Participation and Equality: An Evaluation of the Impact of Phase 1 of Sport Wales’ ‘Calls 4 Action’

UK Research and Consultancy Services Ltd in association with Cardiff Metropolitan University

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Foreword

It is a privilege to support Sport Wales in the evaluation of this important programme and its innovative projects, which seek to break new ground in relation both to participation and equality in sport in Wales.

This Phase 1 impact evaluation report is part of a wider three year evaluation of both Phase 1 and Phase 2 of the Calls for Action programme. It has benefited greatly from close engagement by Sport Wales’ research and operational staff, and it has been made possible by the cooperation and responsiveness of many people throughout the staff and Board of Sport Wales, those associated with the case study projects in particular, and many stakeholders, including the Deputy Minister for Sport and the Minister for Communities. We are grateful for and acknowledge their input to this first phase of our work.

We also express appreciation to Cardiff Metropolitan University for their collaboration, and through that the role that Dr Bolton is able to play in the evaluation.

Dr Clive Grace
Evaluation Project Director
March 2016
Executive Summary

- Calls for Action (C4A) is an innovative programme which has been developed and piloted in a deliberate and conscious way which recognises the long standing challenge of widening participation among four target groups and the need to try alternative approaches. It has been informed by and has supported the Community Sport policy, and has been appropriately focussed on the key issues facing Sport Wales and its aspirations in relation to fostering both participation and equality.

- The relative prioritisation between these two objectives has been elaborated through the process of developing and delivering the programme, and the lessons learned from Phase 1 have subsequently fed into Phase 2.

- Phase 1 of C4A focused on widening participation in sport rather than tackling inequality in participation, and on capital/infrastructure rather than revenue projects. This emphasis was reflected in the types of projects selected, and reinforced by the relatively traditional applications and partners that engaged with it. This may make it relatively easy to sustain Phase 1 projects but means that, taken in the round, they do not have the same capacity for breaking new ground as some of the projects funded in phase 2.

- The extent to which Phase 1 projects have met their participation target varies. To date their overall ‘impact’ on the ground has been good though not spectacular.

- The first phase of the programme has had a significant impact on Sport Wales and is reflected in changes in organisational culture, Board level understanding and commitment, external signalling of changed and developing priorities, and the revised approaches taken in Phase 2. Furthermore, C4A has also helped to develop stakeholder perceptions of Sport Wales, including within the Welsh Government.

- Alongside this positive impact there are improvements to be made. Individual Phase 1 projects need to consciously revisit and revise their application aspirations and Sport Wales should consider providing support to enable them to learn from their activities and experience in an active way and to share that learning more widely.

- Sport Wales has gained valuable experience from Phase 1 of C4A at both the programme and project level, and could consciously learn from this to inform its own continuing organisational development.
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Introduction: The Calls for Action Programme

The Calls for Action (C4A) programme was first developed in 2012 in order to target resources to areas of most need, in accordance with the Community Sport Strategy 2012-2020. The initiative was designed to support Sport Wales’ goals to increase participation in sport in Wales, particularly among specific underrepresented groups. Whilst the number of people in Wales who are ‘hooked on sport’ has increased in recent years, this has not been reflected evenly across all groups or areas. The C4A programme aims to generate and foster innovative responses which enable a step change in participation in sport among these groups.

A total of 11 projects were implemented under Phase 1 of the initiative. All of these were subject to an 18 month monitoring exercise. The C4A Phase 2 was launched in 2014 to tackle inequalities and barriers to participation within sport. In this phase Sport Wales received a total of 144 applications for investment, and 11 organisations were awarded grant funding with a total budget commitment of £3million.

The evaluation of the C4A programme is based on, and aims to reflect, the innovative character of the initiative. It will comprise assessments of:

- Phase 1 Impact;
- Phase 2 Process; and
- Phase 2 Impact.

The longitudinal study will be conducted in real time over three years. The evaluation team aims to produce an independent, empirically based assessment of the impact of the C4A programme in relation to its objectives, but also to generate useful real time learning.

The overarching objectives of the Programme are focused on:

- Generating **positive action** to address known areas of inequality;
- **Changing lives** through sport;
- Being bold and **encouraging new approaches**; and
- Increasing the amount of **regular and frequent activity** taking place throughout Wales.

The programme aims to support Sport Wales to increase the number of people who are ‘Hooked on Sport’ defined as those who on average participate in three or more occasions of sport or physical recreation a week. C4A has been implemented in a context in which an increase in participation is seen as crucial to achieving the overall vision of Sport Wales:

“Our vision is to **UNITE A PROUD SPORTING NATION**, where **EVERY CHILD is HOOKED ON SPORT FOR LIFE** and Wales is a **NATION OF CHAMPIONS**.

This vision is supported by a number of clearly defined priorities, designed to form the building blocks to deliver a Wales where sport is at the heart of the community, and impacts positively on the lives of all:

1. **Sporting Innovation**
Wales has a sports sector that embraces collaboration, encouraging new ways of delivering opportunities to increase participation and improve elite performance.

2. **Skills for a Life in Sport**

Every child and young person is provided with the skills and confidence from an early age to be physically literate through high quality, engaging sporting experiences.

3. **Sporting Communities**

Wales has communities with sport at the heart of them, offering joined up opportunities for every child and young person to undertake at least five hours of safe, high quality sport every week and sustaining their engagement throughout their adult life.

4. **Sporting Excellence**

Wales a nation that excels in nurturing sporting talent and delivers on-going success on the international stage.

5. **Growing a Skilled & Passionate Workforce**

All those involved in sport, whether in a professional or voluntary capacity, are supported to pass on their skills and passion for sport to the people of Wales.”

**Calls for Action**

The C4A programme, implemented in the context of Sport Wales’ overall vision and underpinned by the priorities outlined above, is a project based initiative that aims to support new partners and innovative methods. In Phase 1 the programme supported a total of eleven projects to a value invested by Sport Wales of approximately £3m. They operated by the following organisations:

- DSW/Betsi Cadwaladr;
- RCT Homes;
- British Universities & Colleges Sport;
- Clwb Penybont;
- Neath Afan Gymnastics;
- Cambrian Village Trust;
- Merthyr Tydfil County Borough Council;
- Sport Cardiff;
- Swansea University;
- Bangor University; and
- City and County of Swansea Council.

The timelines for each of these projects are set out in Appendix 2.

This report details the findings of the impact evaluation of Phase 1 of the programme. It was originally intended to form only a very small part (less than 5%) of the overall evaluation, although in the event it required rather more resource investment from the evaluation team.
than had been intended. The process and impacts evaluation of Phase 2 will be contained in subsequent reports that will be produced over the next two years.
Methodology

This report assesses the impact of Phase 1 of the C4A programme in relation to the overall Sport Wales objective of assessing the effectiveness of targeted action to reduce the participation gap among those less likely to get involved in sport. Effectively, this analysis is an *ex post* impact assessment of Phase 1 against its declared aims.

All of the eleven projects funded under the first phase of C4A were assessed by the Evaluation Team. Three principal research instruments were utilised in this analysis:

- Desk-based review of programme documents;
- Case studies of four projects chosen by Sport Wales as likely to be of greatest interest in terms of the aims of C4A and learning, and documentary review and an internal interview for the remaining seven projects; and
- Interviews conducted face to face, via telephone, and via Skype with a range of internal and external stakeholders.

It should be noted that Sport Wales’ final 36 month monitoring reports for each project will not be completed until the end of May 2016 and are not therefore reflected within the analysis to date.

Throughout the evaluation process the Evaluation Team was acutely aware of the importance of engaging the wider stakeholder group, communities, and local projects in order to gain a comprehensive understanding of impact and examining the impact of the programme on internal stakeholders. We took account of a range of potential impacts including:

- Numbers of participants;
- Participants as individuals and within geographical and other communities;
- The organisation delivering the project;
- Staff in and associated with the project;
- Professionals and their perspectives on sport participation and disadvantage; and
- Policy of project sponsors and/or significant others.

The evaluation assesses each of these dimensions in relation to the four case studies and Sport Wales itself where relevant, and to the other projects where the documentary material enabled us to make evidence-based judgements.
The Case Studies and the other Projects

Four of the eleven Phase 1 projects were selected by Sport Wales for in-depth case study, and the remaining seven for a more limited review. Each case study drew on information about and assessments of project objectives, activities, and impacts.

Each case study begins with a description of the project and its main features, including the explication of the project’s ‘Theory of Change’ (ToC) where the application materials did not explicitly outline one, and the proposed impact of the project. It then outlines the Logic Model associated with that Theory of Change – that is, what activities and what outputs were considered best able to deliver the desired outcomes. We then look at the activities undertaken by the project, and then assess its impact across the various dimensions of participants, the project’s organisation, staff, policy, and any other relevant areas.

The key conclusions from each case study are organised around the following themes:

**Theory of Change (ToC):** An assessment of whether the original ToC has been delivered. An examination of what has worked and what has not, and how and why the project has failed to meet its ToC (if it did), and an evaluation as to whether the ToC has been/should be revised either for project or monitoring purposes.

**Impact:** A summary of the positive and any negative impacts of the project on an individual basis and as a contributor to the overall impact of C4A Phase 1.

**Counterfactual:** An assessment of whether the project would/might have been implemented irrespective of C4A Phase 1, thus (potentially) illustrating the added value of the programme.

**Sustainability and Scalability:** An analysis of whether the project is likely to continue to operate following the conclusion of C4A Phase 1 support, and thus whether impact will persist, and whether it can be readily scaled up or replicated.

**Learning Content and Process:** A summary of potential learning, particularly in relation to project impact but also to programme impact, in terms of both the substantive lessons learned and also any lessons for the learning process for the projects and for Sport Wales.

Case Studies were undertaken for the following projects, and in anticipation of the following areas for learning:

<table>
<thead>
<tr>
<th>Project</th>
<th>Area of Learning</th>
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<tbody>
<tr>
<td>Disability Sport Wales/Betsi Cadwaladr</td>
<td>Partnership working with Health sector</td>
</tr>
<tr>
<td>RCT Homes</td>
<td>Family engagement / Hard to reach people</td>
</tr>
<tr>
<td>Neath Afan Gymnastics</td>
<td>Social Enterprise</td>
</tr>
<tr>
<td>Clwb Penybont</td>
<td>Facilities and expertise required to operate them</td>
</tr>
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CASE STUDY: Disability Sport Wales - Betsi Cadwaladr Disability Project

Key Facts: This project is targeted at people with disabilities, and aims to increase their participation in physical activity. A large majority (83%) of disabled people acquired their impairment during their working life, and therefore re-developing fundamental skills as adults is an essential component of disability sport. There is a need not only for engagement with those disabled individuals that are physically inactive, but also those that are re-learning physical literacy, competence, and sports skills. Getting adults back into sport more broadly is also a wider focus of the project.

