport England, in partnership with the British Olympics Association and the British Paralympic Association and with the support of the London Organising Committee of the Olympic and Paralympic Games. It seeks to achieve a long-term increase in sports participation. An important driver underpinning Places People Play was the desire to see the Games as an event that could bring spillover benefits to UK residents – e.g. by leveraging the influence of the Games to help increase participation in sport.

Table 2.1 Overview of Place People Play

Project	Activities
Places	<ul style="list-style-type: none"> <li>■ Upgrading up to a thousand local sports clubs and facilities (£50m)</li> <li>■ Investing in iconic multi-sport facilities that set the standards for future facilities development (£30m)</li> <li>■ Protecting and improving playing fields across the country, preserving high quality spaces for local people to play and enjoy sport (£10m)</li> </ul>
People	<ul style="list-style-type: none"> <li>■ Sports Makers – 40,000 sports leaders will be trained and deployed to organise and lead local level sporting activities. As part of this programme, every leader will commit to at least 10 hours of volunteering and there is an aim that at least half of the leaders will remain active as sports volunteers. (£2m)</li> <li>■ Club Leaders – Aims to promote a stronger sporting club network, by assisting clubs to adopt a fresh and modern response to the wide ranging challenges in the business of club management. Ultimately enabling clubs to focus on existing and future participants and further embedding them and sport in the communities that they are part of. (£2m)</li> </ul>
Play	<ul style="list-style-type: none"> <li>■ Gold challenge – an initiative to motivate over 100,000 adults to test themselves in multiple Olympic and Paralympic sports (and raise money for charity) (£4m)</li> <li>■ <b>Sportivate – a nationwide campaign that seeks to capture the excitement of sport, providing opportunities for teenagers and young adults to receive 6 weeks of coaching in the sport of their choice and guiding them into regular participation (£32m)</b></li> </ul>

Through the Sportivate programme, County Sport Partnerships (CSPs) are expected to give participants aged between 14 and 25 the chance to receive six - eight weeks of coaching

sessions in a sport of their choice. This is a sport rather than physical activity programme and the expectation is that there will be significant involvement by local community groups and National Governing Bodies (NGBs) to create as well as meet demand.

Expected outputs are:

- Around 300,000 people to complete weekly coaching sessions; and,
- Around 120,000 to continue playing sport regularly.

The aim is to sustain participation – the national target is that two in five 14 to 15 year olds will sustain participation three months after project completion - and track outputs through an intention questionnaire, tracking study and the Active People Survey.

## 2.2 The national Sportivate programme

It is within this context that Sportivate was launched in the summer of 2011. It is one of a number of programmes associated with the London 2012 Olympic and Paralympic Games. Sportivate forms the main element of the ‘play’ strand of the £135 million ‘Places, People, Play’ programme, within which sporting opportunities and challenges are to be provided to local communities to inspire people to become more active participants in sport.

Sportivate was originally due to run until March 2015, through £32 million of National Lottery funding (revenue), and further partnership funding invested by local partners through cash investment and in kind support. Investment in the programme has now increased to £56 million up to March 2017<sup>xxvi</sup>.

The programme provides opportunities for young people aged between 14 and 25 to receive six to eight weeks of sports coaching with a view to guiding them into regular participation in sport within their community. It focuses support on semi-sporty teenagers and young adults, defined as those who *‘may not seek out sporting opportunities themselves and would not prioritise doing sport in their own time, or those who are doing sport for a very limited amount of time’*<sup>xxvii</sup>.

### 2.2.1 Objectives

Sportivate seeks to address the target age group during the period of time that many stop actively engaging with sport following completion of full time education. The aim is to transition 14 to 16 year olds from sports lessons into club sport to reduce the drop off in sport participation at the age of 16; the 16 to 25 programme seeks to grow the number of people doing sport each week and supporting active engagement in sport. The impact on this latter age group will be monitored through the Active People Survey<sup>xxviii</sup>.

Through its coaching provision, Sportivate seeks to promote long-term behaviour change through new opportunities to engage with sport and help transition these young people into regular and sustained sports participation. Sports clubs also play a role in this, providing a range of activities that can be accessed and providing a more structured pathway back into sport following weekly coaching sessions, as well as an exit route into club sport and longer term engagement.

Objectives of the programme include:

- Increasing engagement of 14 – 25 year olds in regular participation in sport activities in the community through being responsive to local community need and working with providers to provide a framework of activities;
- Provision of high quality sports providers operating within robust safeguarding standards;
- Creating more opportunities for the growth and deployment of coaches and volunteers;
- Increased use of leisure centres and other facility stock;
- Generating close links to clubs to drive more participants to take part and volunteer in National Governing Body community sports clubs; and
- To contribute to wider social outcomes including:

- Involving under-represented groups;
- Breaking down social and cultural barriers;
- Attracting a range of additional funding / advocacy partners;
- Tackling obesity;
- Providing settings for skills development in education and community life through participation and volunteering.

The programme aims to reach in excess of 296,000 young people nationally completing the weekly coaching sessions with over 118,000 continuing to play sport in their community. Sportivate is managed and funded by Sport England who has contracted CSPs nationwide to co-ordinate delivery in local areas.

## 2.2.2 The first year of the Programme was highly successful

*“It has been an excellent first year for the Sportivate programme. Targets have been exceeded, retention has been high, administrative systems have worked well, there is evidence of innovation and creativity, learning has been applied from Sport Unlimited, and the programme has made significant strides towards embedding 2012 legacy planning into the work of CSPs across the country.”*

*Source: Sport Structures (2012) Sportivate programme evaluation April 2011 – March 2012*

The evaluation<sup>xxix</sup> found that Sportivate is exceeding its annual engagement and retention targets. The evaluation also found a number of social benefits, with Sportivate funding being used to support community cohesion projects and an increasing number of projects being aimed at teenagers and young adults not in education, employment or training.

The report highlights that successful projects are overcoming the common challenges to sports participation, including negative perceptions and attitudes, the costs of equipment, transport and child care, poor physical access to facilities, the need for communication support, and the importance of involving carers.

Due to the success outlined above, additional funding of £10m per annum has been invested by Sport England in order to extend the programme until March 2017. From September 2013, Sportivate is extending its age group so that 11-13 year-olds can also take part.

## 2.3 Sportivate in the Black Country

Sports participation in the Black Country is lower than across the UK as a whole. Documents setting out the rationale for the programme locally cite the Active People Survey in 2012, which found that the Black Country had the lowest levels of sports participation in England with 29.8% of the population achieving 1 x 30 minutes of sport per week, compared with 33.5% in the West Midlands and 58.9% nationally. According to the survey, 37% of Black Country adults do not take part in any sport or physical activity in an average week, compared to 36% of adults nationally. As such, almost 650,000 of the adult population are inactive<sup>xxx</sup>.

As part of their strategic approach for 2012 to 2017, the Black Country Consortium (BCC) want to increase the health and wellbeing of people in the Black Country through sustained year on year increase in sports participation and physical activity.

### 2.3.1 Programme management in the Black Country

Responsibility for the delivery of Sportivate across the Black Country falls to BCC as the CSP for Dudley, Sandwell, Wolverhampton and Walsall. The BCC receives £164,000 funding each year up to 2015 to run the Sportivate programme and provide funding to local projects. Grants provided are a maximum of £2,000 and an unmet need for the project must have been identified.

The Sportivate Programme team are supported by Technical Assessment Group (TAG) made up of representatives from Local Authorities, Further Education (FE) and Higher Education (HE) colleges and sport NGBs as well as the Programme Manager and Monitoring and Support Officer. The TAG's role is to design the application and assessment process, promote the programme and receive and assess applications.

The TAG also makes recommendations for approval to the Strategic Advisory Group (SAG). The SAG is made up of the NGB representative, a Community Sport and Physical Activity Network (CSPAN) representative and a representative from Education or the third sector. It is the SAG that makes the final application approvals at a Black Country level and ensures that they fit within the overall BC strategic direction. BCC are then required to submit a project delivery plan to Sport England for final approval.

Over four years, the programme aims to retain 1,540 participants in coaching each year, with 616 participants sustained in regular sports activity through projects supporting participants into local clubs or alternative sports provision. The programme is monitored through a national Sportivate portal which provides live data on projects and local programmes. BCC provides the opportunity for projects to enter data directly onto the portal (and receive an additional £30 payment) or offers the option for forms to be submitted to BCC who upload the data centrally on the project's behalf. A National 'Intentions Survey' is also distributed at the end of some eight week sessions, with a further telephone survey distributed three months later to gain data on whether sporting behaviour has been sustained.

### 2.3.2 Sportivate in the Black Country is operated through a Payment by Results system

The programme uses Payment by Results (PBR) to incentivise sustained participation. Providers are paid on a per head basis for every young person retained in their sessions. Ratios are calculated on the cost of running the six to eight week coaching sessions submitted when the deliverer applied for funding. Payment is made as follows<sup>xxxi</sup>:

- 25% of the project cost is provided up front to the project deliverer once the service level agreement has been signed;
- At the end of the project, a retained payment is made for the young people that attended all or all bar one of the sessions; and,
- After three months, a sustained payment is made for each young person that is still participating in regular activity three months after the project has closed. The payment is a flat rate of £30 per head (up to 50% of those retained).

The PBR commissioning model was adopted against the backdrop of the challenging economic climate, public sector budget cuts, the fact that sport and leisure was a non statutory public sector service and the increasing roll out of commissioning within the public sector. The aim is to place sports deliverers in the Black Country in the best position to be commissioned and help secure investment into sport interventions in the longer term. The programme offers the opportunity for projects to cease after two weeks of delivery if uptake for coaching has been lower than was agreed for retaining participants. This is in order to reduce the financial risk for deliverers.

### 2.3.3 Summary of projects to date

In the first year of operation, Sportivate approved 94 projects of which nine were pilots. 28 unsuccessful bids were received with a further 16 applications received after the deadline for submission. The successful projects sought to retain 1,990 participants with a target for sustained participation of 912. Funding of £101,314 was requested with a further £22,828 of applicant contributions.

Over its four years the Programme aims to retain 6,161 young people<sup>xxxii</sup> within coaching and of which 2,464 must regularly continue in sport for a further three months after the project has finished<sup>xxxiii</sup>. An Insight Report on the BCC Sportivate programme to April 2012 found that over 1,500 people had engaged with the programme over the course of the first year and that the BCC had exceeded their retained target for the year by 95<sup>xxxiv</sup>. The targets for

the number of young people to be retained in each of the four years of the Sportivate programme, along with the annual funding available are given below in Table 2.2.

**Table 2.2 Sportivate targets and funding**

	<b>Year 1 (2011/12)</b>	<b>Year 2 (2012/13)</b>	<b>Year 3 (2013/14)</b>	<b>Year 4 (2014/15)</b>
Target number of young people to be <b>retained</b> each year	1,232	1,643	2,119	1,643
Funding available	£164,320	£164,320	£208,016	£164,320
Delivery funding	£123,240	£123,240	£149,436	£123,240
Capacity Funding	£41,080	£41,080	£58,580	£41,080

### 2.3.3.2 Overview of project Characteristics and beneficiaries

The Insight Report also provides detail on the characteristics of projects and participants<sup>xxxv</sup>; it shows that:

- 113 projects were completed and approved in the first year. Most projects were completed in Dudley (44%) with a further 29% in Sandwell. Walsall had completed the fewest projects (7%) with a minority of projects being multi-borough (3.5%);
- There were 15 different types of provider, ranging from private organisations (39%) to colleges (20%) as well as community sports organisations (9%) and sports clubs (8%);
- 30% of projects related to football (compared to a national average of less than 10%). Boxing (15%), multi-sport (12%) and basketball (9%) were also more likely to be delivered in the Black Country than the national average; and,

When participant characteristics are considered:

- Participants were more likely to be retained in the Black Country with 84% of young people retained, compared to 82% nationally and 80% in the West Midlands. Dudley was most likely to engage and retain participants (87%);
- Participants were more likely to be male; just 34% of participants were female; whilst participants were more likely to be aged between 14 and 17 than within the national programme; very few were aged between 20 and 25;
- There was a higher share of 'BME' participants. Those from Asian communities were more likely to be retained than those from other ethnic groups;
- 5.7% of participants had a disability (similar to the national and regional averages); and,
- More participants were engaged that can be characterised as 'not sporty'<sup>xxxvi</sup> (21.6%) than nationally (11%) and regionally (13.5%). This meant that there was lower engagement from those that were 'semi-sporty' (46.2% in the Black Country, compared with 53.5% across the West Midlands and 52.9% nationally).



### 3 Framework for analysis

This section provides a description of the framework used for the analysis. It begins by describing the perspective of the analysis and the timeframe used, before concluding with the identification of cost and benefits for inclusion.

#### 3.1 The analysis takes a societal perspective

It is important in the analysis to identify the perspective costs and benefits are being considered from. Are costs and benefits to be considered in the broadest sense, taking a full account of the full range of costs and benefits to society - or should a more narrow perspective be taken, perhaps considering the costs and benefits to public services? Changing this perspective can lead to radically different results.

In our analysis, we take a broad societal perspective. This perspective is aligned with the philosophical underpinnings of SROI analysis<sup>xxxvii</sup> and also the benefits suggested in the ITT / wider documentation reviewed. This perspective will consider the benefits of the programme on society such as: increased use of sports facilities, more motivated individuals and improved health.

#### **SROI is not the same as 'savings to the state'**

Investments in preventative / public health services are sometimes advocated as a means of saving money. Typically, these arguments suggest that investing '£x' in these services will save '£y' through reduced use of (more expensive) restorative services at some later date. More latterly, efforts to reduce the public deficit have increased the focus on this approach.

There is therefore some risk that SROI ratios are seen to suggest this type of saving. This is partly because they are presented as 'a £1 investment generates £x of social value' (and are therefore superficially similar to the proposition above); but also because some of the benefits are valued using 'costs avoided'. Yet it is important to note the difference. SROI is concerned with the monetary valuation of social benefits; and while some of these benefits may fall to the state in the form of cost savings, they may also fall to individuals, communities or even the private sector. As such these benefits do not necessarily or straightforwardly equate to savings in public expenditure.

#### 3.2 Benefits are considered over the short, medium and longer term

The time period of the analysis determines the period of analysis that the full range of benefits and costs are to be captured over. Benefits and costs are likely to accrue over several years requiring a multiyear time frame to assess accurately the programme's impact. This also takes into account the changing value of money over time such that future benefits and costs are adjusted (discounted) to reflect the decreasing value. The end result is an estimation of net present value (NPV) of total benefits and total costs to enable comparison of both current and future benefits and costs.

