

Camp Glasgow & Pop-Ups Spirit of 2012





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EXECUTIVE SUMMARY



713 Young people
to experience outdoor
activities



**T-Shirts, Medals and
Sporting equipment**
provided by
StreetGames



200 Multisport kits
provided by
StreetGames



**12,414 young
people**
in total, participated
in sports through the
Pop-Up Clubs



**281 young
volunteers**
in total

This is a case study of the value that came from the Spirit of 2012 ('Spirit') grant of £183k to StreetGames UK, a sports charity that match-funded the sum with £100k. The project is part of the funder's Spirit of Glasgow Programme, its intended outcomes focussed on empowering young people, engaging volunteers and inspiring events.

There are two core elements to the project's design. Firstly, StreetGames made use of their membership network, especially its 'doorstep sport clubs' and local partners, to recruit 713 young people to experience outdoor activities, including camping and Pop-Ups (sports activities that relate to major current sporting events, in this case Games in Glasgow), and to spectate during the 2014 Commonwealth Games held in Glasgow. Secondly, StreetGames' local partners delivered Pop-Up Clubs, which offered an opportunity for young people in their own areas to take part in the sports celebrated at Games in Glasgow. StreetGames provides resources to support the local delivery partners, for example, T-Shirts, medals and sporting equipment. 193 learners attended Pop-Up activator training workshops and the project distributed 200 multi-sports kits and related branded materials across the network. In total, 12,414 young people, including 281 young volunteers, participated in sports through the Pop-Up Clubs. Recruitment to both elements, of young people living in areas of high deprivation, was from across the UK. StreetGames brought to the project an impressive mix of management, staffing and voluntary assets that enabled the funding to deliver significant outcomes for young people that align closely to Spirit's outcomes.

In the case study, we apply the 'realist' approach to evaluation which emphasises understanding why particular mechanisms worked in given contexts to engender particular outcomes (or the contrary) - practically the report makes use of the 'Context + Mechanism = Outcome' (CMO) proposition to structure the findings.

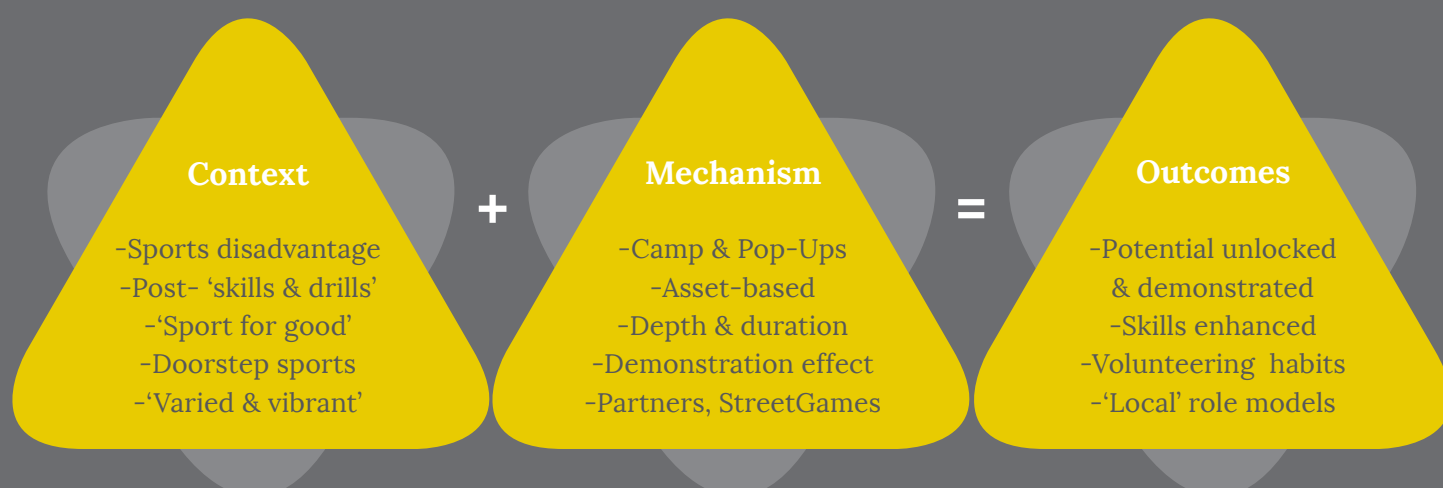
The graphic overleaf draws our attention to the reality of project implementation that takes place in a context, which, in one sense is a 'given', but in another, provides the focus, which the project seeks to change.