Project Aims: Primarily, this project aims to increase the numbers of physically active disabled people across the six local authorities in North Wales through the provision of better information about opportunities for physical activity including sport. This is achieved through the creation of a partnership between (Disability) Sport and Health, by up-skilling, supporting, and further educating professionals to enable effective sign-posting, and by improving the provision of information and advice for disabled people in relation to physical activity.

Through these activities, sport and leisure professionals are reciprocally better educated about the health continuum, health promotion, and physical activity for disabled people. Better overall understanding of the needs of disabled people in relation to undertaking physical activity contributes to the identification of talented disabled people who may be interested in becoming involved with competitive or elite sport.

Increased participation of disabled people in sport or other physical activity can decrease disabled people's requirement for medical intervention as a consequence of ill-health linked to physical inactivity, thereby reducing the financial burden of chronic disease to the acute sector and public health services. Furthermore, the project aims to identify a model for best practice with regard to establishing a conduit between health professionals and settings, and physical activity professionals, which could be modified as appropriate and rolled-out throughout Wales.

The cost of the project to the C4A programme is £50,000 per year over three years, with some modest additional 'in-kind' contribution.

Logic Model and Theory of Change: The Project’s logic model is set out in the table below, and reveals also its underlying ToC. It aims to increase the participation of disabled people in sport, and to identify elite disabled athletes, through training of health professionals in contact with disabled people to signpost them to opportunities and strengthening the partnership between health and local authorities to facilitate this increased participation.
**Logic Model**

### Outcomes
- Increase the numbers of physically active disabled people across the 6 local authorities in the region
- Create a robust partnership between (Disability) Sport and Health
- Contribute to the identification of talented disabled people who may be interested in/able to becoming involved with competitive or elite sport
- Decrease disabled people’s requirement for medical intervention as a consequence of ill-health linked to physical inactivity
- Identify a model for best practice

### Outputs
- Increase participation to 6% increase from 3% (4,704) to 6% (9,408) over 3 years
- Identify 5 talented athletes
- Up-skill 7% of Betsi Cadwaladr University Health Board (BCUHB) workforce

### Activities: By working with health professionals and Local Authority Sport Wales officers the aim is to forge links between sport and health through information, learning and training to equip them to advise and signpost disabled people to be able to access sport opportunities easier and more effectively.
- Delivering training about pathway, signposting and resources to Health Care Professionals (HCP)s
- Delivering training about pathway, signposting and resources to National Exercise Referral Scheme (NERS) team
- Developing resources for HCPs
- Developing resources for Disabled People
- Raising awareness of the project and its outcomes with sport and health colleagues (inside and outside of Wales)
- Established training for Development Officers around motivational interviewing and basic counselling skills (reacting to feedback from the North-based officers who identified this as an area in which they needed to develop in order to appropriately support ‘patients’ who were signposted at an early stage after acquisition of impairment)
- Training for undergraduate and postgraduate students studying health related courses
<table>
<thead>
<tr>
<th>Project indicators</th>
<th>Baseline data</th>
<th>Targets</th>
<th>Source of data</th>
<th>Frequency</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td><strong>Increase the numbers of physically active disabled people across the 6 local authorities in the region</strong></td>
<td>• KPI data</td>
<td>• 6% active at end of 2016</td>
<td>• KPI data</td>
<td>• 6 monthly</td>
<td>• DSW DOs</td>
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<td></td>
<td>• Number of signposts</td>
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<td>• DSW Office Administrator</td>
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<td></td>
<td>• KPI data (3.4% participation at start of project)</td>
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<tr>
<td></td>
<td>• End year 1 – 4.4%</td>
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<tr>
<td><strong>Create a robust partnership between (Disability) Sport and Health</strong></td>
<td>• Number of HCPs trained</td>
<td>• Up-skill 7% BCUHB workforce</td>
<td>• Number of people signposted</td>
<td>• Number of signposts collected bimonthly</td>
<td>• HDSO</td>
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<tr>
<td></td>
<td>• Number of people signposted</td>
<td>• 6% active at end of 2016</td>
<td>• Survey Review</td>
<td>• Number of HCPs up-skilled is ongoing as sessions take place</td>
<td></td>
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<tr>
<td></td>
<td>• Increasing KPI data</td>
<td></td>
<td>• Number of HCPs u-skilled</td>
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<td></td>
<td>• HCP Survey</td>
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<tr>
<td></td>
<td>• Disabled populations data provided by PHW</td>
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**The Health Disability Sport Pathway:** The diagrams below indicate the approach of the disability sport ‘pathway’, and the partnership groups and reporting processes.

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**Impacts**

The project had impact across several dimensions.

**Participants:** The evidence indicates that the project had a significant impact on at least some of those who were referred. This is reflected by a number of inspiring accounts noted.
by the Evaluation Team. However, in general the project has involved far smaller numbers of participants than initially anticipated.

**The Organisation:** The project had a positive impact on health organisations and managers in terms of their thinking and awareness of disability sport opportunities.

**Staff:** The project strongly engaged the commitment of the staff who promoted and operated the project.

**Professionals:** The project had significant impact on a small number of Health Care Professionals (HCPs) leading to changed behaviour in relation to meeting the physical activity needs of disabled people. However, the extent of the impact on the majority of those trained was much less apparent.

**Policy:** There is evidence that the project had a degree of policy ‘reach’ and impact, including impact on Welsh Government thinking, in particular on the perceptions of the Minister for Communities and the Deputy Minister for Sport.

**Sport Wales' Assessments**

Sport Wales’ officers identified a number of strengths and weaknesses of the Health Disability Sport Pathway in their assessments of the project.

Identifying which participants have come from the Health Disability Sport Pathway is challenging. Following up participants later down the line to measure long term participation can also be difficult. Furthermore, not all disabled people are directly signposted to the pathway but become involved due to the wider impact of the project.

Data collected by the project on disabled people are limited. It is therefore challenging to monitor the long term impact of the project with regard to requirements for fewer health care interventions. Moreover, it is likely that some disabled persons become physically active but engage in activity in an informal setting (recreationally) rather than a formal club setting. These instances are difficult to measure through the sport network.

Nevertheless, due to the partnership Disability Sport Wales is now engaging with a new group of people, potentially at earlier stages in their pathway. The current opportunities may not match all of these demands, but engaging with new participants will help to identify latent demand. This will enable the sport network to better provide appropriate sessions and sports to disabled people in the setting which they will find most accessible. It is also distinctly possible that there may be a time lag on the increase in participation numbers. This is because some disabled people may have acquired their impairment and be engaged with Health for a period of rehabilitation. While these individuals may gain information regarding the physical activity - including sports - opportunities available to them, they may not be in a position to immediately get involved as a consequence of their phase of rehabilitation.

It is acknowledged that it takes time to embed the message in health. The messages will be revisited and repeated until the pathway becomes part of core practice.

**Evaluation Team Assessments**

The Evaluation Team reviewed the assessment of the Sport Wales officers, and generally concurred with them, but also constructed a specific analysis of strengths and weaknesses, drawing also on visiting the project and interviewing stakeholders associated with it.
**Strengths:** A number of strengths of the project can be identified.

It has trained high numbers of HCPs - far more than the initial target numbers established at project inception. This has in turn had a positive impact on the perceptions and knowledge of HCPs in relation to the physical activity requirements on disabled people. Several HCPS have been strong adopters, with the support, training, and information provided being highly valued, albeit mostly by those working with the most relevant populations. This is attributable to the excellence of the individuals leading and delivering the project, although this may also be a weakness in terms of replication.

More broadly, the project has promoted a key issue in health policy and expenditure in relation to fostering a more healthy population and avoiding the costs of health ‘failure’. It has provided a clear alternative and value added to what was previously available. Furthermore, it has had a good impact both on the perceptions of health managers and leaders (shifting their priorities) and on Disability Sport Wales’ thinking.

The creation of a new partnership model between sport and health - and reinforcement of the development of the Sport Wales/Health relationship – alongside the development of a ‘Pathway’ capable of becoming part of mainstream health infrastructure, are significant strengths. The project has been well celebrated and communicated as well as influential in the policy space. This is reflected in its positive impact on Ministerial thinking and sentiment, with one Minister ‘impressed and engrossed’ by stories of how individuals have been affected by their referral through the Pathway. Indeed, as will be seen later, Ministerial exposure to this project has had a positive effect on Government perceptions of the C4A programme, and of Sport Wales itself.

At an internal level those involved in the project have an open attitude to learning and review and are thinking actively about how to develop and embed the sports development pathway. There is also an open attitude toward learning and review and the project has undertaken evaluation and analysis processes (e.g. a Health Impact Assessment), although the analysis which has been done could probably have been applied more effectively than it has been.

Finally, the C4A programme played a major role in the realisation of this project, providing a strong counter-factual in favour of the initiative.

**Weaknesses:** Despite the many strengths of the project, there are also a number of weaknesses.

The initial targets established at inception were highly ambitious and based on a ‘deductive’ model of what was required to shift thinking and behaviour in a given community. Furthermore, the current evidence indicates that it will take longer than anticipated to have the intended/expected results and the project is currently far short of its target numbers. Not enough of the HCPS trained actually exercised the Pathway, and the project needs to find ways of reaching its target numbers. As yet there is also no clear plan to revise the logic model and targets or interventions accordingly.

The long term sustainability of the project is also open to question. The sustainability strategy foreseen was that the skills, learning, and ‘information infrastructure’ created by the project will provide a lasting legacy resource, and the increased participation will generate additional
income for sports capable of being re-invested. It is unclear however, if this is a realistic expectation.

In part, the project was founded on the knowledge that ‘data protection’ problems inhibited Local Authority Disability Sport Officers from being able to identify and contact disabled people, rather than a wider issue of the sport/health relationship. In the event, it is unclear if Local Authority Disability Sport Officers were sufficiently engaged in planning to meet the Local Authority targets implied by the project’s overall target. Links in the Pathway have not been clearly tested for their effect, leaving some uncertainty as to why referrals were happening or not. It is also difficult to assess the impact of the Pathway against other initiatives.

Finally, there are issues in relation to the Value for Money (VFM) of the project as scalability may require a different model.

Key Conclusions

Theory of Change: The project's ToC was full and explicit, and has been pursued in a focussed and determined way. It now requires re-visiting and revision to help the project deliver more participation and impact, to facilitate and focus both self and Sport Wales monitoring, and to optimise the prospects of both sustainability and scalability.