The analysis examines costs and activities for a single year of the programme (Year Two). The benefits resulting from that year of activity are then examined for:

- One year;
- Three years; and,
- Five years.

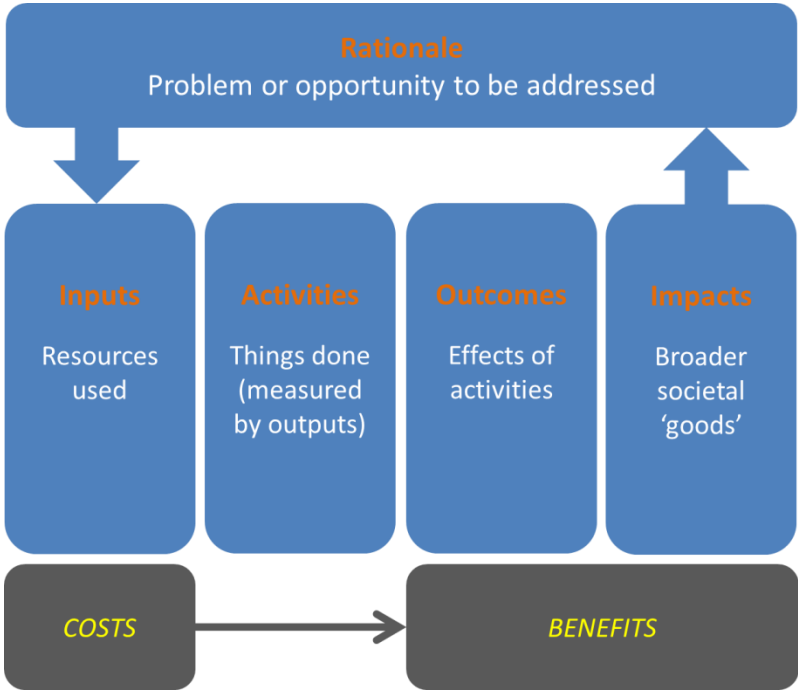
We have also made assumptions about the degree to which benefits 'decay' – i.e. how far benefits remain once the activities of the programme have stopped / how far they drop-off. We explain the rationale for each of the assumptions applied to each of the outcomes in Section 5 (see Table 5.5). Lastly, we have accounted for the changing value of money over

time (£1 today is worth more than £1 in five years). This is undertaken using HM Treasury's recommended discount rate of 3.5%.

### 3.3 Costs and benefits were identified using a logic model

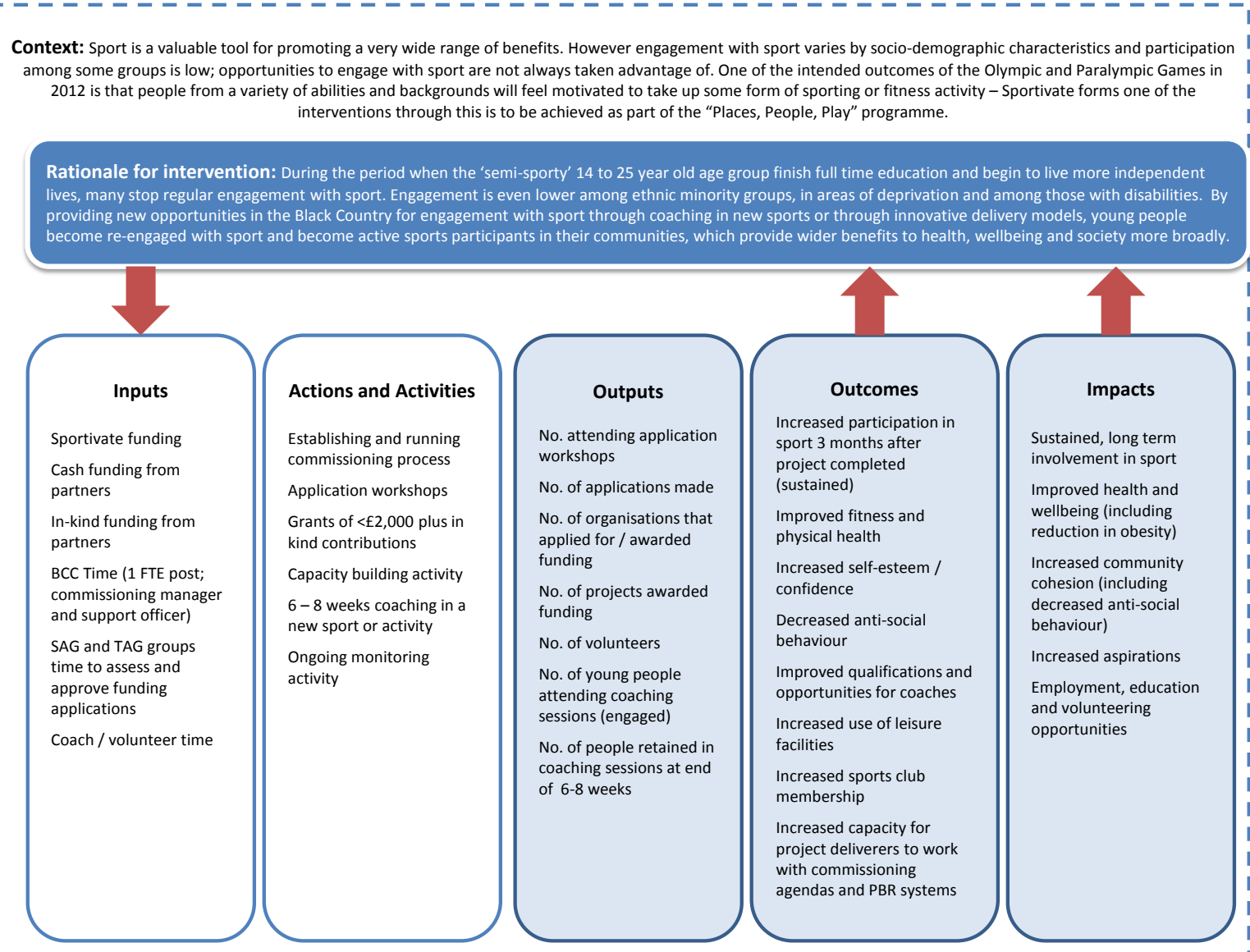
Creating a list of all of the relevant benefits and costs for the service is a key step in a SROI analysis. In order to do this, we produced a logic model. Such models are useful in SROI as they help to identify the various inputs (costs) and outcomes / impacts (benefits) of an intervention. The process of establishing a logic model is also helpful in identifying why activities take place, allowing projects to see how the work they do will lead to outcomes and impacts in the future.

Figure 3.1 Logic models as the basis for economic analysis



In our analysis, we produced a logic model for the Sportivate Programme, which was agreed as part of the preparation of the evaluation framework for the study. This was based on our understanding of the programme objectives and activities, gained from meetings with BCC staff and reviews of service documentation and survey work and interviews with projects and project beneficiaries. A logic model for the BCC Sportivate programme is presented overleaf in Figure 3.2.

**Figure 3.2** Logic model for the Black Country Sportivate programme



## 4 Results from the evidence gathered

Having set out a framework for the analysis, the report now turns to the evidence gathered to populate that framework. This section therefore provides the findings from:

- **Online survey and follow-up interviews with Sportivate projects:** An online survey was conducted with the organisations involved with delivering the Sportivate coaching. It dealt with the following themes: the commissioning process; subsequent support from BCC; running the project; outcomes for young people and; outcomes for the recipient organisation (and beneficiaries). Follow-up telephone interviews were then conducted with six delivery organisations in order to further explore the topics in the survey.
- **Online beneficiary survey:** These findings were supplemented by the second online survey, which was conducted with beneficiaries who had participated in the coaching. Respondents were asked questions relating to their attitude and involvement in sport before attending the coaching and as a result of the coaching.
- **Comparative analysis of delivery and commissioning models** used by three other Community Sports Partnerships (CSPs) – Birmingham CSP, Coventry, Solihull and Warwickshire CSP and Staffordshire CSP – compared to the PBR model used by BCC. A telephone interview was held with a representative from each of the CSPs to understand what approaches they have adopted highlighting the results they are achieving and any challenges encountered.

The results of this research are presented below.

### 4.1 Findings from research with beneficiaries

A short online survey was developed and emailed – via delivery organisations - to approximately 280 beneficiaries<sup>xxxviii</sup> supported by the programme during Year Two. In total 54 responses were received, representing a response rate of 19%, which the evaluation team considers to be good response rate for a survey of this type. The survey was short and was almost exclusively based on tick box style (yes/no) and Likert scale questions and the opportunity to be entered into a prize draw to win a £100 iTunes was offered as an incentive in order to improve response rates.

The survey explored the following topics:

- beneficiary characteristics;
- understanding: how they heard about the project;
- expectations: of the coaching and the extent to which they have been met;
- early impacts: whether it has led to increased interest or involvement in sport;
- alternative influences: the extent to which the project is consistent with and adds value to other activity, lessons to be learnt from other approaches to capacity development; and,
- recommendations for improvement.

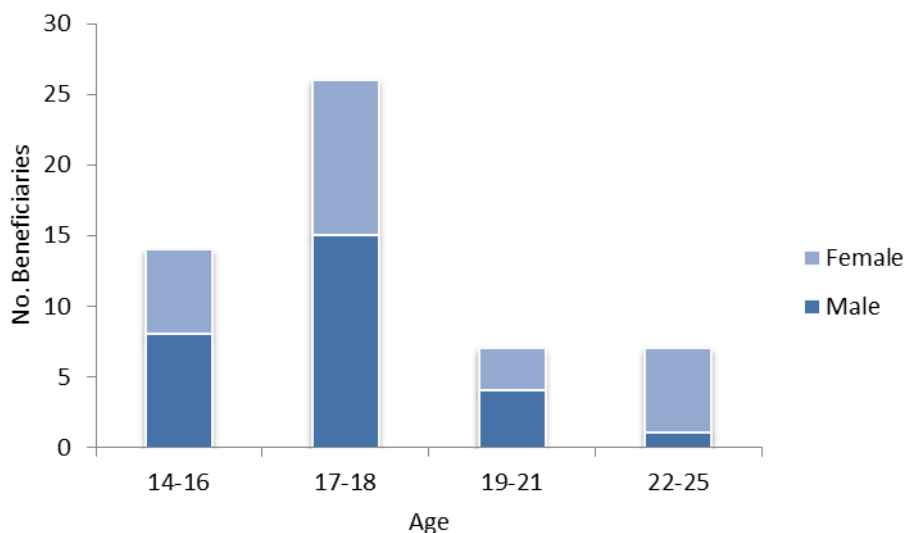
The findings of the beneficiary survey are presented below.

#### 4.1.1 The survey sample had a higher proportion of female participants than the Sportivate average in the Black Country

- In total, 54 participants completed the online survey. Of these, 48% (26) were aged between 17-18, while 26% (14) were in the 14-16 age group, 13% (7) were 19-21 and 13% (7) were 22-25.
- Responses were split fairly evenly between males (52%) and females (48%). However, there were more responses from males in every age group except 22-25, where all except one of the respondents were females.

- The majority (85%) of the respondents were 'White' (46), 9% (5) were 'Black or Black British' and 6% (3) were 'Asian or Asian British'.
- This means that our sample has a higher proportion of female participants than the Sportivate average in the Black Country, as well as a lower proportion of ethnic minority groups. There is also a higher representation from those aged over 16 than in the overall Sportivate population.

**Figure 4.1 Age and gender of beneficiaries**



#### 4.1.2 Survey respondents had taken part in coaching in a variety of sports with the majority attending at least five sessions

- Survey respondents had taken part in coaching in a variety of sports: 31% (17) of the respondents took part in coaching sessions for football; 22% (12) in soccer<sup>xxxix</sup>; 19% (10) in climbing; 17% (9) took part in equestrian; 4% (2) in basketball; 4% (2) in netball; 2% (1) in wheelchair basketball; and 2% (1) in volleyball.
- Respondents that participated in football were predominantly male (82%), while soccer was exclusively female.
- The majority (84%) of respondents attended at least 5 sessions: 43% (23) took part in 7-8 coaching sessions; 41% (22) in 5-6; 6% (3) in 3-4, 4% (2) in 1-2; and 4% (2) in 9 or more, while 4% (2) of respondents did not answer this question.

#### 4.1.3 The majority of beneficiaries fit into the semi-sporty definition set by Sport England

Survey respondents were asked to what extent they agreed with several statements *before* they attended coaching. The results show that:

- 61% (33) of beneficiaries rarely played sport (less than once a month), with 46% (25) agreeing with this statement and 15% (8) strongly agreeing. Conversely, 26% (14) disagreed with this statement and 13% (7) strongly disagreed, indicating that they did take part in at least some sport prior to the Sportivate coaching.
- The proportion of males that rarely played sport prior to the Sportivate coaching was just 50%, compared with 73% for females.
- 44% (24) agreed that they didn't enjoy sport (3 strongly). On the other hand, 52% (28) disagreed with this statement (10 strongly), suggesting that they did enjoy sport. 4% (2) did not answer the question.
- Once again this proportion was higher for females than for males, with 52% of females agreeing that they didn't enjoy sport, compared to 41% of males.

- The majority (63%) of the beneficiaries stated that, before the coaching, they didn't have the opportunity to take part in sport.

#### **4.1.4 Attitudes towards sport, as a result of the Sportivate coaching, provide evidence for the outcomes in the logic model**

Survey respondents were asked to what extent they agreed with several statements as a *result of* attending coaching. These statements were designed to assess participants' change in attitude towards several of the outcomes identified in the logic model. The results are summarised in Table 4.1 below and suggest that the programme is having a positive impact on how regularly participants now play sport.

Findings include:

- 87% (47) of the participants now play sport regularly (at least once a week) and 93% (50) agree that they are more motivated to play sport (16 strongly).
- All except one of the survey respondents<sup>xi</sup> (98%, 53) agreed that they enjoy playing sport. Of the 24 beneficiaries who agreed that they did not enjoy sport prior to coaching, 5 strongly agreed that, as a result of coaching, they now enjoyed sport, while 19 agreed.
- 93% (50) of the participants feel healthier, as a result of the coaching, and 91% (49) feel more confident.
- 89% (48) of beneficiaries agree that they have something more positive to do with their time (11 strongly) and 87% (47) agree that they spend less time hanging around with nothing to do (12 strongly).
- 76% (41) agreed that they are more likely to use leisure facilities (8 strongly); however, only 35% (19) have so far joined a gym or sports club.