The context constrains the project's possibilities. It provides the arena, in which those involved engage others to bring the mechanism into operation. The mechanism through which the project seeks to deliver outcomes is part of this context. Understanding the 'how and why' the project worked requires us to consider mechanism and outcomes in relation to context. Our interpretation of the testimony of the young volunteers we spoke to is that they understand their experience of Camp Glasgow as part of a more extensive set of interactions they had with StreetGames. In this case study, we examine context, mechanism and outcomes separately but this is for the sake of analytical clarity. The lived experience of the young volunteers is rather more holistic.

Context

The fundamental feature of the context that the organisation seeks to address through all its work, including this project, is the disadvantage in relation to sports that young people living in areas of multiple deprivation experience. The organisation's own monitoring confirms that over 80 per cent of its users live in the most deprived quintile of these areas. One factor associated with the sports disadvantage is the 'skills and drills' orientation of the more traditional approach to sports development, in which, at its simplest, a coach facilitates the participant to acquire new sporting skills through regular practice sessions.

Figure 1. Methodological approach - 'Context + Mechanism = OUTCOMES



Doubtless, the approach has merit, but it may offer little to attract the mainstream of young people living in these areas, for whom it is all too reminiscent of their recent school experience, frequently one that failed to habituate them to sports. StreetGames challenges the 'skills and drills' approach through widening the engagement of statutory and voluntary sports bodies with an alternative perspective. This 'sport for good' orientation emphasises the transformative benefits (in education, employment and health, among others) that flows from sporting endeavour.

The particular methodology that StreetGames applies is its 'doorstep sports clubs', youth-friendly and relative (to 'skills and drills') informal clubs of young people recruited by local partners' young volunteers for whom the organisation provides training and other support. Central to the practice of the clubs is connecting with young people 'at the right time' (when it suits the young people), 'in the right place' (where they 'hang out'), 'at the right price' (free or minimal) and the right style (one that fits the coach, whether paid or unpaid, with the way the young people in question are comfortable). The "varied and vibrant offer" the local partners make keeps the young people engaged, the offer responds to their interests in extending their engagement with sport.

Mechanism

In the run-up to the Glasgow Commonwealth Games, local partners delivered Pop-Up events. StreetGames facilitated these through the delivery of 'activator training' and the provision of 'multi-sports kits' that created micro-level opportunities for doorstep clubs to engage remotely (in their own areas) with the Games. This built on the awareness flowing from increasing broadcast media coverage. StreetGames invited the local partners to arrange for groups of their young people, accompanied by at least two staff, many of whom were volunteers, to attend Camp Glasgow during the Games. At the Camp, those attending took part in outdoor pursuits orientated to youth development and attended the Games. While it was not possible for us to solicit the views of the wider group of young people attending, we were able to interview four of the seventeen 'young advisors', who, of all the young people, were the most closely involved in the Camp's design and delivery.

An important element of the mechanism by which the organisation helps to habituate these young people to sports volunteering is the adoption of an asset-based approach, one that builds on the capabilities of the young person. All of the young volunteers we interviewed, in different ways, referred to how StreetGames challenged and affirmed, guiding without directing them. This element of the mechanism had a history that started long before the Camp, typically years before. Without this depth of engagement, it would have been impractical for the Camp to secure the level of involvement by young volunteers in its design and delivery. The views of management (and other evidence StreetGames offered) suggests that there was an important demonstration effect from this involvement.