Impact: The project has had relatively high impact at the institutional level and for some people at individual level. It has potentially high impact at the policy level, but this is only likely to be translated into sustainable and scalable impact if the relatively low impact on participation is improved.

Counterfactual: It is relatively unlikely that the project would have been funded in the short term and in such a clear and focussed way in the absence of C4A funding. Although the core concept was formulated and supported at senior level, there was no immediate prospect of alternative funding.

Sustainability and Scalability: The project has been recognised and its success celebrated, and is potentially replicable in other Trusts. However, the underlying current low impact on participation will damage these prospects unless it is either improved and/or it develops a clearer theory of change and an associated compelling narrative which recalibrates timescales, and/or numbers likely to be reached, and/or its VFM and cost benefit analysis (CBA) characteristics.

Learning Content and Process: The project has strongly projected its message and achievements in a variety of ways, and these could be drawn on for other projects in terms of that process, as well as the messages themselves continuing to be conveyed to key institutions and senior people in the health and sport fields. The learning can also be deployed by and within Sport Wales and Disability Sport Wales in relation to health policy more generally.
CASE STUDY: RCT Homes

Key Facts: The project aimed to increase levels of participation in sport in an area with a significant sedentary population. Physical activity levels in Rhondda Cynon Taf (RCT) are below the national average, with nearly two thirds of adults and approximately one-fifth of children in the area overweight.

The provider of this project - RCT Homes - is the largest social landlord in Wales with 10,200 homes. The total cost of the project was £167,400 with a contribution of £60,300 from Sport Wales. The project’s duration (under C4A) was two years, and it ran from May 2013 - May 2015.

Project Aims: This project aimed to reduce participation inequalities in the Rhondda Cynon Taff area by working in socially disadvantaged areas to address the multiple needs and support the engagement of families to access regular sport, leisure, and recreational activities. The project had a specific focus on working with families with children 11 years old and under. Another key aim of the project was to reduce the financial barriers that impinge on families participating in physical activity.

Logic Model and Theory of Change: The project’s logic model is set out in the table below, and reveals also its underlying ToC. It aimed to increase participation and so improve well-being in a disadvantaged community through a range of targeted activities, on the basis that people would participate if given sufficient opportunity and encouragement geared to their life experiences and situations.
## Logic Model

<table>
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<tr>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Reduce participation inequalities by reaching the ‘hard to reach’</td>
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<tr>
<td>Create lifestyle and behaviour change by working with families</td>
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<tr>
<td>Build a workforce with the right skills to tackle inequalities in participation</td>
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<table>
<thead>
<tr>
<th>Outputs</th>
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<tbody>
<tr>
<td>Increase participation with 370 families involved (initial target = 800)</td>
</tr>
<tr>
<td>Intensive family engagement has involved 41 families (initial target = 40 families)</td>
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<tr>
<td>Removed some financial barriers preventing participation</td>
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<table>
<thead>
<tr>
<th>Activities: By working with families and providing appropriate support their current lifestyles will change</th>
</tr>
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<tr>
<td>Mapping exercise determined the two pilot areas: Aberdare and Maerdy</td>
</tr>
<tr>
<td>Project team developed: co-ordinator, dietician, activity co-ordinator, cooking coach, lifestyle coach</td>
</tr>
<tr>
<td>Activities offered = 17 including soft play, box exercise, yoga, football, rugby, zumba, street dance, lazer tag</td>
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<tr>
<td>Mobile app established but discontinued</td>
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<tr>
<td>Sofa coaching sessions using a progress tree implemented</td>
</tr>
<tr>
<td>Barriers (including costs) addressed – sports kit bought, fees / transport paid, slow cooker bought to promote health eating</td>
</tr>
<tr>
<td>Worked with Disability Sport Wales to deliver multi-skills sport sessions to children of all abilities within RCT</td>
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<tr>
<td>Use Dare Valley Country Park for fun days and 3 day family residentials</td>
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<tr>
<td>Promote the outdoors– walking, nordic walking, bike rides, geocaching, hawk walking, bush craft</td>
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<tr>
<td>Develop and train volunteers</td>
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<tr>
<td>Project indicators</td>
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<td>----------------------------------------------------------------------------------</td>
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<tr>
<td>Reduce participation inequalities by reaching the ‘hard to reach;</td>
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<td></td>
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<tr>
<td>Create lifestyle and behaviour change by working with families</td>
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Reported improvements from participants
Impacts

The project had impacts across several dimensions.

Participants: The evidence indicates that the project has had a significant impact on a number of those who were referred. However, the long term impact of the project on patterns of physical activity are as yet unknown. Furthermore, the project has engaged a smaller numbers of participants than intended/predicted.

The Organisation: The project has facilitated the emergence of a new partner for Sport Wales that offers a different approach to engaging ‘hard to reach’ communities. Their experience of implementation has demonstrated the importance of having a high quality committed project team. The project has continued beyond its original funding period and has expanded into other areas. It has developed strong partnerships with Rhondda Cynon Taff Local Authority and other organisations.

Learning: The project has demonstrated a commitment to learning. It also commissioned an independent evaluation of the initiative by Griffiths Public Service Consultancy (2015) ‘Evaluation of the Go4It Project’.

Sport Wales’ Assessments

Sport Wales’ officers made a number of observations about the operation and impact of the RCT Homes project.

RCT Homes is a potentially significant new partner organisation for Sport Wales and a senior manager had been subsequently appointed to the Board of Sport Wales. It is unlikely whether this project would have been as effective in reaching the families had it been delivered in collaboration with a traditional partner such as a sport development unit within a local authority. The project sits within RCT, as part of the Social Regeneration Manager’s remit. The investment by Sport Wales has contributed to establishing a core project team that includes: a Project Co-ordinator, a Nutritionist (since April 2015), an Activity Co-ordinator, and the use of a cooking consultant and lifestyle coach (both of whom are self-employed).

There is recognition that working with families that are genuinely ‘hard to reach’ is challenging and will take time. Converting a non-participant into a participant is difficult and there are many other factors that can inhibit achieving such an outcome. Given this view there is a feeling that the overall impact of the project is more significant than simply the numbers of participants reached.

Evaluation Team Assessments

The Evaluation Team reviewed the assessment of the Sport Wales officers, and generally concurred with them, but also constructed a specific analysis of strengths and weaknesses, drawing also on visiting the project and interviewing stakeholders associated with it.

Strengths: The project exhibits a number of strengths.

The rate of participation in physical activity has increased among selected families in the RCT area as evidenced by individual stories from families that been involved in the project. There is some evidence to suggest that there has been a change in behaviour among families that
received intensive input. In the independent evaluation of the project, 22 participants who were interviewed, demonstrated positive changes in attitudes and behaviours with regard to physical activity (Griffiths Public Service Consultancy, 2015). Furthermore, where barriers to participation were identified that related to costs, there is evidence that these were addressed pro-actively through providing equipment or membership that enabled engagement.

The way in which the project was delivered also confers several strengths. Placing the project within a housing association ensured that the families targeted are among those more ‘in need’. In addition, as part of the RCT homes’ charitable arm, management and administrative support was provided to the project. There is a strong project team in place that is sensitive to the families and seeks to support not stigmatise participating families.

A commitment to learn from the project has been demonstrated by the commissioning of an independent evaluation. RCT Homes continues to operate the initiative in Aberdare and Maerdy, and it has subsequently expanded into other areas of Rhondda Cynon Taff. After the conclusion of the C4A funding period in 2015 the project received £40,000 of new additional finance from JEHU construction to support its continuation.

**Weaknesses:** The project also displays some weaknesses, primarily related to the length of time and engagement potentially required to achieve results.

The initial targets established at inception were over ambitious, and the costs per family involved are high, potentially raising questions about the VFM of the project.

The participating families needed considerable support in terms of improving their nutritional in-take and general well-being. As such improvements to their sport and physical activity level was addressed later and as part of this wider package. The project has demonstrated that achieving a positive sustainable lifestyle that requires behavioural change is often challenging. Due to the length of time it may take for the project to achieve sustainable lifestyle changes, there is a need to review and evaluate the longer term impacts and outcomes of the project in the future.

In addition, a number of project elements have not been implemented as successfully as anticipated. The project developed ‘organically’ and through trial and error – for example a project app was launched but was discontinued. The idea was to provide relevant information on activities and events but the resource needed to constantly manage and update it was too onerous. Similarly, although a small number of participants have become volunteers the volunteering element has proven too ambitious. A more grounded and integrated plan at the outset would have made the targets more realistic.

**Key Conclusions**

**Theory of Change:** RCT Homes has pursued a theory of change model. It has targeted hard to reach families in a focussed and determined way. The project has raised the issue of where physical activity and sport sit within the process of lifestyle change.

**Impact:** The project has secured recognition and success within Meadow Prospect, the charity arm of RCT Homes. The project fosters change relating to lifestyle and physical activity for tenants. The project has created a strong profile and identity and has used ‘good news’ stories to focus on individuals and families who have made behavioural changes.
**Counterfactual:** Although various programmes operated by Welsh Government relate to socially disadvantaged communities, it is unlikely that a project such as this would have been funded. The fact that Sport Wales partnered RCT Homes - the largest social housing provider in Wales - connects the project to individuals and families who are ‘hard to reach.’

**Sustainability and Scalability:** The project is continuing and has developed further. The value of the project has been seen within RCT Homes, and this has led to additional funding via JEHU being directed towards the development of Go4It in Cwm Fawdre and Beddau.

**Learning Content and Process:** Strong features of the project include: (i) the ability of the Manager and her team to adapt and deliver the project imaginatively; (ii) the commissioning of an independent evaluation in order to learn from the pilot; and (iii) a focus on the families and individuals highlighting and communicating the work Go4It is doing in the community.

**CASE STUDY: Neath-Afan Gymnastics Club (NAGC)**

**Key Facts:** The provider of this project, Neath-Afan Gymnastics Club (NAGC), is a successful sports organisation serving a largely deprived community around the Neath Valley. The club experienced growth post 2012 Olympics and was operating at capacity with waiting lists. The project was designed to enable the expansion of the Club and increase participation in gymnastics generally and among boys specifically in the Neath Valley area, through outreach work and developing a new facility.

The total cost of the project was £151,210, with C4A programme funding contributing £149,599 of this cost. The initiative had a duration of 18 months, from April 2013 – November 2014.

**Project Aims:** The project aimed to increase participation in physical activity through the sport of gymnastics, focusing specifically on boys (rather than women and girls) and other pilot projects, such as those focused on disability sport. Through this increased activity and club growth, the initiative would in turn ensure a sustainable and viable social enterprise in a deprived area.