**Table 4.1 Outcomes, as a result of Sportivate coaching**

	Agree strongly	Agree	Disagree	Disagree strongly
I now play sport regularly (at least once a week)	28% (15)	59% (32)	9% (5)	
I have joined a sports club / gym	11% (6)	24% (13)	56% (30)	2% (1)
I am planning to join a sports club / gym	7% (4)	28% (15)	50% (27)	2% (1)
I am more likely to use leisure facilities	15% (8)	61% (33)	17% (9)	
I have something more positive to do with my time	20% (11)	69% (37)	6% (3)	
I feel more healthy	30% (16)	63% (34)	2% (1)	
I enjoy playing sport	35% (19)	63% (34)		
I spend less time hanging around with nothing to do	22% (12)	65% (35)	9% (5)	
I feel more confident	30% (16)	61% (33)	4% (2)	4% (2)
I feel more motivated to play sport	30% (16)	63% (34)	2% (1)	

Survey respondents were also given the opportunity to provide additional comments under the question “how else has the coaching made you feel or act?” 36 respondents left additional comments in this section (see ‘blue box’ below for examples).

- The main theme revealed in these comments was that the sessions had improved the participants’ teamwork skills – this was mentioned in eight of the comments.
- Another outcome that was apparent from the additional comments was an increase in confidence, which was mentioned in six of the comments. There were also six additional comments relating to feeling fitter / healthier or losing weight.
- Additionally, four respondents commented that the sessions had raised awareness of and / or encouraged them to take part in new activities, three of the participants mentioned that the sessions had helped their behaviour and three commented that they had made new friends, while 11 commented that they had enjoyed the sessions or that they were fun.

### Quotes from young people

#### How else has the coaching made you feel or act?

*“The coaching has encouraged me to take part in any opportunities offered to me to get new experiences that give me new skills, not just in sport but in all other areas.”*

*“Made me feel better about myself and I lost weight.”*

*“Great experience, something I have never tried before.”*

*"Made me realise sport can be fun."*

*"The sessions have helped my behaviour in football sessions and at college."*

*"I feel more able to do things now than before, not afraid to try new things."*

*"Positive attitude has increased."*

*"The football sessions have improved my confidence to play with my team mates."*

**Other comments:**

*"Great coach and a great bunch of girls. I really enjoyed it."*

*"Really great – the staff were informative and friendly, and so were the Sportivate team, which plays a huge part in whether people carry on with the same sport and/or get involved with new sports."*

*"Great group loved the sessions and I learnt some new skills."*

*"Made new friends, had a laugh."*

*"The coaching was great fun and extremely enjoyable. I have gained some valuable knowledge which I will use when playing sports from now on."*

#### 4.1.5 The vast majority of Sportivate participants would continue to take part in sport

The final part of the survey asked participants to rank on a scale of 1-10 (with 10 being very likely) how likely they were to continue sport in the next three months and how important taking part in sport was to them.

Key findings include:

- 91% (49) of the beneficiaries indicated that they were likely to continue sport in the next three months (6-10 on the scale) – with 35% (19) selecting 10 (very likely).
- Moreover, 93% (50) of the beneficiaries indicated that taking part in sport was important to them (6-10 on the scale), with 26% (14) selecting 10 (very important).
- There were 30 additional comments to the survey – all of which were positive – stating that the respondents had enjoyed the sessions (see 'blue box' above).

## 4.2 Consultation with delivery organisations

To ensure a broad coverage of the projects funded through the Sportivate programme an electronic survey was distributed to all 38 organisations that between them delivered in the region of 240 projects across the two years. 19 responses were received from 15 organisations that between them had delivered approximately 140 projects. Between them the respondents cover 59% of projects delivered.

The survey explored the following topics:

- The effectiveness of project management by the BCC team from project application to project approval and subsequent communication (e.g. the extent to which payments were prompt or adequate support was provided to the delivery team);
- The perceived success of projects to improve participation in sport in the local area amongst target groups;
- The extent to which projects had led to increased participation in sport three months after project delivery, including amongst particular underrepresented groups;
- The impact of project delivery on young people and on project deliverers; and,
- How future programme delivery may be improved to increase the effectiveness of the projects delivered.

To supplement the survey research, follow-up interviews were held with six delivery organisations. Projects to be interviewed were selected to provide broad coverage of project



types, including selecting projects that focus on higher numbers of coaching activity; those focused on specific underrepresented groups; or those that have taken a more innovative approach to project delivery.

The interview explored in more detail the principal strengths and weaknesses (e.g. including the key challenges encountered) of the Sportivate programme, including:

- How effective BCC Ltd has been in engaging with them (i.e. through the application process and subsequent administration);
- Delivery of coaching activity, querying the additionality of this activity (i.e. duplication of projects, alignment of activity);
- Achievement of actual and potential impacts;
- Early thoughts on the prospects for success and views on which projects will deliver more than others;
- Views on the framework for incentivising delivery via payments;
- What they are doing to embed and sustain project activity when funding ends; and,
- The extent to which the programme has enabled them to increase institutional capacity.

Table 4.2 describes organisations that submitted a response to the online survey, the type of organisations that they are and the number of projects that they delivered<sup>xii</sup>, as well indicating if they participated in a follow-up interview. The names of the organisations have been made anonymous.

**Table 4.2 Type of organisation and number of Sportivate projects delivered**

Name of organisation	Type of organisation	Projects delivered	Interview
Organisation A	Community Interest Company	20	Yes
Organisation B	Private Organisation	20	No
Organisation C	Private Organisation	18	Yes
Organisation D	Private Organisation	15	No
Organisation E	School	11	Yes
Organisation F	LA Sports Development	10	Yes
Organisation G	School	7	Yes
Organisation H	LA Sports Development	7	No
Organisation I	National Governing Body	6	No
Organisation J	Community Sports Organisation	3	No
Organisation K	Charity	4	Yes
Organisation L	Private Organisation	2	No
Organisation M	National Governing Body	2	No
Organisation N	Youth and Community Centre	2	No
Organisation O	Football in the Community	1	No

#### 4.2.2 The PBR process and the support provided to applicants has to a large extent been positively received, but a number of challenges have also been identified

Sportivate in the Black Country is operated through a Payment by Results (PBR) system with deliverers paid on a per head basis for every young person retained in their sessions.

## Approaches adopted by comparator CSPs

**The PBR contrasts to other delivery models adopted by the CSPs that were reviewed as part of the comparator analysis.** For example, in the past Coventry, Solihull and Warwickshire CSP used to commission directly to Local Authorities. Following the findings of the Sports Unlimited Programme and the resource challenges facing local authorities, this approach was changed and the CSP is responsible for managing the 'central pot'. Successful projects are allocated 60% of the funds on signing of the funding agreement, with the remaining 40% drawn down on completion of the project and the provision of required monitoring and evaluation information.

In Birmingham, successful projects are awarded 50% on signing the funding agreement and 50% on completion (subject to the successful delivery of financial and outcome targets). They also operate an incentive scheme whereby project's receive a 'cost per head' figure for the overachievement of outcomes.

BCC deliver a range of activities to support applicant organisations through the commissioning process, including guidance notes, application workshops, etc, which not only provide support and information to those applying to the fund but will also provide an understanding of what applicants will be expected to do if they are successful.

Survey respondents were asked to what extent they agreed with several statements regarding the commissioning process. Feedback was mostly positive, with the results summarised below and in Table 4.3 below:

- 79% (15) of the respondents attended an application workshop (prior to applying for funding), and all read the application guidance, while 68% (13) attended a successful deliverer workshop (following a successful funding bid);
- Over 50% of organisations strongly agreed that the deliverer workshop helped their organisation to deliver their project effectively;
- All of the applicant organisations thought that the commissioning process had been fully explained to them (63% agreed and 37% strongly agreed);
- The vast majority of applicant organisations understood the PBR system being used by the project, with 42% strongly agreeing and 53% agreeing). Approximately 75% of applicants felt that they did not require additional support to implement the PBR commissioning model; and,
- All of the organisations surveyed agreed that they would be willing to engage in a similar commissioning system again in the future.

Evidence obtained from the follow-up interviews supported the overall positive view of the commissioning process. The survey and interviews did however also identify a number of challenges encountered by applicant organisations during the application and commissioning process. A number of these are summarised below.

- The PBR can be restrictive: several of the projects considered that the PBR model could be too restrictive at times and could act as a barrier to certain types of projects, for example those with a high upfront cost for equipment or facilities or uncertainty over demand. As a consequence of this, it was clear that some organisations 'played it safe' with the projects that they delivered, sticking to sports, such as football, that were known to have a high demand in the area and therefore a large participant base.
- PBR is not suited to all types of sport / beneficiary. Some projects observed that focussing purely on the number of participants retained shifted the emphasis 'from quality to quantity'. This acted as a deterrent to applying for Sportivate funding for projects that required a significant degree of one-to-one coaching, including those working with young people with physical disabilities or learning difficulties. It appears that the PBR model has also resulted in unintended consequences for some projects that started slowly in terms of attendances, but then gathered momentum over the duration of

the project. For example, even if beneficiaries were fully engaged at the end of the project, funding would not be released through the PBR system because they had missed the earlier sessions.

- Communication could be improved: Another issue that was raised was the communication between the BCC and local authorities. One organisation stated that they would have liked to have been made aware of the other Sportivate projects operating in their area, so that they could work with these projects and provide support to them through, for example, discounted facility hire. The process information supplied by BCC suggests that all Local Authorities have representation on the Technical Assessment Group and as such receive copies of the application and project database prior to and after the Assessment Group has met.

**Table 4.3 Feedback to the commissioning process**

	Agree strongly	Agree	Disagree	Disagree strongly
The application workshop helped me to apply to the programme	73% (11)	27% (4)		
The application guidance document helped me to apply to the programme	47% (9)	53% (10)		
Without the application workshop I don't think I would have received funding for my project	33% (5)	40% (6)	27% (4)	
The successful deliverer workshop helped me to deliver the project effectively	54% (7)	38% (5)	8% (1)	
The commissioning process was explained fully to me	37% (7)	63% (12)		
I felt that the requirements made as part of the application process were reasonable	32% (6)	68% (13)		
I understood the payment by results system being used by the project	42% (8)	53% (10)	5% (1)	
I received the amount of funding I had hoped for in terms of retained payments	29% (5)	65% (11)	6% (1)	
I received the amount of funding I had hoped for in terms of sustained payments	29% (5)	53% (9)	18% (3)	
I would be willing to engage in a similar commissioning system again in the future	32% (6)	68% (13)		
I needed more support with the application process	5% (1)	21% (4)	53% (10)	21% (4)
I needed more support on how to deal with payment by results and the commissioning model	5% (1)	21% (4)	63% (12)	11% (2)

#### 4.2.3 The support provided by BCC has helped the effective delivery of projects

The survey analysis found that all of the respondents agreed that they were well supported by the BCC team, with 79% (15) strongly agreeing. All agreed that they were well informed about the information that was required of them and they all agreed that they were able to provide this information. All of the respondents also agreed that the Sportivate portal functioned effectively, with 47% (9) strongly agreeing. All of the projects surveyed also agreed that the support received had helped enable the effective delivery of their projects (47% strongly). **The comparator analysis with the CSPs also identified the importance**

**of the provision of support to organisations, especially the advice and guidance provided during the application process.**

#### 4.2.4 Delivery organisations experienced few problems in running projects

**The majority (89%,16) of the survey respondents agreed that they found it straightforward to get the projects up and running**, although two minor difficulties were identified in the follow-up interviews. One respondent suggested that they had had difficulty in securing partner organisations to deliver projects with, while another had had difficulty securing a suitable venue. **68% (13) of the survey respondents continued to run coaching sessions after the 6-8 weeks of Sportivate funded coaching had finished.** Evidence from the follow-up interviews suggests that around half of the original projects continued to run beyond the period of Sportivate funding. For some organisations, this was never an intention and the Sportivate sessions were designed to act as a pathway into existing sports clubs in the local area, rather than continue as stand-alone projects.

A large majority (89%, 16) of respondents agreed that it was straightforward to undertake the monitoring and evaluation required. **Feedback did however suggest that the process was time consuming and a key problem encountered was persuading participants to give accurate email addresses for monitoring purposes** – 53% (10) of respondents found this to be a problem. Young people were often unwilling to give out their email addresses, even for monitoring purposes, as they were wary of being contacted by 3<sup>rd</sup> party organisations.

#### Case study: evidence from Staffordshire CSP

The comparative research highlighted that a range of systems and procedures are used to manage the allocation of funds to successful projects. The interviews highlighted a number of advantages and disadvantages of the systems that they had adopted.

##### Overview of the commissioning process

Sport Across Staffordshire and Stoke-on-Trent (SASSOT) is the CSP for Staffordshire and Stoke-on-Trent and manages the Sportivate programme within that area. The CSP receives an annual budget from Sportivate of approximately £156,000 of which approximately 20% is 'top sliced' for capacity funding. The programme is organised and delivered across the sub-region via a 'Local Lead Organisation' for each Local Authority geographic area. These Local Leads are responsible for managing the programme at a local level within their area. A regional funding pot also forms part of the delivery model in Staffordshire. This pot is for organisations such as NGBs which deliver projects on a sub-regional basis.

The normal process of application is via the identified 'Local Lead Officers' in each local Authority geographic area. Each Local Lead submits a delivery plan (usually at the end of each year), which is assessed by a Sportivate Steering Group made up of representatives from all key partner groups within the sub-region. A funding agreement setting out KPIs and key milestones is then agreed with a view for projects to commence in the April, with delivery to be completed by the following March. Local Leads are then required to submit regular claims to draw down funding based on their funding agreement. This tends to be on a quarterly basis, but projects can submit more regular claims. Funds will be held back if a project is not delivering against its claim form.

Any identified underspend is allocated to an 'underspend pot (which equated to approximately £24,000 last year), with an additional round for applications usually during the July of each year.

##### Challenges

The interview highlighted that the commissioning process in Staffordshire has largely been successful however the process has encountered some difficulties, associated with capacity challenges around chasing information and receiving timely claim submissions.

**Capacity challenges were also identified as challenges in the interviews with the**

**Birmingham CSP and Coventry, Solihull and Warwickshire CSP.** The Coventry, Solihull and Warwickshire CSP also identified challenges associated with finding individuals with capacity to complete applications, identifying volunteers and facilities to deliver Sportivate activities.