For voluntary and statutory partners who attended it demonstrated the value of an approach to sports development that draws on the more participatory perspective of the youth work sector. For StreetGames, as an organisation, it demonstrated how a larger scale 'mass' event could amplify some of the benefits that its residencies delivered to young volunteers. The high-octane festival-like experience of the Camp had benefits for those attending that closely align with those anticipated by Spirit's outcomes pathways.

Outcomes

We base most of our outcomes findings on in-depth and semi-structured interviews with four young volunteers, who took part in Camp Glasgow. As volunteers, their experience was much different from that of the 713 young people who attended the Camp, although other data from those attending echoes much that our young volunteers told us. We make no claim that the data is representative of the perspectives of all those attending the Camp. We do think the outcomes findings are likely typical of the perspectives of other young volunteers who attended. The young volunteers provided concrete examples of the ways in which their experience of the Camp provided opportunities for them to demonstrate their potential to design and deliver the Camp activities. We noted above the importance of the demonstration of this for local partners and the organisation itself. The young volunteers also referred to other young people attending expressing interest in becoming more active in a manner similar to these young volunteers.

The question arises as to how best to interpret the long-term nature of the support StreetGames provided these young people and the short-term nature of the Camp event. Our interpretation is that the Camp was an arena in which the young people brought into their practice (of design and delivery) the capabilities with which their much longer StreetGames engagement equipped them. The Camp was a moment in their personal history of engagement. Without the Camp, they would not have demonstrated this to other young people who attended, to the local partners or to the organisation. In our view, one may only understand the Camp and its significance in relation to this longer-term process of enablement and maturation that the organisation fostered. For the young volunteers themselves, the two are ‘part and parcel’ of the same process.

The data we were in a position to collect does not permit us to comment on whether those attending the Camp became more active and engaged volunteers over the past year. What is clear is that the model of practice the organisation deployed with these young volunteers bears many of the hallmarks anticipated by the Engaging Volunteers’ pathway taken from Spirit’s master Outcomes Pathway, which can be viewed in the online version of Spirit’s Theory of Change. Here we note that this model:

- Communicates with clarity the roles the young people are asked to fulfil
- The young people articulate a sense of pride in the roles
- The roles are personally meaningful for them, they value and ‘own’ them
- They fulfil the role in other domains outside the organisation, although it is our impression that the work inside the organisation is the most personally meaningful for them
- The support the organisation refreshes their skillset; their skills augment and enhance provision (in addition to that of StreetGames) in their communities
- Their skills span youth work sports coaching, group work, teamwork, event management and have contributed to their educational trajectories
- The narratives the young people present of their lives suggests that they are likely to sustain their habit of volunteering, while of course this will depend on the accumulation of adult responsibilities over time.

We summarise the evidence on outcomes that the Inspiring Events pathway anticipates next. Our secondary analysis of the data StreetGames collected during and after the Camp from local partners and young people attending evidences the sense of fun that pervaded the interaction between the groups coming from across the UK. The interviews with the young volunteers suggest that they themselves served as 'local' role models for other young people. The latter perceived the young volunteering role to be both fun and rewarding. The same data suggests that the encounters between young people from different places served as opportunities for their expression of pride in their local communities. For the young volunteers the Camp left an enduring memory of, what was for them, an exceptional experience of an event that blended their love of sport with their commitment to volunteering.

Finally, we note that the material summarised above and reported in detail below fully supports the operation of the pathways to Improved Wellbeing. The mechanism StreetGames deployed enabled these young volunteers to develop their own abilities and to become more fully aware of their potential. The Camp provided a space for them to work productively and creatively in the co-production of this highly memorable experience alongside a national event. Through the event, they built durable and meaningful relationships with other young people. It seems highly likely that they will sustain their active contribution to the betterment of their local communities through volunteering.

Conclusion

Our overarching view of the case study is that it demonstrates that the project and the 'envelope' of StreetGames' practice contributed in a profound way, both to the development of significant assets for the young people's personal trajectories in life and for the organisation's future strategic direction.