**Logic Model and Theory of Change:** The project’s logic model is set out in the table below, and reveals also its underlying ToC. It aimed to develop the club by increasing participation through targeted opportunities and enlarging the gymnastic facility. It was linked, therefore, to a fairly traditional development model for increasing sport participation.
### Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase regular participation</td>
</tr>
<tr>
<td>Encourage groups with low participation to stay or return to sport</td>
</tr>
<tr>
<td>Enhance competitive opportunities</td>
</tr>
<tr>
<td>Expand club to manage a social enterprise</td>
</tr>
</tbody>
</table>

### Outputs

<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of participants attending sessions</td>
</tr>
<tr>
<td>Number of participants that become members</td>
</tr>
<tr>
<td>Number of activity sessions – on site</td>
</tr>
<tr>
<td>Number of activity session – off site</td>
</tr>
<tr>
<td>Improved standing of club and gymnasts in competition</td>
</tr>
</tbody>
</table>

### Activities:

- **Development of NAGC means there are increased opportunities to expand all aspects of the sport development pyramid**
  - Develop early years programme
  - Increase membership across sections
  - Initiate coach education
  - Develop a mobile gym concept – ‘gym in a van’
  - Run free taster sessions at schools and community venues
  - Run pilot projects: boys, competitive disability, gymfusion, teengym
  - Expand club via development of new facility
  - Establish new facility with equipment
  - Re-brand NAGC
<table>
<thead>
<tr>
<th>Project indicators</th>
<th>Baseline data</th>
<th>Targets</th>
<th>Source of data</th>
<th>Frequency</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase participation through the sport of gymnastics</td>
<td>KPI data – number participating in gymnastics</td>
<td>KPI data – existing membership - 600</td>
<td>Increased members e.g. growth in boys Nos 1200</td>
<td>KPI data</td>
<td>6 monthly</td>
</tr>
<tr>
<td>Develop a viable social enterprise in a deprived area</td>
<td>Long term financial viability Number of people employed</td>
<td>Membership numbers Number employed – was 8 in 2013</td>
<td>Growth in participation Business plan Numbers employed – now 28</td>
<td>Number employed SPORT WALES Survey Review</td>
<td>6 monthly</td>
</tr>
</tbody>
</table>
Impacts

The project had impact across several dimensions.

Participants: Project activity has resulted in a significant increase in club membership. Outreach work was also undertaken in challenging communities as part of the project but staff encountered some difficulties reaching target groups in these areas.

The Organisation: The club is run as a social enterprise which means it needs to maintain a business focus. Consequently, the Club Directors maintain an entrepreneurial orientation, resulting in an opportunistic and developmental attitude to the project.

Learning: The project works on the basis that the Club will be more successful if it develops the sport development pyramid. Staff are interested in learning from other projects.

Sport Wales’ Assessments

Sport Wales Officers made a number of observations of the project and felt it reflected Sport Wales’ activity with its traditional partners and sports. The project was developed by the Club and through their approach of targeting different groups it merited support from C4A. The development of an outreach programme targeting schools and community venues in a socially deprived local authority area was considered relevant.

Although Sport Wales indicate this project sought to address women and girls this is misleading. The application for C4A funding was made to enable activity that would specifically support boys and disability projects; outreach; and the development of the club facility. Inevitably, however, as the club has grown and the number of participants has increased in one of the few female-dominated sports, there has been some increase in club membership in all categories.

As a consequence of the project, NAGC has developed into a strong club that caters for all audiences. Moreover, it operates in a difficult area with elements of considerable social deprivation. The management of NAGC is committed to developing the sport and adopts an opportunistic approach to securing finance to support its operations. Sport Wales has used the NAGC as a model of good practice for other similar aspiring sports development projects, and has directed others to NAGC for support and advice.

Evaluation Team Assessments

The Evaluation Team reviewed the assessment of the Sport Wales officers, and generally concurred with them, but also constructed a specific analysis of strengths and weaknesses, drawing also on visiting the project and interviewing stakeholders associated with it.

Strengths: The primary strengths of this project relate to the development of NAGC and the growth in participation in gymnastics this has enabled.

NAGC has developed into a strong club. The two venues enable the organisation to promote one site as a well-being centre, while the other focuses on a more traditional gymnastics club. Overall the management of NAGC is committed, dynamic and opportunistic. It actively seeks grants and new opportunities – it has recently received another grant to develop a therapy rebound area in the club.
Growth in club membership has been strong among project target groups. Boys’ membership has increased from 123 members in 2013 to 261 members in 2015. Disability membership has increased from 20 members in 2013 to 43 members in 2015. The number of outreach sessions delivered has also increased from 13 in 2013 to 55 in 2015. This successful outreach work has been facilitated by the acquisition of a ‘gym in a van’, enabling the club to take mobile outreach sessions in different areas.

In order to manage the expansion of club activity, NAGC has also developed its workforce. The organisation now employs around 28 people, 11 of which are full time staff. NAGC linked up with Job Growth Wales and this led the development of five apprenticeships. It is planned that the club will re-brand their centres in the near future - one known as The Cambrian Centre, and the other known as Neath-Afan Gymnastics Club.

**Weaknesses:** While the project and the growth of NAGC has been broadly successful, a number of weaknesses can also be identified.

The pilot schemes that were run as part of C4A had varying degrees of success. The club is run as a social business and this impacts on the community led work undertaken. For example, only one free ‘come and try it’ session can be offered to new groups. Where difficulties have been encountered (such as a pilot project in Cymmer) the club has reluctantly pulled out as participants were unwilling to pay. A further issue is the capacity available for sessions to run during the day which could target early years and disability groups.

The club encountered setbacks during the project period. For example, the initial club expansion into a new facility did not work out and consequently an alternative plan was required. This period would have been time-consuming and unsettling and likely to have caused delays in the club’s business plan.

The business focus of the organisation is in many respects a strength although it may result in different competing priorities. It is likely that the club will seek new grants and funding pots which may, in turn, detract from the core business requirements. Also there may be the need for business support for sports clubs as social enterprises become more commonplace.

**Key Conclusions**

**Theory of Change:** NAGC pursued a more limited theory of change model. The project centred on facilitating the development and expansion of a club to enable it to operate more effectively as a social enterprise. As a foundation sport, gymnastics is uniquely placed to fulfil a wider physical literacy role.

**Impact:** The club has secured two important capital investments through C4A. The first was used to develop a mobile unit that can be used to undertake outreach work. The second funded the development of a new gym that focuses on developing the sport development pathway and offering opportunities to young gymnasts.

**Counterfactual:** Gymnastics is one of the sports to emerge from the London Olympics and demonstrate a lasting legacy from the games. As such there are other successful gymnastics clubs operating in Wales, many as social enterprises. It is likely that other clubs are pursuing similar strategies, but have in some cases managed without this level of support. Nonetheless operating in the Neath area is challenging and the club has also developed a number of satellite centres and supports the sport in South Powys.
Sustainability and Scalability: The project has demonstrated the ability to grow and develop into a social enterprise.

Learning Content and Process: The development of social enterprises has potential for community sport. Learning from these initiatives is important and it is suggested that further work should be undertaken in order to assist other potential providers in the future.

CASE STUDY: Clwb Penybont

Key Facts: This project was implemented in Bridgend. Unlike Cardiff to the east and Swansea to the west, the area has lacked high quality sports facilities and many of the local football pitches were in poor condition. Waterlogging of pitches led to 13 non-playing weekends in the winter of 2013. The project was designed to address the lack of facilities which were seen as a barrier to greater participation in sport. The project involved the installation of a FIFA 2* 3G surface and associated improvements to the club's social and changing facilities. This was pivotal to the merger of Bridgend Town and Bryntirion Athletic to form a new organisation, Clwb Penybont, and to this new club's strategy for future development.

The total cost of the project was £306,265, of which C4A funding contributed £150,000. The surface was installed in 2013 and is anticipated to have a lifespan of 8-10 years. It was important to secure use of section 106 funds from planning gain before they expired, and this injected an element of urgency into the project.

Project Aims: The project aimed to increase participation in sport and physical activity (particularly football) – to 'broaden the pyramid' of players. It also aimed to improve the skill levels of the club's players in order to help it to secure Welsh Premier League status (what it describes as the development of a 'conveyer belt of talent').

Logic Model and Theory of Change: The project's logic model is set out in the table below, which reveals its underlying ToC. It aimed to increase participation and develop players' skills through the provision of high quality facilities linked to organisational consolidation and partnership. It was thus a fairly traditional model for increasing sport participation.
<table>
<thead>
<tr>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Secure Welsh Premier League status</td>
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<tr>
<td>Broaden pyramid of teams</td>
</tr>
<tr>
<td>Win hearts and minds – community’s commitment to club</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased use of facilities</td>
</tr>
<tr>
<td>Improvement in skill levels</td>
</tr>
<tr>
<td>Increase in ‘home grown’ players moving into first team (aim for one per season)</td>
</tr>
<tr>
<td>Increased number of teams</td>
</tr>
<tr>
<td>Increase in participants</td>
</tr>
<tr>
<td>Increase in number of coaches</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities: Improve training facilities in order to raise skill levels and numbers who participate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install high quality 3G surface</td>
</tr>
<tr>
<td>Develop new teams</td>
</tr>
<tr>
<td>FAW approved academy</td>
</tr>
<tr>
<td>Encourage use of pitch – employment of full time business manager</td>
</tr>
<tr>
<td>Funding for training of coaches</td>
</tr>
<tr>
<td>Partnership with local college</td>
</tr>
<tr>
<td>Encourage community activities in social club</td>
</tr>
<tr>
<td>Stage high profile (national level) matches</td>
</tr>
<tr>
<td>Improve other facilities not funded by project – lights, seating, technical area, car park</td>
</tr>
<tr>
<td>Project indicators</td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td>Increase participation</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Improve skill levels</td>
</tr>
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<td></td>
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</tbody>
</table>
Impacts

The project had impact across several dimensions.

Participants: Evidence indicates that the project has had a significant impact on the number of people in Bridgend utilising the facilities. The number of teams has increased from 6 to 45. This includes newly formed mini, junior, schools, and women teams. In relation to the number of new coaches developed, it is unclear whether the target of 15 established at project inception has been achieved.

The Organisation: The implementation of the project facilitated the successful merger of Bridgend Town and Bryntirion Athletic into Clwb Penybont. Furthermore, it has helped to encourage a shift in attitudes towards girls’ and women’s football teams among some stakeholders, fostering open-mindedness within a male dominated sport. The redevelopment of the pitch and club has in addition enabled the development of a partnership with a local college.