#### 4.2.5 **Some organisations were better at keeping young people engaged in the coaching sessions for the duration of the project than others**

The evidence from the survey and the follow-up interviews reveals that some organisations were better at keeping young people engaged in the coaching sessions for the duration of the project than others. For example:

- The survey shows that just over half (53%, 10) of survey respondents did not have difficulty in keeping the young people engaged in all of the coaching sessions. However, 31% (6) agreed that this was a problem and 16% (3) strongly agreed.
- The projects with the highest rate of participation (in at least 5/6, 6/7 or 7/8 sessions) tended to be those where a delivery organisation had partnered with a second organisation in order to deliver coaching to beneficiaries belonging to that organisation, for example, partnerships with special needs schools or disability organisations. In these cases, the partner organisations were responsible for 'delivering' the young people to the sessions and therefore participation remained constant throughout.
- There was a large variation in reported participation rates across the respondents, with some reporting an average of 80% retention, while others as low as 25% and even 0% in some projects. It was easier to engage and retain participants in 'mass participation' sports, such as football and netball, than to keep them engaged in new sports.
- This low participation rate was not always due to participants 'dropping out' of the coaching sessions over time; in some cases attendance would grow, as awareness of the project spread through 'word-of-mouth', but the final participation rate would remain low as these 'latecomers' had not attended the early sessions.
- A variety of methods were used to recruit young people to the coaching sessions including: directly through a partner organisation; school notice boards; social media; school assemblies; focus groups; fliers; QR<sup>xiii</sup> codes; and word-of-mouth.
- In some cases social media (Facebook and Twitter) was used, not just to recruit participants, but also to engage with them throughout the coaching sessions. For example individual Facebook groups were created for each project that participants could join. Reminders of the coaching could then be issued using this page and young people could discuss the sessions, find out who was attending the next session, socialise with other participants etc.
- In many cases the chosen sports were selected through a process of consultation with young people in order to determine demand for the projects and give participants a choice in what sports they would do. Organisations that engaged in consultation prior to the coaching believed that this had positively impacted on participation rates.

#### 4.2.6 **Feedback from delivery organisations provides evidence for outcomes identified in the logic model and the beneficiary survey**

Respondents to the survey were asked to what extent they agreed with a series of statements relating to the outcomes for young people identified in the logic model. This was supplemented by the follow-up interviews in which delivery organisations were asked to provide evidence of these outcomes, if they had occurred. Similar questions were asked in both surveys and the follow-up interviews in order to triangulate any evidence of outcomes and provide more accurate estimates of achievement rates. The results of the survey are summarised in Table 4.4 and described below.

**Table 4.4 Outcomes for beneficiaries, as a result of Sportivate coaching**

Most young people...	Agree strongly	Agree	Disagree	Disagree strongly
Did not engage in sport prior to receiving coaching	5% (1)	68% (13)	26% (5)	
Seemed to enjoy the sessions	53% (10)	47% (9)		
Attended all sessions	11% (2)	68% (13)	16% (3)	5% (1)
Seemed healthier as a result of attending coaching	16% (3)	63% (12)	21% (4)	
Are using other local leisure facilities or clubs as a result of attending coaching	16% (3)	63% (12)	21% (4)	
Seemed to gain in self-esteem	26% (5)	68% (13)	5% (1)	
Are still participating in the same sport 3 months after the coaching ended	16% (3)	47% (9)	37% (7)	
Are participating in new sports 3 months after the coaching ended	16% (3)	42% (8)	42% (8)	
Seem more interested in sport as a result of the coaching they received	32% (6)	68% (13)		

#### 4.2.6.2 *The evidence suggests that Sportivate has been successful in increasing participation in sport*

Increased participation in sport for young people is the main aim of the Sportivate programme and there is a lot of evidence to show that the majority of projects were successful in achieving this outcome.

- Participation rates were generally good across the projects, with 74% of delivery organisations agreeing that 'most young people attended all of the coaching sessions'. Additionally, 63% (12) agreed that 'most young people are still participating in the same sport 3 months after the coaching ended' and all agreed that they 'seem more interested in sport as a result of the coaching they received'.
- Approximately half of the projects continued beyond the 6-8 weeks of Sportivate coaching, which indicates a continuing legacy of participation. In cases where the coaching sessions have ended, young people were often signposted to local sports clubs where they could continue their participation. In some cases identified in the follow-up interviews the Sportivate coaching had acted as a catalyst in the creation of a new sports club.

#### 4.2.6.3 *Sportivate is contributing to improving the physical health of its target participants*

The short duration of the projects meant that noticeable significant health benefits were difficult to identify and attribute to a direct result of the coaching. Feedback from the interviews suggested that 6-8 weeks was not enough time to attempt to address any specific health problems, such as obesity. Instead, the aim was to raise the level of sustained participation, which would have an impact on physical health further down the line. Additionally, many of the projects did not focus on health related issues outside of the coaching, such as eating right or smoking, so would not have had a direct impact on these

issues. However, there is some evidence to suggest that the coaching has had some impact on the physical health of the young people involved.

- 79% (15) of survey respondents agreed that most young people seemed healthier as a result of attending the coaching. This was supported by the discussions with delivery organisations in the follow-up interviews. However, perhaps surprisingly, improving the immediate physical health of participants was not a primary aim for many of the projects.
- There were some projects that had physical health as a primary motivation, including fitness and gym sessions.

#### 4.2.6.4 *Sportivate participants are benefiting from improved self-esteem and confidence*

Improvement in self-esteem or confidence was a primary motivation for many of the Sportivate projects and there is a lot of evidence to suggest that this outcome has been achieved in the majority of cases.

- 95% (18) of survey respondents agreed that most young people seemed to gain self-esteem as a result of attending the coaching. This was supported by feedback from the follow-up interviews.
- Improvements in self-esteem were particularly apparent for females, who tended to have lower levels of confidence prior to coaching.
- The team aspect of many of the projects has improved the communication skills of participants.
- Some coaching projects also provided an opportunity for younger beneficiaries to socialise with those older than them in a way that they not normally be able to do outside of school, which had a positive influence on their confidence levels.

#### 4.2.6.5 *Anti-social behaviour impacts are likely to be limited*

From the discussions with the delivery organisations during the follow-up interviews, it is clear that reducing anti-social behaviour was not a primary aim for any of the Sportivate projects. Also, the majority of the projects tended to be run in the afternoon, 'after-school', rather than later in the evening, which lessens the impact on anti-social behaviour (assuming a 'diversionary' approach to prevention). One delivery organisation stated that they do run projects targeted at anti-social behaviour problems, but that these projects would be unsuitable for Sportivate funding, as attendance of these participants is more ad-hoc and they would not do well in a PBR system. Consequently, any anti-social behaviour impacts are likely to be small. However, there is some evidence to indicate that the coaching may have had some effect on reducing anti-social behaviour.

Evidence from the interviews suggests a few cases where coaching staff have seen noticeable improvements in the behaviour of certain participants.

#### **Exemplar projects: outcomes for participants**

- **Netball coaching for over 18s:** This 8 week netball project for over 18s is a good example of how Sportivate coaching has achieved a sustained participation legacy. A group of beneficiaries in their early 20s, who used to play together in a netball team, attended the sessions and became active in the sport again. The coaching was so successful that a new netball club was formed on the back of the sessions, which has since expanded to include a junior team.
- **Football coaching at Glasshouse College:** This project involved 15-18 participants with a range of learning difficulties, including autistic spectrum disorders and behaviours that challenge. The coaching sessions focussed on team building and communication skills with specific individuals who had been having behavioural problems at the college. The physical health benefits were also very important, as individuals with learning difficulties tend to have poor awareness of obesity and health problems and do not engage regularly in sport.



- **Girls' fitness sessions:** This project was one of the few targeted at short-term physical health and fitness improvement. The feedback from the girls that attended the sessions has been that they feel fitter, healthier and more confident as a result of the sessions and that many have noticed a difference in their physical health, for example they have lost weight and are more 'toned'.
- **Young mothers' tennis coaching:** This project was for young mothers under the age of 24 and involved tennis coaching at David Lloyd's. The project had workshops running alongside the coaching with the aim to help improve the participants' self-esteem and help them to get back in to work. At the end of the Sportivate funding, participants were given free day passes so that they could continue to use the venue and funding has been acquired to sustain the programme in order to meet the high demand for it.

#### 4.2.7 Outcomes for the organisations

As a result of engagement with Sportivate, 89% (17) of respondents are now better able to apply for funding through PBR in the future – 42% (8) strongly agree. 89% (17) agree that they are better equipped to help improve sports participation – 37% (7) strongly. Likewise, 89% (17) agree that they will provide more sports activity in the Black Country – 37% (7) strongly.

**The comparator analysis also identified a number of benefits being delivered for the CSPs interviewed by involvement with Sportivate.** One example is how it has enabled the CSPs to work more proactively with a wider portfolio of partners, including youth agencies, local councils, the police, etc, in order to tackle a range of local issues and challenges, ranging from anti-social behaviour, engaging with harder to reach communities. Greater partnership working was viewed as increasingly important given the budget challenges facing organisations receiving public funds.

### 4.3 Summary of this section

#### Project Delivery:

- In general, the application and commissioning process for the Sportivate projects functioned effectively and delivery organisations engaged well with the support on offer from BCC.
- The PBR model was understood by delivery organisations and it appears to have had the intended effect of encouraging projects to focus on the retention of participants for the duration of the coaching sessions. However, in some cases PBR has acted as a barrier to setting-up particular types of project and there is evidence to suggest that it has resulted in a narrowing of the range of sports on offer in the Black Country.
- The majority of delivery organisations found it straightforward to get the projects up and running and, for the most part, they had a clear 'end-game' strategy to either continue the coaching sessions beyond the Sportivate funding or use the sessions as a pathway into local sports clubs.
- Just under half of respondents to the survey found it difficult to keep participants engaged in all of the coaching sessions. Consequently, there was a large variation in reported participation rates, with some organisations reporting an average of 80%, while others reported just 25% and even 0% in some projects.
- The monitoring requirements were straightforward to undertake, although feedback from delivery organisations did suggest that the process was overly time consuming. The main problem encountered was persuading young people to provide email addresses for monitoring purposes. Discussions with BCC identified this as a national concern with the Sportivate programme and it is also worth noting that the participant

forms and monitoring approaches are determined nationally not locally.

### Outcomes:

- The evidence from the research points to a sustained increase in sports participation in the Black Country<sup>1\*</sup>. 91% of beneficiaries indicated that they were likely to continue in sport in the next three months, a finding that is supported by the consultation with delivery organisations. Furthermore, approximately half of the coaching projects have continued beyond the 6-8 weeks of Sportivate funding and new sports teams / clubs have been created on the back of the coaching.
- Significant health benefits were difficult to identify, due to the short duration of the projects. However, 93% of beneficiaries indicated that they felt healthier as a result of the coaching and there were a few specific examples of physical health impacts.
- 91% of beneficiaries indicated that they felt more confident as a result of the coaching and this was supported by the consultation with delivery organisations. This outcome was a central aim in many of the Sportivate projects, particularly those targeted at vulnerable beneficiaries.
- Little evidence was found to directly support a decrease in anti-social behaviour as an outcome of the Sportivate projects. Moreover, this was not an aim of any of the projects delivered by the organisations that took part in the consultation. However, 89% of beneficiaries indicated that they now had 'something more positive to do with their time' and 87% agreed that they 'spend less time hanging around with nothing to do' as a result of the coaching sessions.
- Delivery organisations indicated that they are now better able to apply for funding through a commission process that uses a PBR model. As a result of the Sportivate programme, they are better equipped to help improve sports participation and 89% agreed that they will provide more sports activities in the Black Country in the future.

---

<sup>1</sup> Whilst the monitoring and evaluation from this programme demonstrates clearly a rise in participation levels of 'semi-sporty' individuals enrolled on the activities, it should be noted that these sub-local increases in activity are contradicted by the national Active People Survey which shows that between April 2012-April 2013 1x30 participation rates fell from 29.8% of adults to 28.2%. However, due to the relatively small sample size used by the Active People Survey (2,000 of the Black Country's 1.1 million residents are questioned), primary research that results from programmes such as Sportivate should be used alongside sampled surveys to provide more context

## 5 Results of the SROI analysis

This section presents the results derived from the application of the framework presented previously. It describes the costs and benefits of the Sportivate Programme in turn, before concluding with cost-benefit analysis calculating the final social return on investment.

### 5.1 The total cost for Year Two was £130,583

Table 5.1 shows the breakdown of these costs across the different areas of the programme.

**Table 5.1 Total expenditure for Year Two of the Sportivate programme**

Cost description	Expenditure
Staff costs	£43,312
Delivery	£62,936
Training (capacity)	£188
Meetings / PR	£2,028
Monitoring / data collection	£2,370
Administration	£212
Underspend from Year One	£19,537
<b>Total expenditure for Year Two</b>	<b>£130,583</b>

Source: CSP Sportivate claim form April 2012 - March 2013

#### 5.1.2 The analysis also recognises that the Sportivate programme includes ‘in-kind’ contributions from volunteer coaches

Volunteering is a service that would otherwise have an associated cost. Assuming that the volunteers themselves gain some kind of benefit, (otherwise they would not offer their services), and that they are free to input as much or as little time as they choose, then the benefits accrued by volunteers will be approximately equal to the value of their contribution. Therefore, it has been assumed that time contribution associated with volunteering has a neutral cost-benefit effect and is, consequently, excluded from the final analysis.

### 5.2 Benefits were measured and valued over time

Using the framework provided by the Sportivate Programme logic model (see Section 3, Figure 3.2) and the evidence gathered against that framework, a set of outcomes for inclusion in the analysis were defined. These outcomes fall to various stakeholders, as is set out in **Error! Reference source not found.**

Each outcome has an indicator which allows us to estimate how many people are likely to have gained that outcome. This allows us to assign, at a later stage, a total value per year, for each outcome.

