

Sportivate Case Study — New Measures, New Approach

A Sportivate case study looking at the changes and approaches that CSPs have utilised in their delivery to fulfil the new measures for 2015 to 2017

Introduction

The Sportivate programme has evolved; but to what extent have CSPs changed their approach to accommodate the strategic focus of *sustained participation*, *completed participants*, and the *proportion of young people defined as inactive prior to Sportivate*? Six CSPs who have changed their approach to meet the new performance measures were consulted through semi structured interviews. The new approaches taken to Sportivate delivery are outlined in this study, to help enable CSP colleagues to adapt their own tactics to use in their own delivery of Sportivate in the future.

Sustainability

The CSPs consulted know how important the sustainability element of the new Sportivate measure is, and as a result they have communicated effectively to their partners (new and old) that funding will be awarded to projects that have clear exit routes and sustainable outcomes for young people. ***“We have put greater investment into exit routes to assure sustainability”*** (Damien Smith, North Yorkshire Sport)

The new approach into sustainability includes;

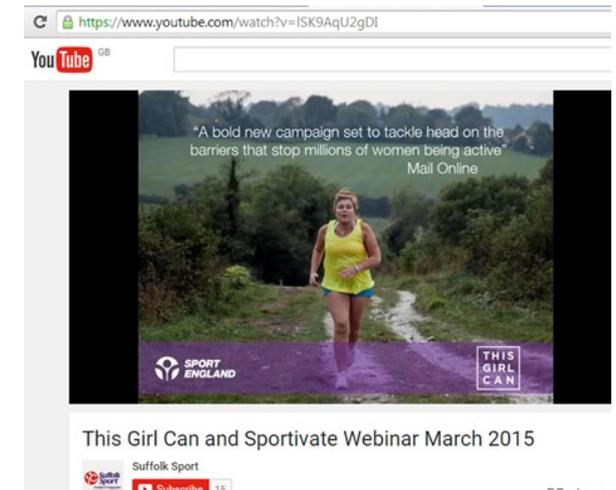
- Better investment into exit routes that make a strong business case for what they require. For example— will better equipment lead to more young people being sustained? Dutifully weighing cause and effect of greater investment.
- Investment into gym membership/club membership especially in high cost sports like golf for individual young people.
- Working closely with new providers so they have good exit routes, including funding for incentives or continued weekly delivery through other programmes, such as Satellite Clubs.
- Using local insight ,the youth insight pack and talking to young people to ensure that exit routes are what young people want.

In order to boost sustainability tracking survey returns, London Sport communicate directly with their deliverers and providers near the end of project delivery and three months after the projects are completed. Providers and deliverers are asked to remind participants to “look out for” the sustainability questionnaire from Sportivate and fill it in.

Communication

Current and new providers need to be aware of the new focus regarding targeting inactive young people. As a result CSPs have worked closer with existing and new providers to communicate these messages. ***“Communication has been key in supporting our providers to understand the new measures”***, (Amber Harris, Living Sport). This in turn has led to them working more closely in supporting existing and new providers in targeting inactive young people; innovative communication methods such as webinars have been part of this (see example 1)

Example 1: Webinar



To take a look at his webinar see this link ; <https://www.youtube.com/watch?v=ISK9AqU2gDI>

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The Youth Insight Pack has been well utilised to deliver this support. As a result there have been webinars, workshops, conferences and one page summary documents produced in order to convey how to market, reach, engage and deliver a project. *“The webinar has proved to be an innovative way to communicate to partners” (George Webster, Active Norfolk)*

Working with New Providers

“We have been a lot more proactive in sourcing new projects by meeting with new providers and selling the Sportivate model” (Gillian Brown, West Yorkshire Sport) CSPs identified a need to work with new providers in order to reach their inactive young people target. Many identified a three tiered method in accessing new providers who were able to deliver to these young people.

1. **Do your research.** Identify groups that can support Sportivate delivery such as youth/community organisations, housing organisations, police PCOS, youth offending teams and alternative training providers.
2. **Contact these providers.** Pick up the phone, email them and set up a meeting if possible, build up a rapport.