Learning: The project operates on the basis that 3G pitches can increase participation if they are part of a broader development strategy and business plan.

Sport Wales’ Assessments

The Sport Wales’ assessment of this project highlights the fact that the initiative is not particularly innovative. The installation of 3G surfaces is a fairly commonplace sports development activity, and in this sense the project was described as ‘a defensive midfielder’ which would not have been funded under C4A Phase 2 (since a separate fund for 3G pitches now exists).

However, the project has engendered a significant change in attitudes to participation by girls and women in football– helping to challenge what was described as the ‘traditional football club culture in South Wales’. Additionally, the project has fostered increased engagement with the Welsh Football Trust, and developed links between the club and a local housing estate. Nevertheless, the project recognises that more can be done to further develop Clwb Penybont’s role as a ‘focal point’ for the community.

Evaluation Team Assessments

The Evaluation Team reviewed the assessment of the Sport Wales officers, and generally concurred with them, but also constructed a specific analysis of strengths and weaknesses, drawing also on visiting the project and interviewing stakeholders associated with it.

Strengths: The project undoubtedly has a number of strengths that have led to increased participation in sport in Bridgend.

The commitment and backing of the Sport Wales officer, who understood the benefits of bringing clubs together, was important to realising the project, as was the commitment, passion and vision of the two clubs’ directors.

With regard to participation, the project has undoubtedly delivered. There have been significant improvements to the playing surface and associated facilities. The pitch is used heavily in the evenings and at weekends and has staged a number of high profile national
matches. There is also evidence that the project has fostered a change in culture in relation to the participation of children and women in club football.

Finally, a strategy for sustainability has been put in place whereby financial reserves have been set aside to replace the surface and there is a plan established to grow the business.

**Weaknesses:** The weaknesses that can be identified in the project relate primarily to the lack of novelty of 3G pitches (there are three other 3G pitches in Bridgend), and difficulties that we have had establishing exact numbers of participants.

The project that was implemented does not reflect the more innovative proposal outlined in the original application. Initially the plan was to establish a multi-sport (rugby, football, hockey, netball, baseball, and running) training facility on shared all-weather surface, but the project ultimately focused very much on football. Furthermore, there is evidence that the project could have been implemented (albeit with lower specification surface) without a contribution from Sport Wales.

We have found it difficult to establish how many people (as opposed to teams) are utilising the facilities and the number of coaches who have been developed. It can also be difficult to secure use of the facilities in the day time.

**Key Conclusions**

**Theory of Change:** The project operated with a clear theory of change (though one that differs from the original application). It focuses on increasing participation and improving skill levels, but not explicitly on increasing participation by underrepresented groups.

**Impact:** The new facilities have increased usage and numbers of participants and teams. New girls’ and women’s teams are now based at the club. The facilities have also staged some high profile matches. There is, however, uncertainty regarding the number of new coaches. To date the anticipated first team results have yet to be achieved.

**Counterfactual:** Had the project not been supported, it would have resulted in the installation of a lower specification pitch and delayed improvements to social club and changing facilities.

**Sustainability and Scalability:** The project has very good prospects of sustainability – reserves are being put aside to replace the pitch when necessary. The project is not scalable.

**Learning Content and Process:** The project exhibits a number of strong features including: making an important contribution to a successful merger of two clubs; the commitment, passion and competence of key directors; delivery of increased use of the playing surface; increase in number of teams and participation; openness to more inclusive approach; and a strong business plan for future.

**THE OTHER PROJECTS**

A number of overall conclusions can be drawn from the assessment of the remaining seven projects funded under Phase 1. The experience of delivering the selected projects has revealed a number of pertinent issues that condition the effectiveness of the projects and their impact, and which may provide pertinent lessons for the implementation of similar initiatives in the future.
The evidence indicates that, in general, the projects have focused more on increasing levels of participation than on equality considerations. There are undoubtedly some areas of good practice within individual projects. However, despite this, taken as a whole the projects have had a mixed impact on participation, and even less impact on equality. Furthermore, as they progressed (and some even from the beginning) many of the projects became ‘facilities’ focused, rather than centred on levels of participation.

The significance of the project timescale – making a realistic assessment of the time required to implement project activities and accounting for potential delays – cannot be underestimated. Many Phase 1 projects experienced delays at various stages of operation due to a variety of challenges, having a knock on effect on their ability to reach their annual targets. In some cases, the governance and management of facilities was not given sufficient focus in the early stages of a project, thereby causing problems that led to delays later on.

Effective partnership and collaborative working was also important in relation to the success of projects, as the findings indicate that it leads to a greater engagement with and sense of ownership over the activities implemented among stakeholders. Similarly, where development officers were appointed to projects, the energy and enthusiasm of that person was key to success.

Changes to the structures, staff, and partners involved – made both by the applicants and Sport Wales - is another characteristic feature of Phase 1 projects. It is likely that these changes may have had an effect on the overall impact of the project.

Finally, it is clear that the majority of projects would not have been implemented without C4A funding and support.
Sport Wales and Calls 4 Action

The Calls for Action programme is an experimental initiative for Sport Wales that represents a departure from its traditional approach to partnerships. The analysis of the impact of projects funded under Phase 1 of C4A therefore provides an opportunity to also evaluate the impact of the programme, and the change and learning it has engendered, within Sport Wales and its major internal and external stakeholders.

Consequently, the Evaluation Team conducted a supplementary analysis on the effects of Phase 1 of C4A on Sport Wales. This study was outside the original scope of the evaluation, but was accommodated within the existing resources.

In this work, the Team applied a modified conceptual framework from that which had been applied to the four project based case studies, but with all of the principal elements. It included assessments of the Sport Wales’ theory of change, impact, counterfactual, sustainability and scalability, and learning content and process. Semi-structured interviews were conducted with cohorts of Sport Wales’ stakeholders, Board members, managers, and front line staff.

The assessment here also builds on, and acknowledges the experience derived from the Phase 1 process evaluation, the internal reflections of the Sport Wales Board and management, as well as the learning already applied by Sport Wales to Phase 2 on the basis of that experience. We looked at the role of, and impact on, various groups of stakeholders, and then draw out some key conclusions.

**Internal Stakeholders**

**Board:** The Sport Wales Board has been strongly engaged in the C4A programme and developed a real sense of ownership over the projects funded. Furthermore, Board members have adopted a positive ‘heads-up’ approach to the initiative and its experimental nature.

**Managers:** Sport Wales’ managers have generally displayed a positive response to, and a sense of ownership over the programme. Some, however, have expressed reservations about the VFM and substitutary effects of the initiative.

**Front Line Staff:** A number of front line members of staff have developed excellent relationships with some projects. However, there has also been some loss of institutional front line memory due to staff changes and insufficient engagement with projects.

**External Stakeholders**

**Welsh Government:** The effect of the C4A programme has been positive with regard to the Welsh Government as an external stakeholder, given the funding and sponsorship relationship between Sport Wales and the national government. Overall the programme has had a positive impact at both official and ministerial levels.

**Chief Leisure Officers (CLOs):** CLOs are a key constituency of external stakeholders, particularly in relation to the equality and participation agenda. There are indications, however, that they have a rather ‘patchy’ and variable awareness of C4A. There is a perception that interest and involvement is linked to being a grant recipient. CLOs have demonstrated an interest to learn more from each other, especially with regard to: working with traditional and non-traditional partners; capital and revenue projects; and how C4A can influence new approaches in future.
**Key Case Study Conclusions**

**Theory of Change:** In Sport Wales the ‘theory of change’ operated at a number of levels and time scales.

**Theory of Change 1:** The original theory of change was slightly bifurcated between ‘participation’ and ‘equality’, reflecting the experimental character of the programme and the way in which it was ‘grafted’ onto existing major Sport Wales policy themes. The former, in part eclipsed the latter, partly through the need for Sport Wales to gear to and learn how to deliver a new direction organisationally.

**Theory of Change 2:** The ‘meta’ theory of change - referring to the need for change to Sport Wales itself and its policies as held by key Board members and executive leaders - has been relatively successfully delivered in that C4A itself and its key themes have been embedded comparatively strongly both in organisational thinking and stakeholder perceptions of the new direction, as well as in C4A Phase 2.

**Theory of Change 3:** The underlying ‘sub’ theory of change, which linked an increase in participation to the greater emergence and identification of key individuals for elite sport, has yet to be fully operationalised and tested.

**Theory of Change 4:** Sport Wales should consider whether their theory of change for C4A should be revised to take account of the key national objectives and ways of working signalled in the Well-being of Future Generations Act 2015.

**Impact:** C4A Phase 1 has had a relatively high impact on Sport Wales itself as reflected above, and in informing and supporting the Community Sport strategy. It has also had an impact on Welsh Government perceptions, as illustrated by the views of the Deputy Minister for Culture, Sport and Tourism. His exposure to C4A has been in part through regular updates, but also through visiting the BCUHB/DSW project. He was impressed with the project outputs and the work done by partners and stakeholders. He felt the project embraced the core objectives set by the Welsh Government regarding equalities and providing opportunities irrespective of social circumstances, and saw the value of promoting the aims of wider participation. He saw it as a fantastic project, encouraging cross cutting and creative working.

He is aware of the C4A programme through his close contact with Sport Wales. Within the Sport Wales remit letter this year the themes of C4A are highlighted as a clear focus i.e. people with disabilities, young women and girls, BME communities and those from deprived backgrounds. C4A gives effect to the aims of both the Government and Sport Wales. Overall he is fully supportive of the project, and through that, the programme. He references it as a good example of key partners and stakeholders working together to link health and sport leading to improvement in both physical and mental health.

This summary of the Minister’s views shows the strong thread which can – and in at least this one case already does – run from an individual C4A project, through the programme itself, into Sport Wales, and then beyond via the Remit Letter into the Government and the prospect of influencing wider policy.

**Counterfactual:** Whether C4A key objectives and themes would have been developed and delivered by Sport Wales outside of the programme is debatable, but they certainly would not have made the progress achieved by C4A to date. The use of National Lottery funding created
important experimental flexibility, and gave licence to try different things and convey new messages in a stronger way.

**Sustainability and Scalability:** Phase 2 of C4A is testimony to the sustainability of C4A as a Sport Wales funded programme. However, a major question remains over the future ability of Sport Wales to ‘mainstream’ C4A themes and directions. This is an issue which requires further consideration in the Phase 2 Impact evaluation.