**Table 5.2 Benefits achieved as a result of Sportivate**

Benefit / outcome	Achievement rate	Summary of evidence / justification
Increased participation in sport	75%	This figure is primarily calculated from the self-assessment question in the beneficiary survey that asks respondents to estimate how likely they are to continue playing sport after the programme. This is supported by the evidence from the organisations survey and subsequent follow-up interviews. Note that 'increased participation' here is not the same as the 'sustained' target for the programme: it refers to fuller engagement among those who were not previously involved in playing sport.
Improved individual health	60%	93% of respondents to the beneficiary survey agreed that they now felt healthier as a result of the coaching. However, feedback from the delivery organisations indicated that significant health benefits were difficult to identify in such a short space of time. There is also a tendency for stakeholders to overstate benefits, particularly if they have had a positive overall experience. Consequently, we have assigned a more conservative estimate of 60%.
Increased self-esteem / confidence / wellbeing	75%	91% of respondents to the beneficiary survey indicated that they now feel more confident as a result of the coaching received. This is supported by the survey of delivery organisations, in which 95% of respondents agreed that most young people seemed to gain self-esteem as a result of attending the coaching. However, due to the tendency for stakeholders to overstate benefits, particularly if they have had a positive overall experience, we have applied a conservative estimate of 75%. This is a still a higher rate than for physical health because of the immediacy of this effect – and shorter causal chain. In effect, the claim is that changes in mental health are more immediate and therefore more likely than changes in physical health.
Decreased anti-social behaviour	5%	Evidence from previous studies of similar coaching programmes indicates that there is likely to be some impact on anti-social behaviour in the area, as young people have more productive ways to spend their time. This assumption is supported by the findings from the beneficiary survey which highlighted that 89% of respondents agree that they now have 'something more positive to do with their time' and that 87% of beneficiaries surveys indicated that they spend less time hanging around with nothing to do. However, decreased anti-social behaviour was not a primary aim of any of the Sportivate projects surveyed/interviewed during the research; moreover, none produced specific evidence / suggested that this was a widespread effect. Consequently, an estimate of 5% has been assigned to this outcome.
Improved qualifications, opportunities for coaches	35%	This figure is calculated from the number of coaching qualifications funded in year 2 (32), divided by the number of coaches involved in the programme (91).
Increased use of leisure facilities	Not estimated	Increased use of leisure facilities and membership of sports clubs are a means to facilitate increased participation in sport, an outcome that has already been accounted for in the analysis. To avoid double counting of this benefit we have excluded it from the analysis.
Increased membership of sports clubs	Not estimated	
Increased capacity for delivery organisations to bid for funding and use PBR systems	Not estimated	Although there is evidence that this outcome has been achieved, it has been excluded from the analysis due to the difficulty involved in estimating its value.

## 5.3 Financial 'proxies' were used to value outcomes

In order to place a monetary value on the benefits included in the SROI analysis, suitable financial 'proxies' were used. The challenge here is that there is no single and accepted source for such valuations (or indeed method for arriving at them). Moreover, the process of deciding upon how much a given outcome is 'worth' implies a set of judgements.

Our approach to addressing these challenges was to review a range of existing sources. ICF GHK maintains a database of monetary proxies gathered from evidence reviews in previous SROI studies, which is updated regularly with new evidence. In addition, a review of the 'value of sport' literature was conducted in order to identify values used in similar studies.

The following sub-sections discuss a variety of monetary proxies that were identified for each of the outcomes in the SROI analysis. A final value is then assigned to each of the outcomes based on the evidence reviewed.

### 5.3.1 Increased participation in sport

Cost can be used as a proxy for value. The cost of increasing participation varies greatly between sports. The cost-per-participant of a range of Sport England interventions is reported by the National Audit Office in their *Increasing Participation in Sport* study (2010)<sup>xliii</sup>. They range from a cost-per-participant of £9 for athletics and cycling to £216 for Judo. Variations in cost occur for a variety of reasons: Judo has relatively high costs due to the need for one-to-one coaching, for example. It is important, however, to focus on a wide variety of sports, rather than those with the lowest cost-per-participant, as studies agree that choice is an important factor in increasing participation.

A study for NICE<sup>xliii</sup> reports the average cost for a range of interventions aimed at increasing exercise in adults. It demonstrates that the cost of getting somebody active varied between c£90 and c£4500. The cheapest intervention, exercise prescriptions, cost between £88.15 and £761.46, depending on the study used to provide the data.

Our review of the valuations in this area suggests that a unit value of £90 is appropriate for this outcome. This is based on the cost of the cheapest intervention to increase participation in sport and is also the average cost-per-participant of the seven sports analysed in the *Increasing Participation in Sport* study (2010).

### 5.3.2 Improved physical health

Physical inactivity in England is estimated to cost the NHS between £1billion and £1.8billion a year, and around £8.3billion to the wider economy in sick days and premature deaths. A study for NICE<sup>xliii</sup> estimates the healthcare costs per year of someone with type II diabetes at £3,006, of someone with coronary heart disease at £1,414 and of someone suffering a stroke at £2,053. Results from a US study estimate the average lifetime medical care costs averted per case of overweight prevented at £5,250<sup>xliii</sup>. In the UK it is estimated that increased physical activity results in a reduced likelihood of contracting diseases and, consequently, a reduction in the utilisation of health care services. This is valued using the cost savings from reduced GP visits at £210 per year<sup>xliii</sup>.

The Sportivate coaching programme, however, is targeted at young people and is not designed primarily to avert the health related risks from inactivity identified above.

It seems therefore more appropriate to concentrate on the shorter-term benefits to health that can be attributed to exercise.

A 2007 report by SQW for Transport for London<sup>xliii</sup> on the value of cycling calculates the average monetary value of the health benefits of cycling at £159.48 per year. This is broken down into value of loss of life averted, savings to the NHS and productivity gains and is calculated for three different age groups: 16-44 years old; 45-64 years old; and 65+ years old. The total value of the health benefits per year for 16-44 year olds is £87.06, compared with £175.51 for 45-64 year olds and £318.05 for those aged 65 and over. From these estimates, it is clear that the value of the health benefits from exercise increases with age.

Our review of the valuations in this area suggests that a unit value of £75 is appropriate for this outcome. This estimate is based on the values used in the SQW report (2007) adjusted for the 14-25 age group participating in Sportivate and to take account of inflation.

### 5.3.3 Increased self-esteem / confidence / wellbeing

An 'income compensation' method<sup>xlix</sup> can be used to convert estimates of the subjective wellbeing effect of policy outcomes, such as engagement in culture and sport, into estimates of the monetary value of these policy outcomes. A 2005 study<sup>l</sup> showed that membership of a sports club has the same impact on individual wellbeing as an increase in income of £3,600 per year. A more recent study by Matrix Research and Consultancy (2010), using the same method, demonstrates that doing sport at least once a week generates subjective wellbeing equivalent to a £11,000 increase in annual household income. Also, and less closely related, a study examining the impact of the 2012 Games<sup>li</sup> suggested a gain in happiness equivalent to equivalent to a monetary gift of £165 for every man, woman, and child.

Increased confidence or self-esteem can also be measured using 'revealed preference'<sup>lii</sup> methods. For example, the value of increased confidence can be approximated using the average cost of coaching sessions to improve confidence. The mean cost of the five coaching workshops identified in the ICF GHK proxy database was £318, while the median was £394. Our research has focussed on identifying the short-term increase in self-esteem / confidence that occurred as a result of the coaching, rather than any increase in subjective wellbeing. It would also be inappropriate to use estimates based on income compensation for a study involving young people.

Our review of the valuations in this area suggests that a unit value of £350 is appropriate for this outcome, based on the average cost of coaching workshops to improve confidence.

### 5.3.4 Decreased anti-social behaviour

A longitudinal study conducted with 142 individuals who had anti-social behaviour in childhood to assess the financial costs to society of these individuals over time found that, by age 28, the average cumulative cost to society of an individual with childhood anti-social behaviour was £70,019, compared with just £7,423 for those with no problems<sup>liii</sup>. In cases where anti-social behaviour leads to criminality, according to the National Audit Office, the average young offender costs £8,000 per year to the criminal justice system, including the costs of police, courts, offender management teams, and custody.

In addition to these studies of the cumulative or total costs of anti-social behaviour, there are estimates of the cost of individual incidents and preventative measures provided in the DfE Family Savings Calculator<sup>liv</sup> and the Troubled Families Costs Database from the Local Government Association<sup>lv</sup>. These range from £44, for a minor incident of anti-social behaviour for which no further action is required, £500 for a hoax fire call, £2,585 for replacing a bus shelter to £6,462 for an incident involving the destruction of property. A study<sup>lvi</sup> for the DfE uses these cost estimates of individual incidents from the Family Savings Calculator to derive an estimate of the annual cost savings from preventing anti-social behaviour per individual. This is valued at £5,350 per individual, per year.

Our review of the valuations in this area suggests that a unit value of £850 is appropriate for this outcome. This is derived using the estimated annual savings from preventing anti-social behaviour per individual (£5,350), pro-rated for the duration of Sportivate coaching (e.g. 6 to 8 weeks).

### 5.3.5 Improved qualifications, opportunities for coaches

The value of improved qualifications for coaches can be estimated using the average cost of obtaining a coaching qualification. The cost of obtaining a level 2 (or equivalent) coaching license from each sport's National Governing Body<sup>lvii</sup> ranges from c£150 to c£450 and the average is approximately £320. Courses usually last for three days, but can last up to six in some cases.

The average figure of £320 has been applied for the purpose of the SROI.

### 5.3.6 The total gross benefit is around £779,000

Table 5.3 combines the valuations above with the assessments of their occurrence (Table 5.2). It shows that, in terms of gross benefit per annum:

- Increased participation in sport is worth around £124,290
- Improved individual health is worth around £82,875
- Increased self-esteem / confidence / wellbeing is worth around £483,350
- Decreased anti-social behaviour is worth around £78,200
- Improved qualifications, opportunities for coaches is worth around £10,240; and,
- That the total gross annual benefit is therefore a little under £779,000.

**Table 5.3 Monetary values of benefits**

Benefit / outcome	Unit value of benefit (£)	Occurrences of the benefit each year	Approximate gross value of benefit per annum (£)
Increased participation in sport	£90	0.75* 1842 (Number of beneficiaries in year 2) = 1381	£124,290
Improved individual health	£75	0.6* 1842 (Number of beneficiaries in year 2) = 1105	£82,875
Increased self-esteem / confidence – wellbeing (mental health)	£350	0.75*1842 (Number of beneficiaries in year 2) = 1381	£483,350
Decreased anti-social behaviour	£850	0.05*1842 (Number of beneficiaries in year 2) = 92	£78,200
Improved qualifications, opportunities for coaches	£320	0.35*91 (Number of coaches in year 2) = 32	£10,240
<b>Total approximate gross value of Sportivate benefits per annum (£)</b>			<b>£778,955</b>

## 5.4 Estimates were made as to the extent to which outcomes could be attributed to the Sportivate Programme – and would last over time

The next stage in the analysis is to move from gross to net values. This is done by considering questions of attribution. This is the extent to which an outcome was caused by a particular intervention: or in other words how much of an outcome was caused by the Sportivate programme and to what extent would that outcome have occurred without the service present? In some cases, beneficiaries may have many agencies intervening within their lives that may contribute to outcomes. Table 5.4 below provides a description for varying rates of attribution.

**Table 5.4 ICF GHK uses a standard scale to inform estimates of attribution**

Attribution	Description
0%	The intervention was not responsible for the outcome at all.
20%	The intervention has a small amount of responsibility for the outcome but most lies with other interventions that were working to achieve the same outcome.
40%	The intervention has slightly less responsibility for the outcome than other interventions that were working to achieve the outcome.

60%	The intervention has slightly more responsibility for the outcome than other interventions that were working to achieve the outcome.
80%	The intervention has the most responsibility for the outcome but other interventions contributed a little.
100%	The intervention is solely responsible for achieving the outcome.

The analysis must then make an assessment as to the extent to which the benefits derived from Sportivate will last over time. 'Drop off' takes account of the extent to which outcomes are sustained over time. When determining drop off a number of sources can be considered, including:

- evidence from existing literature;
- qualitative data from project staff and beneficiaries; and
- any quantitative data collected relating to outcomes over time.

Table 5.5 below shows the assumptions made for each outcome in relation to attribution and drop-off.

**Table 5.5 Estimates of attribution and drop off were applied to each outcome**

Outcome	Attribution	Explanation	Drop off	Explanation
Increased participation in sport	60%	An estimate of 60% attribution is applied based on the estimates of how many beneficiaries did not participate in sport <i>prior to Sportivate coaching</i> from the beneficiary and delivery organisation surveys.	40%	Evidence from interviews with delivery organisations indicates that, in cases where projects have continued beyond the 6-8 weeks, there is a drop off in participation rates of approximately 40% per year.
Improved individual health	100%		80%	The health benefits from the coaching are estimated in the short-term and are therefore assumed to drop off rapidly.
Increased self-esteem / confidence	100%		80%	The self-esteem benefits from the coaching are estimated in the short-term and are therefore assumed to drop off rapidly.
Decreased anti-social behaviour	100%	Achievement rate is based on estimates of the outcome <i>as a result of Sportivate coaching</i> .	100%	It is assumed that coaching has a diversionary effect on anti-social behaviour by providing young people with alternative ways to spend their time. Once the coaching is finished, this diversionary effect is assumed to drop off immediately
Improved qualifications, opportunities for coaches	100%		60%	The coaching qualifications funded by Sportivate will still be valid after 1/3/5 years. However, their value to the holder will depreciate unless the skills are used regularly and / or complemented by further training.

#### 5.4.2 Timeframe for calculating benefits

Having produced estimates for drop-off, it is possible to show the distribution of benefits over time. Three time periods have been applied for the analysis: one year, three years and five



years. Table 5.6 shows how the total net benefits are distributed over time. The results are presented cumulatively, showing how the different benefits diminish at different rates over time.

**Table 5.6 Total net benefit**

Outcome	Gross value (p/a)	Attribution	Net value (p/a)	Drop off	Cumulative total net benefits		
					Y1	Y3	Y5
Increased participation in sport	£124,290	60%	£74,574	40%	£74,574	£146,165	£171,938
Improved individual health	£82,875	100%	£82,875	80%	£82,875	£102,765	£103,561
Increased self-esteem / confidence	£483,350	100%	£483,350	80%	£483,350	£599,354	£603,994
Decreased anti-social behaviour	£78,200	100%	£78,200	100%	£78,200	£78,200	£78,200
Improved qualifications, opportunities for coaches	£10,240	100%	£10,240	60%	£10,240	£15,974	£16,892
<b>Total undiscounted net benefit</b>					<b>£729,239</b>	<b>£942,458</b>	<b>£974,584</b>

## 5.5 Costs and benefits analysis

A discount rate is applied to all benefits accruing in future time periods in order to compensate for ‘time preference’, the principle that, generally, people prefer to receive goods and services now rather than later. The discount rate is used to convert all costs and benefits to ‘present values’, so that they can be compared. We use the discount rate of 3.5% recommended in the Green Book (HM Treasury, 2003).