3218 Hours
of delivery



78
tents



1800 Sleeping
nights on camp



153 pop-up
competitions

1. INTRODUCTION

In carrying out this case study, the evaluators sought to add value to the considerable volume of quality data StreetGames have already synthesised in its Evaluation Report for Spirit.



Through early conversations with the organisation, it became clear that there was limited scope for additional quantitative data to be collected (principally because sampling young people would be unlikely to produce such data).

Our attention shifted towards a more qualitative approach, one that would analyse in more depth the nature of the experience that the project afforded young people. This case study adds value to what StreetGames already researched about that experience, by telling us more about how different outcomes coalesced for young volunteers. In the Outcomes chapter, we report on the outcomes for the young volunteers that are evident from the interviews. The case study we report here drew on:

- Relevant documents from Spirit and StreetGames and data summaries from StreetGames that provided the ‘raw data’ the organisation had collected for its own evaluation that it prepared for Spirit;
- Interviews with four young people, who were StreetGames Young Advisors and volunteered to work at Camp Glasgow and four staff in StreetGames, all of whom were closely involved with the project; and
- Qualitative data analysis, i.e. a systematic approach to the coding of textual material from transcripts and documents in terms of themes discernible in the text, which allows the analyst to comment more definitively on the meaning of the text.
- Appendices (in a separate document) provide full details of the data collection, collation and analysis.

We are mindful of the issue of how representative the data from young people is of other young participants. In relation to this issue, we make no claims for the findings as being representative of the 713 young people who attended Camp Glasgow, although the findings we report from these young people are plainly echoed in the comments from the wider group that StreetGames’ own evaluation produced. We have no reason to believe that the findings are atypical of the other fourteen Young Advisors who attended.

Each of these young people has their own unique construction of the experience. Unless otherwise stated, any findings we report originate from at least two sources. Where only one source makes a point that we think is important, we present it but note that this is a singular perspective. We are convinced that the findings we report below are in broad measure valid reflections of what other Young Advisors believe about what was important about their experience of StreetGames' Camp Glasgow.

The young volunteers we interviewed readily generalised their observations and perspectives to the other young volunteers with whom they worked at the Camp.

Finally, here we note an important point that bears on the nature of the limitations of the case study. The Camp Glasgow project was not a discrete element of the young people's experience. Rather it was 'attached to' or 'part of' their experience of being a StreetGames Young Advisor. Their understandings of Camp Glasgow are imbued with their wider and longer experience of the organisation. Where appropriate, we do comment on the specificity of the Camp Glasgow and Pop-Ups but the wider experience is crucial to understanding how Camp Glasgow empowered, engaged and inspired young people.



2. CONTEXT



2.1 Beneficiaries' Neighbourhoods

It is important to note at the outset that StreetGames sustains a strategic focus on relative disadvantage in relation to sport throughout its work. By enabling young people living in disadvantaged neighbourhoods to access sport, especially through its 'doorstep method', it's about 'changing lives, changing sport, changing communities' (strap line for its Strategic Plan 2013-2017). Through regular monitoring across its activities, it knows that over 80 per cent of its users live in the 20 per cent of the most deprived areas in the UK. The organisation notes other typical characteristics of the people living in these areas are, a third are "income deprived", a fifth "employment deprived" and "just under half (45.9 per cent) of children... live in families that are income deprived" (DCLG; 2011; p 82). The data summary of a survey StreetGames carried out of participants in Camp Glasgow suggests those attending were similar with respect to unemployment status (see Q5 of Camp Glasgow Survey Results). The organisation successfully recruited young people from disadvantaged areas to attend the games, and 61 per cent of these considered that they had never attended a comparable event (Q13).