**Learning Content and Process:** There has been active learning by Sport Wales from C4A Phase 1, which is reflected in the Phase 2 process, and there appears greater confidence and clarity within Phase 2, although this needs to be fully assessed. Closer attention to the learning for Sport Wales in terms of both partnership and its own organisational development may provide beneficial returns in relation to further change in organisational culture, and integration of C4A themes being mainstreamed.
Impact Overview and Conclusions and Recommendations

The findings of the evaluation clearly indicate that the C4A programme is a valuable initiative. It signals a significant change of mind set within Sport Wales, inspiring some staff to drive more strategic intent across other policies and programmes. The initiative has been piloted in a deliberate and conscious way, recognising the limitations and risks of innovative programmes. The impact on Sport Wales itself has been significant, as reflected in changes in organisational culture, Board level understanding and commitment, external signalling of changed and developing Sport Wales priorities, and the revised approaches taken in Phase 2.

The initiative has been appropriately focussed on the key issues facing Sport Wales and its aspirations in relation to fostering participation and equality, and the relative prioritisation between these two objectives has been elaborated through the process of developing and delivering the programme. To this end the lessons learned from Phase 1 have subsequently fed into Phase 2. The focus of Phase 1 was participation rather than equality, and this was reflected in the projects selected, and reinforced by the inclusion of a number of traditional applications and partners.

To date the programme has had a positive impact on engagement in some areas and several projects are achieving both participation and equalities outcomes. The key success factor seems to be leaders who can make the connections required to have demonstrable impacts. Overall there is variability in the extent to which projects have met their participation targets, and in general the direct ‘impact’ has been good rather than spectacular.

Phase 1 was weighted towards capital and infrastructure development, although not exclusively, and the capital investments underpinned additional activity and participation. The partners engaged also tended to reflect some of the organisations that Sport Wales’ has traditionally worked closely with. These aspects may have a positive effect in terms of sustainability of the Phase 1 projects – the shift towards revenue funding and non-traditional partners in Phase 2 may make sustainability more challenging.

Perhaps as a consequence of the above, Phase 1 did not produce as much innovation or as many new partnerships as Sport Wales hoped, but this weakness was recognised and efforts have been made to address this in Phase 2. The Phase 2 Impact evaluation will assess just how successful these efforts have been. Nevertheless, C4A has already helped to encourage positive change in stakeholders’ perception of Sport Wales, including in the Welsh Government.

Some of the findings regarding the evaluation of Phase 1 suggest that there may be a tension between scale/participation and scope/equalities for disadvantaged groups. These factors are not necessarily mutually exclusive but achieving both may have significant VFM implications in terms of unit cost. This is particularly pertinent in terms of the sustainability of the projects funded under the programme - sustainability may be especially difficult to achieve in the tough financial climate. Furthermore, there are questions over various VFM aspects (both in its own terms and comparatively) of the programme and some individual projects. This issue could potentially be examined through the Phase 2 Impact Evaluation.

Furthermore, it is unclear whether the positive relationship between wider participation and the identification of elite sports people has yet worked significantly in practice, although there are some examples of success in relation to some of the projects.
In order to ensure that the first phase of the programme achieves the maximum possible benefits, individual Phase 1 projects need to consciously revisit and revise their application aspirations. Sport Wales should support providers to enable them to learn from their activities and share experiences. Sport Wales has undoubtedly learned from Phase 1 at both the programme and project level, and could also consciously adopt some of the lessons from the impact of C4A in terms of its own organisational development.
Appendix 1: The Other Projects

1: British Universities and Colleges Sport (BUCS) – *Increasing Participation and Engagement with Welsh Universities*

- Over the past five years the institutional landscape of higher education in Wales has shifted, with some universities impacted by institutional mergers and others experiencing significant reductions in resources and staffing levels.

- Changes have contributed to universities placing increased emphasis on a high quality student experience, enhanced graduate employability, increased profile within the local community, and enhanced recruitment and retention of students.

- In this context, sport must demonstrate its ability to deliver against these organisational objectives.

Project aims to:

- Demonstrate the ability of university sport to achieve these objectives by strengthening HE sport on a strategic level through increasing integration and participation levels.

- Increase the capacity of HE institutions in Wales to meet demands for greater sports offerings.

- Create sustainable strategic relationships and direct engagement between Welsh National Governing Bodies (NGBs) and universities.

- Represent a single, coherent voice for HE sport in Wales to influence national stakeholder and university partners.

- Provide specific professional development events to support university sport staff and share best practice from the sector and opportunities with national partners.

Targets (to be met by the end of Year Three):

- 5,000 HE sport participants active at least once per week

- 300 activity sessions per week covering a wide range of sports

- 48 new activities delivered/offered

- 250 sport coaches/leaders

- Focused working relationships with 10 NGBs leading to identified actions being delivered

- 6 professional development events focusing on participation programmes and NGB engagement
Cost:

- Total cost of BU\-CS development team over the three-year duration of the project is £540,000 (£180,000 per annum). This represents the cost of the Development Team’s work with both English and Welsh Universities.

- C4A grant contributes £90,000 to the total cost of the project over the three years (£30,000 per year of a total annual budget of £180,000)

Activities/Outputs:

- The BU\-CS Development Team works with nine Welsh universities, acting as a ‘steward’ for HE sport, representing, promoting, developing, and increasing participation in university sport.

- Project activities categorised under three areas of delivery:
  
  o *Advocacy and Influence* – Raising the profile of sport within Welsh universities, and the contribution of the HE sector to the sporting landscape in Wales.

  o *NGB Relationships* - Building closer working relationships between Welsh NGBs and institutions to deliver increased participation opportunities for students in Wales.

  o *University Support* - Working with institutions to understand their strategic objectives for sport and potential barriers and helping them to deliver increased participation

- The first major activity undertaken by the project was an audit of HE sport provision in each of the target universities, facilitating the identification of priority areas.

- Subsequently, the project has worked with universities to: develop strategic plans for sports delivery; establish/further develop intra-mural leagues; increase participation in student sports clubs; and increase the coaching support available to student sport offerings.

Impact:

- The project implemented some useful activities in its first year (facilities audit & some staff development workshops), but stagnated in the second year and to date has very few tangible impacts.

- Key targets in advocacy, developing NGB relationships, and increasing sports participation within universities have not been achieved. HE participants have felt little/no benefits to date.

- BU\-CS’ management of the project has been an issue. BU\-CS project staff have acknowledged that the project was not proactive enough in its second year and that the potential impacts were not maximised.
• Furthermore, the NGBs initially lacked the capacity to engage with the HE sector more closely to provide a more flexible and wider variety of sports offerings in Welsh universities.

• Institutions in the HE sector feel that to date they have not seen value from the money invested in the project. However, the project has had a positive impact in that it has brought Sport Wales and the HE sector closer together providing the foundation for further work moving forward.

• It has also led to the re-engagement of a number of NGBs (sports) with both HE institutions and Sport Wales.

• The project retains potential. A variety of activity is planned for implementation in the third year, including pilot projects aimed at increasing participation and NGB engagement with institutions to improve sports offerings.

• In order to improve project delivery and ensure activity is undertaken, Sport Wales have asked BUCS to provide a template of key project activities and targets for year three, which BUCS and all HE institutions will be required to commit to over this period of implementation.

• Ultimately the project has potential, but has yet to be realised effectively as originally envisioned.

2: Bangor University – Bangor Netball Dome

• The absence of available facilities is a significant barrier to the development of sport across the whole of Wales, and the participation of people of all ages in physical activity.

• The role that netball can play in increasing the involvement of women and girls in sports is significant, and potentially important given the tendency for women’s participation rates in sport to be lower than men’s.

• North West Wales is an area which has low netball participation and is ripe for growth, but requires appropriate facilities to achieve this.

Project aims to:

• Provide a dedicated facility for netball through the conversion of two poorly used outdoor tennis/netball courts at Bangor University into two covered year-round indoor netball courts through resurfacing of the existing courts and the installation of a dome.

• Facilitate the growth of netball in region, and the development of financially stable netball leagues and clubs through the dome.

• Increase participation levels in physical activity in North West Wales, specifically through netball and tennis, particularly among juniors, women, and girls.
• Create a netball player pathway in North West Wales from school to club and into FE/HE, and continued engagement in physical activity as an adult club member.

• Provide the only indoor tennis facility in the city of Bangor.

Targets (to be met by the end of Year Three):

• 2,000 regular participants (once per week)

• 28 sessions per week

• 48 new coaches trained

• 3 new junior leagues (netball)

• Additional adult league and club(s) provision

Cost:

• The total initial capital cost of the project was £355,695, of which the C4A grant contributed £80,000. The remaining £275,695 was funded by Bangor University.

• The Bangor Netball Dome has an annual operational cost of £5,000, covered by the rental fees clubs pay to use the facilities.

Activities/Outputs:

• Bangor Netball Dome provides court space for netball and tennis seven days a week (Monday to Friday 7am-10pm; Saturday and Sunday 8:30am-8pm).

• The Dome hosts: two junior netball age groups; an adult recreational league; and an intramural campus netball league.

• Several senior netball clubs and a tennis club now based at the facility.

Impact:

• The first two years of monitoring indicate that the Bangor Netball Dome is on course to exceed its targets in relation to:

  o Increasing junior netball participation

  o The number of participants the project has an impact on (per week)

  o The number of new activities offered

  o The total number of activity sessions offered (per week)

• In relation to the project’s objective to create a dedicated netball facility which provides a space for the growth of netball in the North West Wales regions, it has exceeded expectations. The existence of the facility enables greater flexibility of sports offerings to people in the Bangor area.
• The project may not meet its target for the number of new coaches trained, as project staff have experienced difficulty accessing the workforce development resources necessary to train coaches and further expand netball activities.

• While the project has to date generally been very successful, there have been issues in relation to engaging the NGB effectively with the project. A lack of capacity at the NGB has contributed to the workforce development issues noted above. For example, at time the Netball Dome has struggled to find qualified umpires to officiate games.

• The NGB needs to engage more effectively with Bangor University and the Local Authority to ensure that the potential of the facility to grow netball is maximised. This will be particularly important in after the conclusion of the three-year project.

• The project has provided a much needed dedicated netball facility for North West Wales. Although the facility itself is likely to have been constructed without C4A funding, it would have been a general courts facility rather than a home for netball in the region.

3: City and County of Swansea – Street Sports Swansea

• Sports participation in deprived areas tends to be lower than in more economically prosperous ones.

• People in deprived areas of Swansea are a high priority for the political administration and sports projects, alongside other initiatives, can provide a gateway through which individuals can be linked with other services designed to address problems of social inclusion, poverty, and poor health.