**Table 5.7 Cumulative discounted costs and benefits over time**

	Year One	Year Three	Year Five
Discounted total costs	£126,167	£126,167	£126,167
Discounted total benefits	£704,579	£902,007	£929,684

Having established the net present value of costs and benefits it is then possible to calculate the SROI ratio. The formula for calculating this is:

$$\text{SROI Ratio} = \frac{\text{Discounted total benefits}}{\text{Discounted total costs}}$$

A value greater than one indicates a positive return on investment.

Taking a broad ‘societal’ perspective, for every £1 invested, the estimated return on investment generated by the Sportivate Programme is:

- **£5.50 over 1 year;**
- **£7.00 over 3 years; and,**
- **£7.50 over 5 years.**

The Sportivate programme therefore provides good value for money (even when conservative estimates are used), when compared to national benchmarks. By way of comparison, the national evaluation of the New Deal for Communities programme (2010) provides a benefit cost ratio range of approximately £3.15 to £5.00<sup>lviii</sup>; and the frequently cited

Department of Transport’s, ‘Transport Appraisal Guidance’ considers Benefit Cost Ratios of between 1.5 and 2 as ‘medium’ value for money and ratios above 2 as ‘high’ value for money.

**5.6 This study is robust, but does have limitations**

It is important to be clear about the limitations on the analysis presented above. Many of these limitations flow from the object of the analysis – namely, that the analysis was at programme level, rather than the more usual project/service level. This makes the process of defining costs and benefits more challenging, as well as presenting the evidence-gathering process with an additional set of considerations (e.g. how far did we achieve coverage across the programme?).

There are a further set of limitations that relate to the scale of the study and consequent ability to gather data. Just less than 20 days of professional time were commissioned, limiting the research that could be undertaken. For example, within the scope and budget for the study it was only possibly to undertake interviews with relatively few delivery organisations, whilst beneficiary feedback was based predominately on an online survey. Available resources did not allow in-depth consultation with projects and beneficiaries, including staff involved in the delivery of individual projects. Doing so would have helped to provide a more in-depth analysis as to the extent to which Sportivate had improved the ability of individual projects and the Sportivate Programme as a whole to deliver particular outcomes – e.g. the impact on anti-social behaviour.

It should also be noted that at present there is no common accepted method for identifying financial values for a number of the benefits identified in this analysis. In identifying a valuation for health benefits, for example, it was necessary to establish our own estimates and assumptions associated with attribution. We have attempted to be conservative throughout; the most likely effect on the result is therefore one of underestimation, rather than ‘overclaiming’. This should enhance confidence in the result.

Finally, any analysis of this kind necessarily relies on the use of assumptions and judgements. In this report we have attempted to have attempted to be very transparent, presenting our assumptions and rationales for making judgements at every stage. The reader can therefore engage with and question each assumption. To further develop this:

- We have provided BCC with the spreadsheets used to produce the analysis. This allows the selection of different proxy values / varying of assumptions on attribution and drop-off, etc; and,
- Below we undertake a sensitivity analysis, which aims to examine the extent to which altering the assumptions that underpin the analysis produce changes in the result.

**5.7 Sensitivity analysis**

As noted throughout, SROI requires the use of assumptions. The degree to which these assumptions hold true is critical to the success of the analysis. The final step in the analysis is, therefore, to vary these assumptions to discover which assumptions are especially important, and the different results that are obtained by varying them.

The results of the sensitivity analysis show that the final SROI calculation is not especially sensitive to variations in the assumptions regarding any one outcome. Even when the assumptions regarding each outcome are varied, a similar SROI to the original is calculated.

**Table 5.8 Results of the SROI analysis with assumptions varied**

Outcome	Assumption varied	Sensitivity	Social Return on Investment		
			Year One	Year Two	Year Three
Increased participation in sport	Increasing the drop off rate from 40% to 80%	Low	£5.50	£7.00	£7.00

Outcome	Assumption varied	Sensitivity	Social Return on Investment		
			Year One	Year Two	Year Three
Improved individual health	Increasing the achievement rate from 60% to 75%	Low	£5.50	£7.00	£7.50
Reduced anti-social behaviour	Increasing the achievement rate from 5% to 10%	Medium	£6.00	£8.00	£8.00
Reduced anti-social behaviour	Decreasing drop off rate from 100% to 80%	Medium	£5.50	£7.50	£7.50
Increased self-esteem / confidence	Increasing the drop off rate from 80% to 100%	Medium	£5.50	£6.50	£6.50
Increased self-esteem / confidence	Reducing the achievement rate from 75% to 60%	Medium	£5.00	£6.00	£6.50
Improved qualifications for coaches	Increasing the drop off rate from 60% to 100%	Low	£5.50	£7.00	£7.50

Finally, we present a worst-case scenario. In this scenario, we exclude the anti-social behaviour outcome altogether and assign more conservative estimates of achievement rates for the other three beneficiary outcomes, reducing each of them by 20%. The outcome for improved qualifications for coaches has been left, as it is a relatively certain figure.

**Table 5.9 Results of the SROI analysis: 'worst-case' scenario**

Discount rate 3.5%	Year One	Year Three	Year Five
Discounted total costs	£126,167	£126,167	£126,167
Discounted total benefits	£458,712	£524,728	£542,245
<b>SROI</b>	<b>£3.50</b>	<b>£5.00</b>	<b>£5.00</b>

Even in this scenario, the Sportivate coaching programme offers a positive return on investment for all time periods.

## 6 Concluding points

The analysis presented in this report is – in parts – detailed and technical. In presenting the framework for analysis and the associated results of the SROI we have tried to be as transparent as possible – to show the workings and reasoning behind each step of the analysis, whilst also describing the assumptions underpinning the results of the analysis (e.g. on attribution and drop-off).

The reader can therefore engage with the analysis and make an assessment as to its robustness. However, we recognise that not every potential user of the results presented here will engage with the detail of the analysis. We therefore provide the following thoughts as to the main findings and messages emerging from the study:

### The analysis shows that the Sportivate Programme offers value for money

Taking a broad 'societal' perspective, for every £1 invested, the estimated return on investment generated by the Sportivate Programme is:

- **£5.50 over 1 year**
- **£7.00 over 3 years**
- **£7.50 over 5 years**

Even after accounting for sensitivity (which excludes the reduced anti-social behaviour outcome and provides an even more conservative estimate of achievement rates for the other three beneficiary outcomes by reducing them each by 20%) the worst case scenario presented still offers a positive return on investment across the three time periods. It is therefore possible to have a high degree of confidence that the figures produced here provide an appropriately accurate assessment of the social value of Sportivate in the Black Country.

### Sportivate has delivered a range of positive outcomes to participants

**Sustained increase in sports participation.** The evidence presented in the report shows that Sportivate has helped deliver a sustained increase in sports participation in the Black Country, with over 90% of beneficiaries indicating that they were likely to continue in sport in the next three months,

**Sportivate is delivering health benefits and improving the confidence levels of participants.** Over 90% of beneficiaries indicated that they felt healthier as a result of the coaching and there were a few specific examples of physical health impacts. Over 90% of beneficiaries also indicated that they felt more confident as a result of the coaching and this was supported by the consultation with delivery organisations. This outcome was a central aim in many of the Sportivate projects, particularly those targeted at vulnerable beneficiaries.

### Sportivate has enabled delivery organisations to become better equipped to increase sports participation across the Black Country

As a result of the Sportivate programme, delivery organisations stated that are better equipped to help improve sports participation whilst nearly 90% of organisations interviewed agreed that they will provide more sports activities in the Black Country in the future.

### Organisations that engaged in consultation prior to the coaching believed that this had positively impacted on participation rates

The research evidence revealed that some organisations were better at keeping young people engaged in the coaching sessions for the duration of the project than others.

In many cases the chosen sports were selected through a process of consultation with young people in order to determine demand for the projects and give participants a choice in what sports they would do. A variety of methods were used to recruit and also send reminders to young people to the coaching sessions including: directly through a partner

organisation; school notice boards; social media; school assemblies; focus groups; fliers; QR codes; and word-of-mouth.

In order to improve participation and engagement rates good practice could be shared between delivery organisations in terms of successful methods and techniques adopted to increase participation and keep young people engaged with their project(s).

### **The PBR model appears to have had the intended effect of encouraging projects to focus on the retention of participants**

The research has found that the application and commissioning process for the Sportivate projects has functioned effectively and delivery organisations engaged well with the support on offer from BCC.

The PBR model was understood by delivery organisations and as a result of the support offered by BCC, delivery organisations indicated that they are better equipped to apply for funding through a commission process that uses a PBR model and they are also better equipped to provide more sports activities in the Black Country in the future.

### **PBR approach has had positive effects, alongside some unintended ones'**

- **PBR has sometimes resulted in narrowing the range of projects on offer.** In some cases PBR has acted as a barrier to setting-up particular types of project and there is evidence to suggest that it has resulted in a narrowing of the range of sports on offer in the Black Country. Indeed some organisations 'played it safe' with the projects that they delivered, sticking to sports, such as football, that were known to have a high demand in the area and therefore a large participant base.
- **Can PBR result in a shift of emphasis from quality to quantity?** Some projects observed that focussing purely on the number of participants retained shifted the emphasis 'from quality to quantity'. This acted as a deterrent to applying for Sportivate funding for projects that required a significant degree of one-to-one coaching, including those working with young people with physical disabilities or learning difficulties. A different approach may be required to commissioning projects of this nature.

### **Monitoring requirements were straightforward to undertake, however some challenges were identified**

However, feedback received from delivery organisations did suggest that the process was in some cases overly time consuming, with one of the main challenges encountered being persuading young people to provide email addresses for monitoring purposes. This is therefore one area that could be improved in order to improve the monitoring process. The research found that this issue has been recognised nationally as participant forms and monitoring approaches are determined nationally not locally.

### **Maintaining a commitment to on-going communication, awareness raising and showcasing good practice**

To build on the success of the programme to date it is important to maintain a commitment to communication with local partners, for example to increase awareness of other Sportivate projects operating in their area. This could be helping for sharing good practice, identifying areas for joint working, additional, complementary support, etc.

### **Embedding a forward strategy into project delivery models is a key success factor**

The majority of delivery organisations found it straightforward to get the projects up and running and, for the most part, they had a clear 'end-game' strategy to either continue the coaching sessions beyond the Sportivate funding or use the sessions as a pathway into local sports clubs.

# ANNEXES

## Annex 1 Survey instruments

### A1.1 Survey of beneficiaries

## Survey of Sportivate participants

ICF GHK is a research company that has been asked to find out what difference the Sportivate Programme has made to young people in the Black Country. This survey forms part of the research and you are being asked to complete it because you recently received some sports coaching sessions. The survey will only take you 5 minutes to complete.

Everyone who responds to the survey will be entered into a **draw for the chance to win an iTunes voucher worth £100**. If you would like the opportunity to win the prize, please provide your name and email address at the end of the survey. (If you do give us your name, your answers will still remain anonymous.)

If you have any questions about this research, please contact Sam Southall at the BCC ([samantha\\_southall@blackcountryconsortium.co.uk](mailto:samantha_southall@blackcountryconsortium.co.uk)). If you have any questions about the survey, please contact Marc Eatough at ICF GHK ([Marc.Eatough@ghkint.com](mailto:Marc.Eatough@ghkint.com)).

Please click **next** to start the survey.

## About you

### 1. How old are you?

- 14-16
- 17-18
- 19-21
- 22-25
- Refuse to say

### 2. Are you...?

- Male / a boy
- Female / a girl
- Refuse to say

**3. Do you have a disability?**

- Yes
- No
- Refuse to say

**4. How would you describe your ethnicity?**

- White
- Mixed
- Asian or Asian British
- Black or Black British
- Chinese or other ethnic group
- Refuse to say

**5. What sport have you received coaching in? (compulsory question)**

- American football
- Angling
- Athletics
- Badminton
- Baseball
- Basketball
- Boccia
- Boxing
- Cheerleading
- Climbing
- Cricket
- Dance
- Disability football
- Equestrian
- Football
- Gym / Fitness
- Golf
- Handball
- Hockey / Unihoc
- Judo



- Martial arts
- Mountain biking
- Multi-sport
- Netball
- Rugby league
- Swimming
- Table tennis
- Tennis
- Trampolining
- Wheelchair basketball
- Zumba
- Other

**Other (please specify)**

---

---

---

---

## About the coaching

**6. How many sessions did you attend?**

- 1-2
- 3-4
- 5-6
- 7-8
- 9 or more

**7. To what extent do you agree or disagree with the following statements:**

**Before I attended {Q5} coaching, in the last 6 months ....**

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
... I rarely played sport (less than once per month)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I didn't enjoy sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I enjoyed sport but didn't have the opportunity to take part	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. To what extent do you agree or disagree with the following statements:**

**As a result of attending the {Q5} coaching ....**

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
... I now play sport regularly (at least once a week)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I have joined a sports club / gym	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I am planning to join a sports club / gym in the next few weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I am more likely to use leisure facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I have something more positive to do with my time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I feel more healthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I enjoy playing sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I spend less time hanging around with nothing to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I feel more confident	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... I feel more motivated to play sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**How else has the coaching made you feel or act?**

---



---



---



---



---



---



---

**9. How likely are you to continue taking part in sport in the next three months?**

1 Not likely	2	3	4	5	6	7	8	9	10 Very likely
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10. How important is taking part in sport to you?**

1 Not important	2	3	4	5	6	7	8	9	10 Very important
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. If you have any other comments about the coaching you attended, please provide them here:**

---

---

---

---

---

---

---

---

---

---

**12. If you would like to be entered into the prize draw to have the chance to win an iTunes voucher worth £100, please provide your name and email address here. (We won't use this for anything other than letting you know whether you have won the prize).**

---

---

---

---

Thank you for taking the time to complete the survey - please click the 'submit' button below to send your responses to ICF GHK.

## A1.2 Survey of delivery organisations

# Survey of Sportivate Projects in the Black Country

ICF GHK has been commissioned by the Black Country Consortium (BCC) to assess the impact of the Sportivate Programme across the Black Country on the young people that have taken part, the coaches that have been involved and wider society. This survey is being distributed to all projects that received funding through the programme - and seeks to gain your views on the commissioning process and subsequent support from the BCC, your experiences of running the project and the impact it has had on you and the young people that you have coached.

The questions are multiple-choice but there is an opportunity to provide further detail at the end of the survey if you wish. The survey will only take 10 minutes to complete - your views will remain anonymous and are therefore confidential. Neither you nor your project will be identified in reporting.

If you have any questions about the study, please contact Sam Southall at the BCC (Samantha\_southall@blackcountryconsortium.co.uk). If you have any questions about the survey, please contact Marc Eatough at ICF GHK (0121 1233 8900 or Marc.Eatough@ghkint.com).