2.2 StreetGames Organisation

The organisation employs 57 staff and was founded in 2007 by its current CEO, from community-based sports projects in four large English cities. The London Olympics "turbo-charged" its growth (Strategic Plan; p 33). StreetGames' ethos blends an emphasis on networking with local partners, (actively supporting them with access to training for sports coaches), with a participatory model of youth work, (through involvement of their Young Volunteers in doorstep sport and Pop-Up Clubs activities). With regard to Camp Glasgow, we may note the alacrity and agility of the organisation; having secured tickets to the Games, it seized the opportunity afforded by Spirit to maximise the value of the tickets by putting together a programme of activities that connected the tickets to its multi-sports orientation (doorstep) and youth work model (volunteers).

“ Young people who grow up in a disadvantaged community are exposed to high rates of crime, low aspirations, qualifications and expectations and high rates of ill health and unemployment. The inequalities that mar disadvantaged young people's lives carry over to sport. Disadvantaged young people participate in sport far less than more affluent young people ”

(Strategic Plan 2013-2017; p 3).



2.3 Rationale for Project

There is an extensive range of studies that point to the ways sport participation among young people enhances their lives through a range of benefits; psychological (e.g. self-esteem); social (e.g. networking); cohesion (e.g. neighbourliness); education (e.g. cognitive skills); and economic (e.g. job search). The evaluators prepared Literature Reviews that systemise much of the evidence base. These will shortly be made available. This evidence base for the economic value of ‘making sport a habit for life’, (StreetGames’ goal), is particularly strong in the case of happiness and health.

- Subjective well-being (happiness), the Culture And Sport Evidence (CASE) programme’s systematic review suggests that “doing sport at least once a week generates SWB [Subjective Well-Being] the equivalent to a £11,000 increase in annual household income” (CASE; 2010a; p 37; 2010 prices assumed); and
- Health benefits, Matrix Knowledge Group (2006, cited in CASE; 2010b; p 44 and p 53) reports that the avoidance of chest, heart, stroke and Type 2 diabetes diseases through participation in moderate or vigorous sport ‘weekly’, was associated with health gains valued, in terms of total economic value at between around £10k for 11-15 year olds and around £20k for 16-29 year olds.

2.4 StreetGames’ Four ‘Rights’ of Good Practice

“[A]t the right time, at the right place, at the right price and the right style - the style is critical”

MANAGEMENT SOURCE.

It is noteworthy how ‘style’ considerations relate to the role modelling aspect of the mechanism as well. The project responded to the disadvantage experienced by young people who live in areas characterised by multiple deprivation. One of the corollaries of this deprivation is reduced participation by young people in sports. A key feature of the project’s response was the engagement of young people with new sporting activities through a participatory approach to the intersection between youth and sport work. We show below that, for the Young Advisors their subjective experience of Camp Glasgow fitted well with their own personal life strategies - which are broadly their response to the disadvantage they confront. A core strength of StreetGames approach is that ‘starting from where people are at’, as it were, the range of opportunities afforded young people by for example, Camp Glasgow, is more a kitchen in which they cook and less a menu from which they dine. The importance of beneficiaries’ involvement in the co-production (including co-design) of many public services is increasingly recognised.

“ We would always encourage it to be delivered by local coaches, young volunteers. We would say that it doesn't matter if they [young people] don't turn up in the right kit. It doesn't matter if they haven't got the right equipment. If they want to have a break and go on their mobile phones, that's okay. So it's kind of mimicking what we know young people want to do, saying [the opposite] 'you turn up on this doorstep wearing the right kit'... you will not have a social element to it. It's less of a skills and drills approach; more informal, and that's what we think is the most important thing. Also kind of that engagement... of local volunteers is critical, so that there are positive role models from within that local community.”

MANAGEMENT SOURCE.



3. MECHANISM

In this section, we elaborate on the mechanism by which StreetGames strategically constructs co-production with local partners and young people. There are three main reasons for doing so. Firstly, the project is an instance of the way in which StreetGames sought to put the strategy into practice - not attending to the strategy treats it as separate from the strategic thinking, which would be to misunderstand the project. Secondly, Spirit funded StreetGames to manage the project - it accepted the management costs / overhead StreetGames proposed. Thirdly, the end-goals of Spirit (and StreetGames) are much more extensive than the delivery of benefits at the level of the individual beneficiary, which is not to deny their centrality, merely to observe that both funder and funded aim to affect change at other levels as well.