Project aims to:

• Provide doorstep multi sports (skating/BMX, football, basketball, dodgeball etc..) opportunities in deprived area of Swansea, particularly to young people.

• Link interested young people from deprived backgrounds that participate in street sports with other local opportunities and more traditional sporting activities.

• Significantly increase participation in sport across the city of Swansea using a non-traditional approach that closely involves local communities and a number of internal local authority and external partners.

Targets (over its three-year duration the project will):

• Impact upon a total of 12,480 participants

• Establish 6 sports pods geographically placed across Swansea

• Attract 4,780 regular (once per week) individual participants

• Deliver 16 new activities
• Deliver 10 activity sessions per week
• Develop 60 new coaches/leaders

Cost:
• The total cost of the project is £211,530. The C4A grant provided £150,000 of the total, with the remaining £61,530 contributed by the City and County of Sport Swansea.
• Majority of project expenditure accounted for by initial capital outlay on equipment.

Activities/Outputs:
• Provides multi-sport street sports (skating/BMX; football; basketball; dodgeball etc..) to children and young people at various ‘hubs’ in deprived areas of Swansea. Includes a mobile skating/BMX/scooter facility transported to locations via use of a specially equipped vehicle.
• Trains coaches/leaders in the delivery of sports activity sessions.
• Uses key open access and low cost facilities to provide both mobile sports activities and an accompanying social hub.
• Highly collaborative project, in which various internal Local Authority departments work with external partners (charities, NGOs etc..) to establish, implement, and promote various elements of the programme.

Impact:
• Targets for the number of coaches/leaders developed by the project have already been exceeded.
• The project has been somewhat ‘stop-start’ in terms of impact. The project had real momentum in its early stages, particularly in relation to the purchase of equipment, the training and developing of staff, and developing links with other partners and agencies.
• However, the project has struggled with staffing aspects. It has been challenging to acquire the experienced staff required to deliver project activities ‘on the ground’.
• This problem became particularly acute when the key lead member of staff on the project – who had specialist knowledge and extensive experience in the provision of street sport activities – left the project to take up another post. Swansea LA has looked to reappoint to this position, and has attempted to give other project staff additional responsibilities to mitigate this loss, but it has had a significant impact on progress.
• Due to the loss of the project lead, the provider asked Sport Wales for a 6 month extension to the project duration to enable it to achieve intended outcomes. Sport Wales granted the extension.
Furthermore, the project has evolved somewhat since inception. The provider has reviewed the effectiveness of the project internally, and has subsequently made modifications to the project offer based on the early experiences of delivery. Consequently, the project is now shifting towards offering more flexible, and fewer fixed location, activity sessions to young people of a wider variety of ages.

Following the modifications to the offer, and the extension granted by Sport Wales, the evidence suggests that the project will meet its targets for participation rates, but may fall short in relation to goals relating to the number of sessions offered in a specific number of locations.

The project has ‘opened the eyes’ of the Local Authority Sports Development Team to the potential that offering non-traditional sports activities has in terms of encouraging and facilitating the participation in physical activity of children and young people that would otherwise do none.

Furthermore, the project has implemented activities in Communities First areas and developed partnerships with organisations and agencies which facilitate greater impact – ‘bringing together the appropriate parties who need to work together to achieve greater impact’.

4: Sport Cardiff - Heath Park Sports Trust

The North of the city has the highest number of football clubs and teams highlighting the need for a facility of this kind. Creating multi-sport hubs in park areas, making best use of facilities available in the parks to support clubs and participation, has been a focus for Cardiff in their Local Plan for Sport.

There has been identified demand:

- from local clubs for additional training facilities, demand for a girls’ development centre, opportunity for a number of different sports to work together, share facilities, and maximise development opportunities.
- from disability provision including deaf and learning difficulty groups.
- following the Ryder Cup, and the site would be used as a transition facility from schools golf, through to club golf.

Key focus for project amended to create opportunities for 100’s to 1000’s

Project aims to:

- Establish a multi-sport hub based at Heath Park, which will become a sports trust and self-sustaining over a three year period by:
  - Developing a 3G mini pitch for training and development football, targeting girls, BME & disability activity (following the initial enquiry the applicant took forward the 3G element at its own cost)
Upgrading the tennis courts and installing floodlights

Development of a driving range to add to the Ryder Cup funded Pitch & Putt course; introduction of a delivery partner to run and develop the facility

Targets (over its three year duration the project will):

- 2095 Participants  
  Tennis 500; Football 1100; Golf 495
- 1260 Regular Participants (once a week)  
  Tennis 305; Football 700; Golf 255
- 130 sessions per week  
  Tennis 42; Football 55; Golf 33
- 145 new coaches trained  
  Tennis 40; Football 40; Golf 65

Costs:

- Overall costs for delivering on this project are £295,000 of which a commitment has already been made by Sport Cardiff to support the 3G leaving project costs of £233,000.
- C4A support of £54k was requested to support the Tennis development (with match funding coming from the LTA) and £55k requested for the golf facility driving range

Activities/Outputs:

- Strengthening local clubs and programmed activity e.g. coached tennis, golf lessons etc. and develop considerable additional community usage.
- Three facilities re-invigorated to form a hub for mass participation and structured sport; a vibrant and effective Trust established and taking on full ownership and management of the facilities through asset transfer.
- Convert tennis courts into a 3G pitch – target junior clubs to engage in small sided football games with a focus on coaching and skill development. Develop a Saturday morning girls’ development centre. Provide a reduced rate of use for local Accredited Clubs. Work closely with the Football Disability Officer and the Sport Wales BME Working group to engage with targeted groups. Adult deaf club, amputee football, junior deaf club, Special Olympics, schools disability events and competitions.
- Work closely with schools to provide daytime usage and provide a facility for training and competitive opportunities all year round/Provide daytime usage for Cathays High School PE lessons, increases standard of curriculum PE, will encourage pupils to attend sessions out of school hours as well as they become familiar with the facility.
- Volunteer / coaching / mentoring opportunities provided to work alongside schools, disability, competition activities leading to qualifications where appropriate.
- Upgrade of existing tennis courts – installation of lighting, renovating of courts, and clearing out of conifers will allow for hugely increased access to the community. Diamond Tennis Association will provide additional club and competitive opportunities due to increased court time available from lighting installation.
• Partnership / outreach work with local schools, other community groups (Heath Citizens Association, Heath Hospital Staff, and Disability groups) will increase new membership across women and girls, and disability participants.

• Courts also available for use by the public on a pay and play basis and customers will be actively targeted for club membership.

• Upgrade of pitch and putt facility and build a driving range with canopy cover.

• A Golf Academy will be set up to cater for promising young players, and will act as a stepping stone for talented players to move onto full 18 hole courses.

Impact:

• The project is behind timescales so full impact has yet to be assessed

• Ethos was to create a hub through a multi-sport project – principles good but need effective planning to implement fully

• 3G pitch was funded prior to C4A award so project reprioritised its aim to create opportunities from 100’s to 1000’s

• Taken longer than envisaged to deliver due to environmental and financial challenges so full impact still being assessed

• Issues with some partners e.g. Tennis partner withdrew, no interest in golf tender

• Community Enterprise model did not come together as hoped – not being run by the community as yet

• Changes to project leads and responsibilities had impact – e.g. Cardiff Council to Cardiff Met

• Focus on facilities, perhaps more could have been on planning and management

5: Swansea University – WeCycle

• There is a large demand in West Wales in terms of cycling, targeting groups such as schools, women/girls etc.

• Commenced with key partners forming a working group - Swansea University, local authority and Welsh Cycling Governing Body

• Traditional project of sports development – solid platform with potential impact on increasing participation and target groups

• This venture was seen as bridging the gap and furthering the opportunities for transitioning between an after school club and adult participative and competitive cycling.

• Linked also to sustainable transport initiative being led by Swansea University
Project aims to:

- Create a cycle hub for the community and tourists visiting Swansea for the hire of bicycles for both able-bodied, disabled individuals and families to use.

- Hub will also provide information to existing cyclists on the various cycle routes in and around the area (and further afield).

- Provide a Cycling Development Officer to develop and implement an outreach programme to target the specific audiences highlighted in the Sport Wales wider community strategy, to include schools, youth groups, community groups, family groups and individuals whilst also providing expertise for bicycle maintenance workshops and safe cycling advice.

- Hub will provide a base for new and existing cycling clubs within the community and University, helping develop grass roots, recreational and elite performance in the sport.

Targets (over its three-year duration the project will):

<table>
<thead>
<tr>
<th>Output</th>
<th>Target 2014</th>
<th>Target 2015</th>
<th>Target 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of clubs</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Total number of NGB members</td>
<td>150 new members</td>
<td>200 new members</td>
<td>250 new members</td>
</tr>
<tr>
<td>Number of events</td>
<td>4 races 1 festival</td>
<td>6 races 2 festivals</td>
<td>6 races 2 festivals 1 charity</td>
</tr>
<tr>
<td>Participants at events</td>
<td>300</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Number of new coaches</td>
<td>5</td>
<td>7</td>
<td>9</td>
</tr>
</tbody>
</table>

Costs:

- The total cost of the project over 3 years is £230k of which C4A grant was awarded for £150k

Activities/Outputs:

- Success will be measured against priorities of increasing participation and the development of an outreach programme via the development officer

- Increase participation levels within cycling in Swansea – impact 35,000 with 10% regular participants

- Provide a talent id strategy

- Collaborative working
• Develop a comprehensive outreach programme to target strategic groups
• Hit priority targets within Sport Wales Community strategy
• Provide healthy lifestyle choices
• Provide employment, education and training
• Promote cycling pathway

Impact:
• Exceeded targets in the main
• Cycling development successful, helping partners link
• Appointment of officer delayed start
• Bike hire did not take off as planned
• Sustainability only just developing
• Good partner interaction & ownership – officer instrumental
• Appointment of person key – passion and energy
• Incorporated learning for students at Swansea University
• ‘Project’ model successful –
  o Strategic management group (GB, SW, SU)
  o University – host and grant recipient
  o Solid relationships
• Extended remit of development officer geographically/Welsh Cycling used as test case
• ‘Thriving cycling opportunities from schools to events’
• Encouraging wider learning

6: Merthyr Tydfil County Borough Council – Tri Part Sports Project
• Project within area recognised as historically disadvantaged
• High levels of investment in previous years to bring sporting facilities up to ‘equal’ level of other areas
• Proposed delivery approach was new within the LA area – partnership between LA and private partner

• Project to breathe life into failing facility plus adjacent MTLC was oversubscribed for evening use, due in part to the level of use by 5 a-side football teams, and aspirations of the ‘Get Merthyr Active’ Plan were limited as a result.