We thank you in advance for your time and your response. Please click '**next**' to begin the survey.

## Part A - Background information

### 1. What is the name of your organisation? (compulsory question)

(N.B. We need to know the name of your organisations so that we know which projects have responded to the survey, and to prevent you from receiving survey reminders unnecessarily. Anything you say in this survey will not be attributed to your organisation and will only be seen by the ICF GHK research team.)

- |  |   |
|--|---|
| <input type="checkbox"/> Alexandra School                      | <input type="checkbox"/> Red Dragon Martial Arts Gym        |
| <input type="checkbox"/> Angling Development Board             | <input type="checkbox"/> Ren Shin Kan Aikido Club           |
| <input type="checkbox"/> Baseball Softball UK                  | <input type="checkbox"/> Sandwell Academy                   |
| <input type="checkbox"/> Birmingham Sports & Ed Foundation CIC | <input type="checkbox"/> Sandwell Steelers                  |
| <input type="checkbox"/> British Judo Association              | <input type="checkbox"/> Smethwick Youth & Community Centre |
| <input type="checkbox"/> Closer to the Edge                    | <input type="checkbox"/> Springvale Steelers FC             |
| <input type="checkbox"/> Complete Kidz                         | <input type="checkbox"/> Staffordshire Cricket              |

- Dudley MBC
- Effective Play
- Ellowes Hall School
- Gartmore Riding Club
- George Salter Academy
- Jenz Stage School
- John Letters Golf Academy
- Maddisons CIC
- Nova Training
- Pens Meadow Special School
- Pure Sport UK
- Tipton Town FC
- Walsall Council Leisure Mgmt
- Wednesbury Hockey Club
- Willenhall Chart
- Wolf Mountain
- Wolverhampton Rhinos
- Wolverhampton Wasps ARFLC
- Wolves Community Trust
- Wood Green Academy
- Other

If other, please specify:

---

---

---

---

**2. What type of organisation do you belong to?**

- College/HEI Staff
- CommunitySports Trust Staff
- CommunitySports Organisation Staff
- Football In The Community Staff
- LA Sports Development Staff
- Leisure Centre Staff
- Mixture
- NGB Staff
- Private Organisation Staff
- Sport on the Doorstep Staff
- Sports Club Staff
- Youth Club Staff
- Youth Service Staff
- Other

Please specify

---

---

---

---

**3. How many projects has your organisation delivered as part of the Sportivate programme?**

---

---

---

---

---

## Part B - The commissioning process

**4. Did you undertake any of the following activities as part of the commissioning process? (tick all that apply) (compulsory question)**

- Attended an application workshop (prior to applying for funding)
- Read the application guidance
- Attended a successful deliverer workshop (following successful funding bid)
- I received none of this support

**5. To what extent do you agree or disagree with the following statements:**

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
The application workshop helped me to apply to the programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The application guidance document helped me to apply to the programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Without the application workshop I don't think I would have received funding for my project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The successful deliverer workshop helped me to deliver the project effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The commissioning process was explained fully to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I felt that the requirements made as part of the application process were reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understood the payment by results system being used by the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I received the amount of funding I had hoped for in terms of retained payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I received the amount of funding I had hoped for in terms of sustained payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would be willing to engage in a similar commissioning system again in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I needed more support with the application process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I needed more support on how to deal with payment by results and the commissioning model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have any other comments on the commissioning process, please provide them here:

---



---



---



---



---



---



---

## Part C - Subsequent support from BCC

**6. To what extent do you agree or disagree with the following statements:**

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
I felt well supported by the BCC team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I felt informed about the information / data required of me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was able to provide the information that was requested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I found the Sportivate portal functioned effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The support received helped enable the effective delivery of my project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**If you have any other comments on the support you received from the BCC, please provide them here:**

---



---



---



---



---



---

## Part D - Running the project

**7. To what extent do you agree or disagree with the following statements:**

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
It was straightforward to get the project up and running	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It was straightforward to undertake the monitoring and evaluation required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping young people engaged in the coaching for all sessions was difficult	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I continued to run the coaching session after the 6-8 weeks of Sportivate-funded coaching had finished	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was able to encourage participants to give accurate email addresses for monitoring purposes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have any other comments on running the project, please provide them here:

---



---



---



---



---



---

## Part E - Outcomes for young people

### 8. To what extent do you agree or disagree with the following statements:

Most young people I coached through Sportivate ....

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
... did not engage in sport prior to receiving coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... seemed to enjoy the sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... attended all sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... seemed healthier as a result of attending coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are using other local leisure facilities or clubs as a result of attending coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... seemed to gain in self-esteem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are still participating in the same sport 3 months after the coaching ended	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are participating in new sports 3 months after the coaching ended	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



... seem more interested in sport as a result of the coaching they received

**What other impacts do you think the young people gained as a result of your coaching?**

---



---



---



---



---



---

## Part F - Outcomes for our organisation (and myself)

**9. To what extent do you agree or disagree with the following statements:**

**As result of engagement with Sportivate....**

	Agree strongly	Agree	Disagree	Disagree strongly	Not applicable
... I feel better able to apply for funding through payment by results in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... our organisation is better equipped to help improve sports participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... we will provide more sports activity in the Black Country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... we have more qualified coaches delivery sports activity in the Black Country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... we have more volunteer coaches providing sports activity in the Black Country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**What other impacts have you or your organisation realised as a result of engaging with Sportivate?**

---



---



---



---



---



---

- 10.** If you have any further comments on your involvement with Sportivate, please provide them here:

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

- 11.** As part of the research, we are undertaking short follow up telephone interviews with 10 projects. The interview will last approximately 20 - 30 minutes. If you would prefer not to be contacted for an interview, please tick this box:

No interview

Thank you for taking time to complete the survey - please click the '**submit**' button below to send your responses to ICF GHK.

### A1.3 Topic guide for follow-up interviews with delivery organisations

#### Introduction

ICF GHK has been commissioned by the Black Country Consortium (BCC) to analyse the social and economic impacts of the Sportivate coaching programme, through which your organisation \_\_\_\_ delivered \_ projects. The purpose of this interview is to explore your survey responses in a little more detail and will cover a number of topics including, the commissioning process and payment by results, the support you received from the BCC, the project(s) themselves, and the outcomes and benefits delivered to both young people and your organisation as a result of your participation in the Sportivate programme.

We would like to thank you for taking part in this interview and remind you that all of the responses will be anonymous and no individuals or organisations will be identified in the main report.

(Information for interviewers regarding questions: **Blue is key questions to be asked; green are prompts to be used depending on the answers to the main questions**)

## Background information

**Please tell me a bit of background information about your organisation?**

- 1.1.1 What type of organisation is it?
- 1.1.2 When was it set up?
- 1.1.3 What are the main aims of the organisation?

**What was the rationale for setting up your particular project?**

- 1.2.1 Why did you choose the sport(s) that you did?
- 1.2.2 Did you attempt to target specific groups of young people? If so, why?

## Engagement with Sportivate, the commissioning process and subsequent support from BCC

**What are your general reflections on the Sportivate programme and the commissioning process?**

- 1.0.1 Application process / workshop; deliverer workshop; general support from BCC?

**How have you found the PBR system?**

- 1.1.1 How has it worked? Well / not so well? Key challenges/impacts?

## Running the project

**Please describe how well the implementation of the project went. What were the main issues you encountered in delivering the work?**

- 2.0.1 What problems did you encounter, if any, in setting up the project?
- 2.0.2 How long did you run the coaching for 6/7/8 weeks?
- 2.0.3 Did you come up with a coaching plan for the 6-8 weeks of sessions before the coaching started, or was your approach more flexible?
- 2.0.4 What problems did you encounter, if any, in keeping young people engaged in the coaching sessions for the duration of the 6-8 weeks?

**How did you recruit young people to take part in the coaching?**

- 2.1.1 Direct engagement/promotional activities, facilities, areas, schools targeted, etc? What worked well/not so well? Support offered from BCC?

**2.1.2** What proportion of participants attended at least 5/6/7 of the sessions (depending on total number)?

**Did you continue to run the coaching sessions after the 6-8 weeks of Sportivate-funded coaching had finished?**

**2.2.1** Why / why not?

**2.2.2** For how long?

**2.2.3** What proportion of the participants remained involved in the coaching after the initial sessions?

**You have agreed / disagreed that it was straightforward to undertake the monitoring and evaluation required can you expand on this?**

**2.3.1** Did you encounter any problems with persuading the participants to provide email addresses for monitoring purposes?

**2.3.1.1** *Why do you think that was?*

## **Outcomes for young people**

**Please could you describe the main outcomes for young people?**

### **Increased participation in sport**

**3.0.1** To your knowledge, approximately what percentage of participants did not engage in sport prior to coaching?

**3.0.2** To your knowledge, approximately what percentage of participants are still participating in the same sport - either formally (through coaching / sports clubs) or informally?

**3.0.3** To your knowledge, what percentage of participants are participating in new sports?

### **Improved individual health (physical health)**

**3.0.4** You have agreed / disagreed that most of the participants “seemed healthier” as a result of attending the coaching – why do you say this?

**3.0.4.1** *Do you have any specific evidence of health benefits that you can give us?*

### **Increased self-esteem / confidence – wellbeing (mental health)**

**3.0.5** You have agreed / disagreed that most of the participants “seemed to gain in self-esteem” as a result of attending the coaching – why do you say this?

**3.0.5.1** *Do you have any specific examples?*

### Decreased anti-social behaviour

**3.0.6** Would you say that the coaching sessions have led to an improvement in the attitudes / behaviour of the participants – particularly any participants that have been targeted because of previous ASB problems?

**3.0.6.1** *Do you have any specific examples?*

**3.0.7** Has sport provided the participants with an alternative to other activities that could be considered as ASB?

**3.0.7.1** *Can you provide any examples of reduced ASB in your area?*

**Were there any unanticipated outcomes to the project?**

## Outcomes for the organisation

**What have been the main outcomes for your organisation?**

**4.0.1** It may be better to look at what wider opportunities coaches have had regarding up skilling, new qualifications, working with new age groups etc as follow up questions as this may illicit some information regarding how they have gained from running the project?

**Improved qualifications, opportunities for coaches**

**4.0.2** As a result of your engagement with Sportivate, does your organisation now employ more qualified coaches?

**4.0.2.1** *How many more?*

**4.0.3** As a result of your engagement with Sportivate, does your organisation now have more volunteer coaches?

**4.0.3.1** *How many more?*

**4.0.3.2** *What benefits is this delivering to your organisation? [Including the individual – e.g. evidence of people moving into full time employment?]*

**Do you have any other comments that you would like to make about the Sportivate programme?**

## Annex 2 Documents reviewed

1. Aarnio, M., Winter, T., Kujala, U., Kaprio, J. (2002), Associations of health related behaviour, social relationships, and health status with persistent physical activity and inactivity: a study of Finnish adolescent twins, *British Journal of Sports Medicine* **36**: 360-364
2. Biddle, S., Fox, K. and Boutcher S. (2000), *Physical activity and psychological well-being*, (Eds), London: Routledge: 88-117
3. Black Country Consortium (2012), *The 2012 legacy for sport and physical activity in the Black Country: Strategic approach 2012-2017*
4. Buchanan, J., Foster, C. and Wolstenholme, J. (2008) A Rapid Review of Economic Literature Related to The Promotion of Physical Activity, Play and Sport for Pre-school and School Age Children in Family, Pre-school, School and Community Settings, *Promoting physical activity in children: Review 9 – economic evidence*, NICE
5. Cabinet Office (2010), *Sports Participation and Health, Education and Crime*
6. CASE (2010), *A systematic review of the learning impacts for young people*
7. CASE (2010), *Understanding the drivers, impact and value of engagement in culture and sport: An over-arching summary of the research*
8. Cavill Associates (2012), Improving health through participation in sport: A review of research and practice, *A report for the British Heart Foundation Health Promotion Research Group*
9. Chatzisarantis, N. and Hagger, M. (2007), The moral worth of sport reconsidered: Contributions of recreational sport and competitive sport to life aspirations and psychological well-being, *Journal of Sport Sciences*, **25**: 1047-1056
10. Collins, M., Henry, I., Houlihan, B. and Buller, J. (1999), *Sport and social exclusion: a report to the Department for Culture, Media and Sport*, Loughborough: Institute of Sport and Leisure Policy, Loughborough University
11. County Sports Partnership Network and British Heart Foundation National Centre (2013), *The economic costs of physical inactivity: Evidence briefing*
12. DeBate, R., Huberty, J., Pettee Gabriel, K., Zhang, Y. and Zwald, M. (2009) Changes in psychosocial factors and physical activity frequency among third- to eighth-grade girls who participated in a developmentally focused youth sport program: A preliminary study, *Journal of School Health*, **79**: 474-484
13. Delaney, L., Keaney, E. (2005), *Sport and social capital in the United Kingdom: statistical evidence from national and international survey data*. London: Department for Culture, Media and Sport
14. Department for Culture, Media and Sport (2012), *Creating a sporting habit for life: A new youth sport strategy*
15. Department of Health (2011), *Start Active, Stay Active: A report on physical activity from the four home counties' Chief Medical Officers*
16. Department for Communities and Local Government (2010), The New Deal for Communities Programme: Assessing impact and value for money *The New Deal for Communities National Evaluation: Final report – Volume 6*
17. Department of Health (2004), *At least five a week: Evidence on the impact of physical activity and its relationship to health*
18. Kelso (2010), *London 2012 Olympics: 'Places People Play' legacy plan unveiled*, The Telegraph 15 November 2010 [Online]. Available at: <http://www.telegraph.co.uk/sport/olympics/london-2012/8135564/London-2012-Olympics-Places-People-Play-legacy-plan-unveiled.html>
19. Kendall, S., Rodger, J. and Palmer, H. (2010), *Redesigning provision for families with multiple problems – an assessment of the early impact of different local approaches*, London: Department for Education