3. **Delivery/Pitch.** Pitch the benefits of Sportivate and how they can deliver a Sportivate project.

Top Tips for pitching to new providers

1. **Lose the jargon:** Community organisations don't have knowledge of sports jargon make communication clear and compelling.
2. **Get to the point:** Ensure that you don't go into too much detail, and get too bogged down in criteria, this can be worked out at a later stage.
3. **Listen carefully:** Listen to what is being said the other side of the table. It could be that the potential provider isn't suitable for Sportivate or discover a new common agenda / audience.
4. **Build rapport:** you may be working with the provider for a year or longer, get to know them.

Some of the CSPs have highlighted their approach of using a community umbrella organisation. *“Our local umbrella organisation has opened a gateway to local contacts which we did not have access to before”, (Russell Maddams, Active Cumbria)*

To take a look at example of a local umbrella organisation; <http://www.momentumnorfolk.org.uk/>

Balanced Delivery

Finding the balance between hitting completed targets and delivering a quality targeted programme is at the heart of Sportivate's success into 2016-2017. For some CSPs this is about commissioning large projects with traditional providers such as schools/further education colleges and universities that have specific strategic focus, such as women and girls, older age groups (19-25), or those with disabilities. To manage this in the FE/HE sector who often won't know their student intake for the coming year, some CSPs withhold funding if they do not ensure that 50% of participants are inactive after delivery. On the other side, smaller targeted projects are delivered by organisations that understand inactive young people. For example a sailing project aimed at young people in care, working in partnership with a Local Authority children's home. Projects driven by the same quality but often utilise expensive inaccessible sports, or inaccessible young people, may have a higher cost per head. However this makes inaccessible sport more accessible for inactive young people.

At the heart of this new approach is high quality delivery. *“Project exit routes are being assessed and have to demonstrate in their submission high quality sustainable projects that understand inactive young people.” (George Webster, Active Norfolk)*

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Quality Assurance

CSPs have used different quality assurance as part of a strategic change model because of the introduction of the new measures and to ensure quality control.

Example 1—Projects Support Mentors

Mentors are given £120 per project to complete a range of support and quality assurance roles. This includes visiting the project, supporting portal application and writing up any best practice

To take a look at the job description see : <http://www.activenorfolk.org/jobs/1716>

Example 2-Quality Assurance Staff

Quality assurance staff are used to visit projects and check against the criteria that they been funded for, ensure they are meeting the required numbers of inactive and that exit route is well developed as per their delivery plan

Project support mentors have really allowed us to support projects and quality assure more proactively” (Russell Maddams, Active Cumbria). Many have given capacity funding to their Local Authorities to employ local coordinators who have more control in local areas, this method is more suited to larger CSPs.

Campaigns

CSPs have identified that “This Girl Can” has allowed them to market their message in a different way in order to fund more women and girls projects inline with the new measures. For example Active Norfolk launched a “This Girl Can” marketing campaign and then opened their Sportivate application window for one month for organisations to submit a women and girls only based projects, allowed for more projects that fulfilled the strategic objective.

A Local Authority within the Leicestershire and Rutland CSP designed and shot their own This Girl Can video tied into their own specific women and girls offer. *“This has lead to better connection within the local authority, with non sporting partners” (Lucy Baginskis, LRSport)*

Example 2: Campaign

To take a look at this campaign and video see: <http://www.meltonsportandhealth.org.uk/this-girl-can>

Conclusions

- Making strategic decisions to weigh cause and effect of investment into the exit route so that more young people are sustained.
- Communication has become key and CSPs are working closer with new providers based upon the new measures.
- CSPs are reaching out to new providers who know the inactive youth market better, such as youth/community organisations, as a result CSPs are “pitching” projects to new providers in order to reach the inactive market.
- Balance takes many forms, but there is a focus upon quality projects no matter the size of the project.
- “This Girl Can” has fed into many CSP marketing campaigns around women and girls.
- Assuring quality by appointing staff, dedicated to ensure new deliverers are supported and projects are of high value.

Thank you to Active Cumbria, West Yorkshire Sport, Leicestershire and Rutland Sport, Living Sport, North Yorkshire Sport, and Active Norfolk