Project aims to:

• Redevelop an existing, under-utilised outdoor bowling green at Rhydycar Bowls Centre, adjacent to Merthyr Tydfil Leisure Centre (MTLC) to create a floodlit 3G, 2 court soccer league venue.

• Develop the 3G facility to facilitate the prioritisation of football activity for young people and girls and release time and space within MTLC to enable the LA to create new and additional opportunities for participation for children, women & girls and families.

Targets (year 1):

• Number of Participants the project will impact upon - 866

• Number regular (once / week) individual participants the project will attract – 866

• Number of new activities the project will deliver/offe (e.g. football, dance, fitness) – 16

• Number of activity sessions the project will deliver (per week) - 58

Costs:

• £114,023 C4A grant given

• Plus £28,505 contribution from LA

Activities/Outputs:

• Redevelop outdoor bowls facility into soccer pitches

• Increased opportunities for male participation in football via development of soccer leagues

• Development of opportunities for girls' football participation

• Development of Mini Football

• Increased opportunities for children & young people to participate in a variety of activity at MTLC.

• Development of activity aimed at encouraging more women and girls to participate in Sport.
• Support for the bowls club to increase membership and look at encouraging children into the activity

• All activity to be inclusive and encouraged to gain in sport accreditation

Impact:

• Project was delayed due to challenges with leasing agreements, appointing an organisation to run the facility etc.

• Sport activity commenced 18months into project

• Outcome is not just the facility – need to focus on commitment of partners etc. also

• Impact of LA putting facilities out to Trust blurred focus

• New Activities hit target, participant and weekly sessions under target however made some impact

• Deemed too early to judge full impact

• Requires annual plans for participation and target groups for both facility and Leisure Centre

• Project unique at the time in terms of scale and location

• Need to sweat the asset now in place

7: Cambrian Village Trust (CVT)

• The Trust has a two Phase Project under development. This project was just concerned with the first phase.

• Existing social enterprise model in place to build upon

• CVT set up to support the club, history of development work – application not just a 3G pitch in this instance

• Particular time pressure as £175K from Welsh Governments Community Facilities and Activities Programme (CFAP) had to be spent by the end of January 2014

• New facility needed to be in place for the start of the new football season in August 2013 to allow the host club to fulfil their league commitments.

Project aims to:

• Install a 3G surface to replace the existing grass pitch at King George V New Field Clydach Vale

• Replace the existing grass pitch and MUGA with a 3G surface to create a centre for football development, including a full sized pitch and small sided training area.
• The facility will create substantial new playing opportunities across the player pathway

Targets (over its three-year duration the project will):

<table>
<thead>
<tr>
<th>Headline Measures</th>
<th>Current (on grass pitch)</th>
<th>Yr1</th>
<th>Yr2</th>
<th>Yr3</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of participants that the project will impact upon</td>
<td>100</td>
<td>1,000+</td>
<td>2,000+</td>
<td>2,500+</td>
<td>5,500+</td>
</tr>
<tr>
<td>Number regular (once / week individual participants the project will attract</td>
<td>400</td>
<td>1,000</td>
<td>1,200</td>
<td>2,600</td>
<td></td>
</tr>
<tr>
<td>Number of activity sessions the project will deliver (per week)</td>
<td>5</td>
<td>400</td>
<td>800</td>
<td>1,000</td>
<td>2,200</td>
</tr>
<tr>
<td>Number of new coaches / leaders the project will develop</td>
<td>40</td>
<td>70</td>
<td>100</td>
<td>210</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participant Breakdown</th>
<th>Current (on grass pitch)</th>
<th>Yr1</th>
<th>Yr2</th>
<th>Yr3</th>
</tr>
</thead>
<tbody>
<tr>
<td>% that are males (existing pitch only)</td>
<td>100%</td>
<td>90%</td>
<td>85%</td>
<td>80%</td>
</tr>
<tr>
<td>% that are females (existing pitch only)</td>
<td>0%</td>
<td>10%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>% that have a disability (question about measurement)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% that are from BME Groups (question about measurement)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Costs:

• £375k in total - £150k from SPORT WALES and £225k from applicant

• Also highly likely that through regeneration revenue funding a member of staff would move into a new role to see the project through to completion and become the facility manager

Activities/Outputs:

• Women and girls
  o Establish venue as a hub for the development of women and girls football by October 2014
  o Increase number of women and girls taking part in regular weekly football opportunities by October 2015

• Junior Football
  o Establish venue as a hub for the development of mini/junior football by October 2014
  o Increase number of young people taking part in football by October 2015

• Disability
  o Establish venue as a hub for disability football opportunities by October 2014
  o Increase number of disabled people playing football by October 2016

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Impact:

- Learning – where invest need to engage all clubs – this project was about the facility for football and not CVT (politics)
- New model of delivery
- Average impact, not failed and not ‘wowed’
- Impact on demands of managing facility underestimated
- Impact on women/girls not as strong as envisaged
- Project still looking forward – CVT looking at additional funding from other sources
- 3G not just about additionality but continuous activity i.e. not affected by weather
- Output in terms of numbers not initially collected
### Appendix 2: Phase 1 Projects - Timeline

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Project Title</th>
<th>Project Start Date</th>
<th>Project End Date</th>
<th>36 month progress review Completed by</th>
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</thead>
<tbody>
<tr>
<td>University of Wales Bangor</td>
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<td>01/04/2017 tbc</td>
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Appendix 3: Stakeholder and Phase 1 Impact Case Study
Interview List

CALLS FOR ACTION

<table>
<thead>
<tr>
<th>Category/Name</th>
<th>Role (at the time of interview)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sport Wales Board</strong></td>
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</tr>
<tr>
<td>Professor John Bayliss</td>
<td>Board Member, Sport Wales Board</td>
</tr>
<tr>
<td>Adele Baumgardt</td>
<td>Vice Chair, Sport Wales Board</td>
</tr>
<tr>
<td>Julia Longville</td>
<td>Board Member, Sport Wales Board</td>
</tr>
<tr>
<td>Professor Laura McAllister</td>
<td>Chair, Sport Wales Board</td>
</tr>
<tr>
<td><strong>Sport Wales Senior Management Team</strong></td>
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</tr>
<tr>
<td>Peter Curran</td>
<td>Corporate Director, Sport Wales</td>
</tr>
<tr>
<td>Sarah Powell</td>
<td>Chief Executive, Sport Wales</td>
</tr>
<tr>
<td>Graham Williams</td>
<td>Director of Sport Development, Sport Wales</td>
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<tr>
<td><strong>Sport Wales Managers &amp; Senior Officers</strong></td>
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</tr>
<tr>
<td>Martin Barrett</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Gordon Clark</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Bryn Evans</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Angela Farr</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Marc Gregson</td>
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<tr>
<td>Sue Maughan</td>
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<td>Tom Overton</td>
<td>Sport Wales Manager</td>
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<tr>
<td>James Owens</td>
<td>Sport Wales Manager</td>
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<tr>
<td>Manon Rees O’Brien</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Jonathan Roberts</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Julie Rotchell</td>
<td>Sport Wales Manager</td>
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<tr>
<td>Ceri Richards</td>
<td>Sport Wales Senior Officer</td>
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<tr>
<td>Carwyn Young</td>
<td>Sport Wales Senior Officer</td>
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<td><strong>External Stakeholders</strong></td>
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<tr>
<td>Jonathan Beynon</td>
<td>Policy Official on behalf of Ken Skates Deputy Minister for</td>
</tr>
<tr>
<td></td>
<td>Culture, Sport &amp; Tourism</td>
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<tr>
<td>Jackie Davies</td>
<td>Policy Official on behalf of Leslie Griffiths, Minister for</td>
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<tr>
<td></td>
<td>Communities and Tackling Poverty and AM for Wrexham</td>
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<tr>
<td>Georgina Harper</td>
<td>Representatives of national governing bodies</td>
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<tr>
<td>Vicky Jones</td>
<td>National Development Manager, Welsh Cycling</td>
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<td>Special Projects Manager, Welsh Gymnastics</td>
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<tr>
<td>Chloe Jenkins</td>
<td>Wales Council for Voluntary Action</td>
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<tr>
<td>Sara Sellek</td>
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<tr>
<td>Marianne Jackson</td>
<td>Representatives of chief leisure officers</td>
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<tr>
<td></td>
<td>Conwy County Borough Council</td>
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<tr>
<td>Steve Woodfine</td>
<td>Senior Sports Policy Officer, Welsh Government</td>
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<tr>
<td>Category/Name</td>
<td>Role (at the time of interview)</td>
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<tr>
<td><strong>Disability Sport Wales/Betsi Cadwaladr</strong></td>
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<tr>
<td>Donna Bullivant-Evans</td>
<td>Development Officer (Flintshire) Disability Sport Wales</td>
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<tr>
<td>Leigh Campbell</td>
<td>Physiotherapist &amp; Sign-poster</td>
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<tr>
<td>Catherine Chin</td>
<td>Health Disability Sport Officer</td>
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<tr>
<td>Jan Fereday-Smith</td>
<td>Head of Physiotherapy, Public Health Wales</td>
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<tr>
<td>Aled Hughes</td>
<td>Senior Public Health Practitioner, Public Health Wales</td>
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<td>Karl Jackson</td>
<td>Physiotherapist &amp; Sign-poster</td>
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<td>Jon Morgan</td>
<td>Executive Director, Disability Sport Wales</td>
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<td>Gerwyn Owen</td>
<td>Academy Manager, Disability Sport Wales</td>
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<tr>
<td>Marcus Politis</td>
<td>Development Officer (Gwynedd) Disability Sport Wales</td>
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<tr>
<td>Fiona Reid</td>
<td>Innovation Manager, Disability Sport Wales</td>
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<td>Mark Richards</td>
<td>Development Officer (Conwy) Disability Sport Wales</td>
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<tr>
<td>Nia Roberts</td>
<td>Physiotherapist &amp; Sign-poster</td>
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<td>Tom Rogers</td>
<td>Development Officer (Anglesey/Ynys Mon) Disability Sport Wales</td>
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<td><strong>Clwb Penybont</strong></td>
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<td>Anthony Davies</td>
<td>Director</td>
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<td>Nigel Jordon</td>
<td>Commercial Manager</td>
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<td>Martin Binfield</td>
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<td>Vicky Jones</td>
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<td>Nicola Lewis</td>
<td>Managing Director, Neath Afan Gymnastics Club</td>
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<td>Social Regeneration Manager</td>
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<td>Participants at RCT Celebration Event</td>
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