20. Matrix Evidence (2011) *Cost-benefit analysis and social impact bond feasibility analysis for the Birmingham Be Active scheme*
21. Matrix Research and Consultancy for NICE (2006), *Modelling the cost-effectiveness of physical activity interventions*
22. National Audit Office (2010), *Increasing participation in sport*
23. New Philanthropy Capital (2011), *Teenage Kicks: The Value of Sport in Tackling Youth Crime*
24. Oxford Economics for Lloyds Banking Group (2012), *London 2012: what is the economic impact on the UK?*
25. Pedersen, S. and Seidman, E. (2004), Team sports achievement and self-esteem development among urban adolescent girls, *Psychology of Women Quarterly*, **28**: 412-422
26. Ruiz, J. (2004), *A literature review of the evidence base for culture, the arts and sport policy*, Edinburgh: Scottish Executive
27. Scheerder, J., Thomis, M., Vanreusel, B., Leferve, J., Renson, R., Vanden Eynde, B. and Beunen, G. (2006), Sports participation among females from adolescence to adulthood: A longitudinal study, *International Review for the Sociology of Sport*, **41**: 413-430
28. Scott, S., Knapp, M., Henderson, J. and Maughan, B. (2001), Financial cost of social exclusion: follow up study of antisocial children into adulthood, *British Medical Journal*, **323**: 1-5
29. Sport England (2011), *Sportivate 2011-2015 Project initiation document*
30. Sport Structures (2012), *Sportivate programme evaluation, April 2011 – March 2012*
31. Sport Structures (2012), *Black Country sport insight report: Sportivate, October 2012*
32. SQW (2007), *Valuing the Benefits of Cycling*
33. Tacon, R. (2008), *Getting the ball rolling: sports contributions to the 2008-2011 Public Service Agreements*, London: Central Council for Physical Recreation
34. Tammelin, T., Nayha, S., Laitinen, J., Rintamaki, H. and Jarvelin, M. (2003), Physical activity and social status in adolescence as predictors of physical inactivity in adulthood, *Preventative Medicine*, **37**: 375-381
35. Telama, R., Yang, X., Viikari, J., Valimaki, L., Wanne, O. and Raitakari, O. (2005), Physical activity from childhood to adulthood: A 21-year tracking study, *American Journal of Preventative Medicine*, **3**: 267-273
36. Tomson, L., Pangrazi, R., Friedman, G., and Hutchison, N. (2003), Childhood Depressive Symptoms, Physical Activity and Health Related Fitness, *Journal of Sport and Exercise Psychology*, **25**: 419-439
37. Vanreusel, B., Renson, R., Beunen, G., Claessens, A., Leferve, J., Lysens, R. and Vanden Eynde, B. (1997), A longitudinal study of youth sport participation and adherence to sport in adulthood, *International Review for the Sociology of Sport*, **32**: 373-387
38. Wen, CP., Chan, HT., Cheng, TY., Lee, M., Tsai, MK., Tsai, SP., Wai, J. and Wu, X. (2011), Minimum amount of physical activity for reduced mortality and extended life expectancy: a prospective cohort study, *The Lancet*, **378**: 1244-1253



## Annex 3 Excel spreadsheets for SROI calculation



Sportivate SROI -  
Worst Case Scenario



Sportivate SROI -  
Final Calculation

- 
- <sup>i</sup> For example a ratio of 1:4 indicates that an investment of £1 in the activities has delivered £4 of social value.
- <sup>ii</sup> For example a ratio of 1:4 indicates that an investment of £1 in the activities has delivered £4 of social value.
- <sup>iii</sup> Year 2 was selected in order to present an analysis of a 'mature' programme with a suitable data set.
- <sup>iv</sup> Department of Health (2011). *Start active, stay active: a report on physical activity from the four home countries'* Chief Medical Officers. London: Department of Health
- <sup>v</sup> Cavill Associates (2012) *Improving Health through Participation in Sport: a review of research and practice. A report for British Heart Foundation Health Promotion Research Group*
- <sup>vi</sup> Wen et al (2011) Minimum amount of physical activity for reduced mortality and extended life expectancy: a prospective cohort study, *The Lancet*, 378: 1244-1253
- <sup>vii</sup> Department of Health, (2011) *Start Active, Stay Active: A report on physical activity from the four home countries' Chief Medical Officers*, London: Department of Health
- <sup>viii</sup> County Sports Partnership Network and British Heart Foundation National Centre (2013) *The Economic Costs of Physical Inactivity: Evidence Briefing* (see <http://www.bhfactive.org.uk/userfiles/Documents/economiccosts.pdf>)
- <sup>ix</sup> The CASE (Culture and Sport Evidence) programme is a three-year joint programme of research led by the Department for Culture, Media and Sport in collaboration with the Arts Council England, English Heritage, the Museums, Libraries and Archives Council and Sport England
- <sup>x</sup> CASE (2010), *Understanding the drivers, impact and value of engagement in culture and sport: An over-arching summary of the research*
- <sup>xi</sup> Department of Health, Physical Activity, Health Improvement and Prevention (2004) *At least five a week: evidence on the impact of physical activity and its relationship to health: a report from the Chief Medical Officer*
- <sup>xii</sup> See, for example, Tomson L, Pangrazi R, Friedman G, Hutchison, N (2003), Childhood Depressive Symptoms, Physical Activity and Health Related Fitness, *Journal of Sport and Exercise Psychology*, 25: 419-439; Biddle S, Fox K and Boutcher S (2000), *Physical activity and psychological well-being*, (Eds), London: Routledge: 88-117; Chatzisarantis N and Hagger M (2007), The moral worth of sport reconsidered: Contributions of recreational sport and competitive sport to life aspirations and psychological well-being, *Journal of Sport Sciences*
- <sup>xiii</sup> See, for example, Pedersen S, Seidman, E (2004) Team sports achievement and self-esteem development among urban adolescent girls, *Psychology of Women Quarterly*, 28: 412-422; DeBate et al (2009) Changes in Psychosocial Factors and Physical Activity Frequency Among Third- to Eighth-Grade Girls Who Participated in a Developmentally Focused Youth Sport Program: A Preliminary Study, *Journal of School Health*, 79: 474-484
- <sup>xiv</sup> CASE (2010), *Understanding the drivers, impact and value of engagement in culture and sport: An over-arching summary of the research*
- <sup>xv</sup> See, for example, Collins M, Henry I, Houlihan B, Buller J (1999) *Sport and social exclusion: a report to the Department for Culture, Media and Sport*. Loughborough: Institute of Sport and Leisure Policy, Loughborough University; Aarnio M, Winter T, Kujala U, Kaprio J (2002) Associations of health related behaviour, social relationships, and health status with persistent physical activity and inactivity: a study of Finnish adolescent twins. *British Journal of Sports Medicine* 36: 360-364.; Department of Health, Physical Activity, Health Improvement and Prevention (2004) *At least five a week: evidence on the impact of physical activity and its relationship to health: a report from the Chief Medical Officer*, Ruiz J (2004) *A literature review of the evidence base for culture, the arts and sport policy*. Edinburgh: Scottish Executive.; Delaney L, Keaney E (2005) *Sport and social capital in the United Kingdom: statistical evidence from national and international survey data*. London: Department for Culture, Media and Sport.; Tacon R (2008) *Getting the ball rolling: sports contributions to the 2008-2011 Public Service Agreements*. London: Central Council for Physical Recreation.
- <sup>xvi</sup> Cabinet Office (2010), *Sports Participation and Health, Education and Crime*
- <sup>xvii</sup> New Philanthropy Capital (2011), *Teenage Kicks: The Value of Sport in Tackling Youth Crime*
- <sup>xviii</sup> Tammelin et al (2003) Physical activity and social status in adolescence as predictors of physical inactivity in adulthood, *Preventative Medicine*, 37: 375-381; Telama et al (2005), Physical activity from childhood to adulthood: A 21-year tracking study, *American Journal of Preventative Medicine*, 3: 267-273 ; Scheerder et al (2006), Sports participation among females from adolescence to adulthood: A longitudinal study, *International Review for the Sociology of Sport*, 41: 413-430; Vanreusel et al (1997), A longitudinal study of youth sport participation and adherence to sport in adulthood, *International Review for the Sociology of Sport*, 32: 373-387

- <sup>xix</sup> The Value of Sport Monitor is a joint Sport England and UK Sport initiative, working with the University of Stirling to bring together the latest evidence on the value of sport in an easy-to-use resource. It is available at: <http://www.sportengland.org/research/benefits-of-sport/the-value-of-sport-monitor/>
- <sup>xx</sup> Department for Culture, Media and Sport (2012), *Creating a sporting habit for life: A new youth sport strategy*
- <sup>xxi</sup> CASE (2010) *A systematic review of the learning impacts for young people*
- <sup>xxii</sup> Sport and Olympics Minister sets out Olympic sports legacy plans  
[http://www.sportengland.org.uk/media\\_centre/press\\_releases/sports\\_legacy.aspx](http://www.sportengland.org.uk/media_centre/press_releases/sports_legacy.aspx)
- <sup>xxiii</sup> The Active People survey is a national telephone survey about participation in sport. It collects data for every local authority in England. The survey is managed by Sport England in partnership with the Department for Culture, Media and Sport (DCMS). The survey measures participation in sport and active recreation, and provides details of how participation varies from place to place and between different groups in the population. The survey also measures other sport-related issues such as volunteering; club membership; tuition or coaching; and overall satisfaction with levels of sporting provision in the local community. The survey began in October 2005, and is repeated annually.
- <sup>xxiv</sup> Bird K et al (2010) The learning impacts for young people participating in sport: an in-depth review in CASE (2010) *Understanding the drivers, impact and value of engagement in culture and sport*
- <sup>xxv</sup> Kelso (2010) London 2012 Olympics: 'Places People Play' legacy plan unveiled, *The Telegraph* 15 November 2010 [Online]. Available at: <http://www.telegraph.co.uk/sport/olympics/london-2012/8135564/London-2012-Olympics-Places-People-Play-legacy-plan-unveiled.html>
- <sup>xxvi</sup> Sport England (2011) *Sportivate 2011 – 2015 Project Initiation Document*
- <sup>xxvii</sup> *Project Scope for Social Return on Investment Evaluation for Black Country Sportivate Programme*
- <sup>xxviii</sup> *Black Country BeActive Partnership Sportivate Guidance. Round 3*
- <sup>xxix</sup> Sport Structures (2012) *Sportivate programme evaluation April 2011 – March 2012*
- <sup>xxx</sup> BCC (2012) *The 2012 Legacy for Sport and Physical Activity in the Black Country. Strategic Approach 2012 - 2017*
- <sup>xxxi</sup> Sportivate Frequently Asked Questions
- <sup>xxxii</sup> 'Retained' is defined as a participant attending 5 out of 6 sessions.
- <sup>xxxiii</sup> 'Sustained' is defined as a participant who has continued sporting activity in the same or another sport 3 months after the project has finished.
- <sup>xxxiv</sup> Sport Structures (2012) *Black Country Sport Insight Report: Sportivate*. October 2012
- <sup>xxxv</sup> *ibid.*
- <sup>xxxvi</sup> 'Not sporty' is defined as those undertaking 0 days of 30 minutes sport and / or recreational activity in the past four weeks. 'Semi-sporty' is defined as between 1 and 11 days of 30 minutes of sport and/or recreational physical activity in the past 4 weeks.
- <sup>xxxvii</sup> These underpinnings are utilitarian, where the broad concern is the greatest utility (often rendered as happiness) for the greatest number. The concern then is about the distribution of benefits across groups/individuals within society as a whole.
- <sup>xxxviii</sup> This is the approximate number of beneficiaries involved in the selected projects and hence the maximum number that could have been sent the survey. However, given that many beneficiaries did not give out email addresses and some delivery organisations may not have participated in the study, the actual figure was probably considerably lower.
- <sup>xxxix</sup> Soccercise in is a project aimed at increasing the amount of women aged 16yrs + who engage in football. The project will be delivered in partnership with Sport England Sportivate to run 8 weeks of activity. Aerobics to music, incorporating basic football movements are used to encourage women to take part in football.
- <sup>xl</sup> One did not answer this question.
- <sup>xli</sup> These numbers are self-reported estimates from the organisations themselves.
- <sup>xlii</sup> QR code (abbreviated from Quick Response Code) is the trademark for a type of matrix barcode consists of black modules (square dots) arranged in a square grid on a white background, which can be read by an imaging device (such as a camera)
- <sup>xliii</sup> National Audit Office (2010), *Increasing participation in sport*
- <sup>xliv</sup> Matrix Research and Consultancy for NICE (2006), *Modelling the cost-effectiveness of physical activity interventions*
- <sup>xlv</sup> Matrix Research and Consultancy for NICE (2006), *Physical activity economic modelling report*
- <sup>xlvi</sup> Buchanan et al (2008) *A Rapid Review of Economic Literature Related to The Promotion of Physical Activity, Play and Sport for Pre-school and School Age Children in Family, Pre-school, School and Community Settings*, NICE
- <sup>xlvii</sup> Matrix Evidence (2011) *Cost-benefit analysis and social impact bond feasibility analysis for the Birmingham Be Active scheme*
- <sup>xlviii</sup> SQW (2007), *Valuing the benefits of cycling*
- <sup>xlix</sup> This method uses regression analysis to calculate the amount of income that would be required to compensate an individual for the loss of a particular good or service, while leaving them with the same level of wellbeing. E.g. in the study below, it would take an increase in annual income of £3,600 to compensate the average individual for the loss of sports club membership and maintain their level of subjective wellbeing.

<sup>i</sup> Delaney L and Keaney E (2005), *Sport and Social Capital in the United Kingdom: Statistical Evidence from National and International Survey Data*, London: Department for Culture, Media and Sport.

<sup>ii</sup> Oxford Economics (2012) *London 2012: what is the economic impact on the UK?* Lloyds Banking Group.

<sup>iii</sup> Where the value of an outcome is assumed to be revealed through actual spending decisions. In practice, this often means searching for an analogous benefit and finding out how much people pay for it.

<sup>iiii</sup> Scott S, Knapp, M, Henderson, J, Maughan, B (2001), Financial cost of social exclusion: follow up study of antisocial children into adulthood, *British Medical Journal*, 323: 1-5

<sup>iv</sup> Department for Education, *Family Savings Calculator*, Available at:

[http://www.c4eo.org.uk/costeffectiveness/files/negative\\_outcomes\\_costing\\_tool\\_template.xls](http://www.c4eo.org.uk/costeffectiveness/files/negative_outcomes_costing_tool_template.xls)

<sup>v</sup> Department for Communities and Local Government (2013), *The Cost of Troubled Families*

<sup>vi</sup> Kendall S, Rodger J Palmer H (2010), *Redesigning provision for families with multiple problems – an assessment of the early impact of different local approaches*, London: Department for Education

<sup>vii</sup> Links to the homepage of each sport's National Governing Body are available at:

<http://www.sportscoachuk.org/site-tools/about-us/who-we-work/national-governing-bodies>

<sup>viii</sup> DCLG (2010) *The New Deal for Communities Programme: Assessing impact and value for money The New Deal for Communities National Evaluation: Final report – Volume 6.*