3.1 Funding Transaction

Spirit invited StreetGames to submit a proposal that would contribute to its work to secure value from its programme focused on the Glasgow Games (Assessment Report; p 2). Spirit were aware of StreetGames having secured 1,000 tickets to the Games and their intention to extend its Pop-Up Games clubs that would build on broadcast media attention on the impending Commonwealth Games. StreetGames undertook to refine the proposal in the light of comments from Spirit, which, for the most part, related to work on perceptions of people with disability, the UK-wide coverage of the Pop-Ups and networking with other agencies. We are not aware of the number of young people with disabilities who attended but the survey of local Pop-Up Clubs' leaders includes reference to a very positive perception of the 'unhidden' character of a Pop-Up in which families with disabled children took part. With regard to the UK-wide coverage, Spirit's encouragement and contacts facilitate coverage of Pop-Ups across the four nations that is broadly proportionate to their relative population sizes.



The grant-aid contributed to this. The comment of a manager is instructive of some of the issues that arise for working across the four nations and how this funding advanced this,

“There’s no doubt about that. I know we have a regional manager based in Scotland whose job it is to try and develop the network up there. I know that the Spirit of 2012 and Commonwealth Games initiative was a great help to him particularly. The Northern Ireland market is slightly different in that... the youth and the community engagement programme over there is quite well advanced anyway from ‘the troubles’... [some] of these organizations that are very well developed in that area. So in a strange kind of way, there’s already a network of very established community groups in Northern Ireland far more than anywhere else, I think. And I think that the trick for us as an organisation -- I know this is happening already -- is using the Commonwealth Games as a way to promote what StreetGames does and not to force it on anybody but to say that this kind of stuff is the kind of thing that you think would help complement what you’re already doing and then let’s have a conversation. So yeah, it’s a positive thing on both fronts... two very different sets of community projects in both Scotland and Northern Ireland.”

MANAGEMENT SOURCE.

The way in which StreetGames operates the network dimension of its work is a key part of the mechanism that it applied to this project.

3.2 Approach to Networking

The features of the approach to networking by StreetGames are fundamental to understanding the achievements of Camp Glasgow and the Pop-Ups. The organisation avoids a membership approach to affiliation, adopting a more collaborative and looser relationship model with local partners. The majority are doorstep sports clubs, but some are more formalised entities, for example, sports development units in local government. Different types of organisations run doorstep sports clubs, many are third sector community organisations, but some may be local authorities. The absence of the membership fee arrangement obviates the ubiquitous question of ‘what are we getting for the fee’. Once a local project ‘signs up’, they are eligible to access a range of supports covering, access to quality assured training, advice, events, e.g. Camp Glasgow, promotional and data recording materials.

The network of “locally owned and locally controlled projects”, around 300 at the time of the application, and since then grown to over 600 currently, provided the channel by which the organisation recruited young people to the project. We noted that Spirit encouraged StreetGames to attend to the UK-wide coverage of the four nations, in particular Scotland and Northern Ireland. Its success in doing so may have encouraged it to project that “by the end of 2017, there will be StreetGames networks as strong in Ireland and Scotland as there currently are in England and Wales” ((Strategic Plan; p 37) The person with whom StreetGames will typically interact in relation to a particular initiative is the local project leader/manager. An appendix (in a separate document) shows a re-analysis of data the organisation provided which evidences the positive value network members attached to the approach as put into practice for the project.

3.3 Value for Volunteering

The project served to support the further development of volunteering in the organisation.

“ There was a very operational objective which was to deliver sport and to get young people to experience those sports and be enthused by them. But without that, one of the biggest things... was also linking into the volunteer development programme that we have and which gave opportunities for young volunteers... within the network... So we were very keen to make sure...[through] mini projects if you like within their area and help develop it [the mini-project]. Actually, the Camp Glasgow element of it, we actively encouraged volunteers that each of the projects... we wanted at least two of those 10 people [coming to the Camp] to be young volunteers and [this would] help them so that they could develop in terms of looking after young people on Camp, and that would also help us as well from the resource point of view and it was about continually developing that [programme]. Spirit of 2012 were extremely [supportive] to make sure that the volunteer programme that we had benefited greatly from the project.”

MANAGEMENT SOURCE.

3.4 Approach to Participation

We comment on the experience of participation that Young Advisors report in the next section. Here our focus is on the form it takes in the strategic thinking of StreetGames, which the agency sees as quite different from the orthodox ‘skills and drills’ approach to sports coaching. In reflecting on how StreetGames was developing, one manager put it thus:

“ Our whole shift in organisation is moving...to trying to move our network. What we try and do is we want to lead by example. So we are going to say to our network, ‘if you want to develop and really thrive in sustainable local StreetGames sports activity programme, you have got to have young people involved in shaping and owning it... But to the sports world [refers to sports institutions]... [StreetGames is] saying you can achieve and develop so much more if you let young people in. If you give people a bit more control.”

MANAGEMENT SOURCE.

In this formulation, Camp Glasgow is an exemplar of how this can happen as

“You had statutory sport development units from different local authorities come. Now what they saw was they had never been on a summer Camp before. So their sports development staff got to take young people away on an adventure which they would have probably never come [to] as a sector. They [are] just used to run[ing] community based sports activities and they got to see the different things that went on, meeting the young advisers. So they experienced the kind of youth work inside of it and saw the power [of this].”

MANAGEMENT SOURCE.

In this sense, Camp Glasgow's participatory approach served as a bridge between the youth and sports sectors, literally as a field in which the practitioners from both encountered each other. Our re-analysis of the project managers' survey data, which included local projects in statutory, voluntary and community sectors, suggests that the encounter was fruitful as an instance of the organisation's 'leading by example'. The same source reported later in our interview that

“What was interesting there, is there's been more conversations with organizations about 'okay, so young people have shaped your Camp, young people have been involved in these things that you do, how can we do the same'. So one of the things that we work in a partnership with [are] a few camps for partnerships. We are talking to one in particular in Durham about how we can evolve that model of involving young people, shaping the kind of look of the countywide sports programme. But not the young people who they would normally go to from the sports clubs because they want to look at... those kids who aren't in sports clubs. So we are working with them on kind of a localized model of how do you involve [these young people] in shaping things.”

MANAGEMENT SOURCE.



3.5 Approach to Empowerment

This manager also helped to elucidate the way in which the young people are left feeling more able to accomplish their goals, and, interestingly his construction emphasises the importance of seeing peers from different places applying them in the Camp. He puts it thus:

“ It was a realization that there is more than just their environment that they live in, in terms of their town or estate where they live... they get to broaden their horizons by seeing something different [by] moving out. They will meet other people. One of the biggest things is that there is a realization that there are lots of other young people who are in the same situation as they are but they are also doing something about it, which is an incredible confidence boosting thing for those young people; that they are doing something positive by getting involved in their local StreetGames project. They are not the only ones doing it. These young people are from Glasgow to Newcastle to Hastings on the south coast.....there's other young people doing the same as they are. So it was an incredibly colourful few days for them to see and meet other young people and just get a sense of they are doing something positive with their lives.”

MANAGEMENT SOURCE.

3.6 'A Varied & Vibrant Offer'

Management's perspective is that the grant-aid served to enhance the volume and quality of the organisation's "a varied and vibrant offer" to local partners. The resources available for the case study did not include confirmatory data collection from the local partners. However, from our re-analysis of the survey that StreetGames carried out, (where the novelty of 'new activities' was frequently noted), it seems all but certain that these young people would not have attended the Games without the intervention. Similarly the Pop-Ups and doorstep sports activity would not have created the awareness of, and interest in, the Games without the project. As we understand it, Sport England funds the development of the doorstep clubs' element of the local partners' network and this grant-aid resourced StreetGames to connect these with the Games.

The 200 Pop-Ups delivered over the summer of 2014 attracted 12,444 participants including 281 young volunteers, as part of which 107 coaches and volunteers received training, including as 'activators' of the usage of the '5 sports kit bags'. These built on the awareness of the Games from broadcast media and facilitated doorstep sports clubs and other local partners to engage remotely with the Games.



At the micro-level of young people interacting with each other, the young volunteers were particularly important for peer learning. We asked our sources to comment on the 'role model' aspect of the project. One management source, echoing what others said, commented that,

“ By and large, they [young people] were listening because they [Young Advisors] came across as peers. We had situations where we had young people wanting to come and help the group of other young people on Camp. They would come to the young advisors saying 'can we help out'. There was a real rub off on young people. You also had projects visiting, who brought their young volunteers or staff members who were young volunteers in their programme. So they were talking about what they've done and how they got through the situation. So there was a real kind of [like]... young people were surrounded at the Camp. Some were brought away from their estate, their town, their cities, but they were in an environment where they were just surrounded by a lot of positive role models from the staff members, lots of other peers... At night, those young people organizing the activities and running campfires and things like that... [later in the interview] But they [young people] see them [Young Advisors] as seeing all this good stuff and getting it together and being sensible about going to bed, you know, all that. Then they sort of learn from that, take it away. Obviously, it has something of a lifecycle that may weigh in over time. But nevertheless, they can take that back into their local neighbourhood.”

MANAGEMENT SOURCE.

Finally, here we note that the scale of the Camp created an opportunity for young people that is distinct from that associated with the smaller scale 'residential' event. Our understanding is that the scale created a form of immersion in the flow of young people through the Camp, its activities, the Games, etc., which, is qualitatively different (from a residential) and potentially more likely to result in mutually re-enforcing experiences through exposure to the multiple activity streams. It seems likely that the heady mix of festive solidarity, talking with new people (similar to oneself, different in another respect), 'all mucking in', 'taking responsibility' (for self and others), 'team-building' exercises, being in another place, facing physical challenges in competitive settings, enjoying the spectacle of the Games was in sum, as one of our management sources put it,

“ all those sort of things were just massive, massive.”

MANAGEMENT SOURCE.

3.7 Prospective Replication

Management report that interest in the replication of similar projects is high among local partners and developing this model of a large-scale sports event blended with outdoor pursuits and youth work is a core element of the organisation's strategic thinking. At the local partner level, some of the steps may appear modest as they extend their sports work into, for example, new places. Skateboarders' parks were an example a management source mentioned, but these local steps are plainly important as well. There is a determination among the managers we interviewed to build on the project in a thoroughgoing fashion, one noted that

“ And so we've seen that [interest] already happened in a lot of projects and... they're seeing the benefit of taking young people out, there're a lot of question marks around what might happen, you know, because, you know, we haven't done it before [Glasgow]. ”

MANAGEMENT SOURCE.

The organisation plans to implement a similar, if reduced scale, project at this year's Athletics Championships.



4. OUTCOMES



We preface our commentary on each of the thematic outcomes pathways taken from Spirits master Outcomes Pathway with an anonymised young person's experience of the pathway. We then comment on the findings relevant to the pathway. Supporting data is in an appendix (in a separate document).

4.1 Empowering Young People

John moved through the empowerment pathway over many years of support from StreetGames. The support 'has shaped me as a person'. Moving from participant with a local Doorstep Sports Club into a volunteering role within the organisation, John became more willing to 'put myself forward'. He has become a passionate advocate for sports participation, challenging the elite sports views of many of his peers at university. John has a strong sense of confidence in his own abilities and energising commitment to social action, currently demonstrating this through a sports project for people with disabilities.

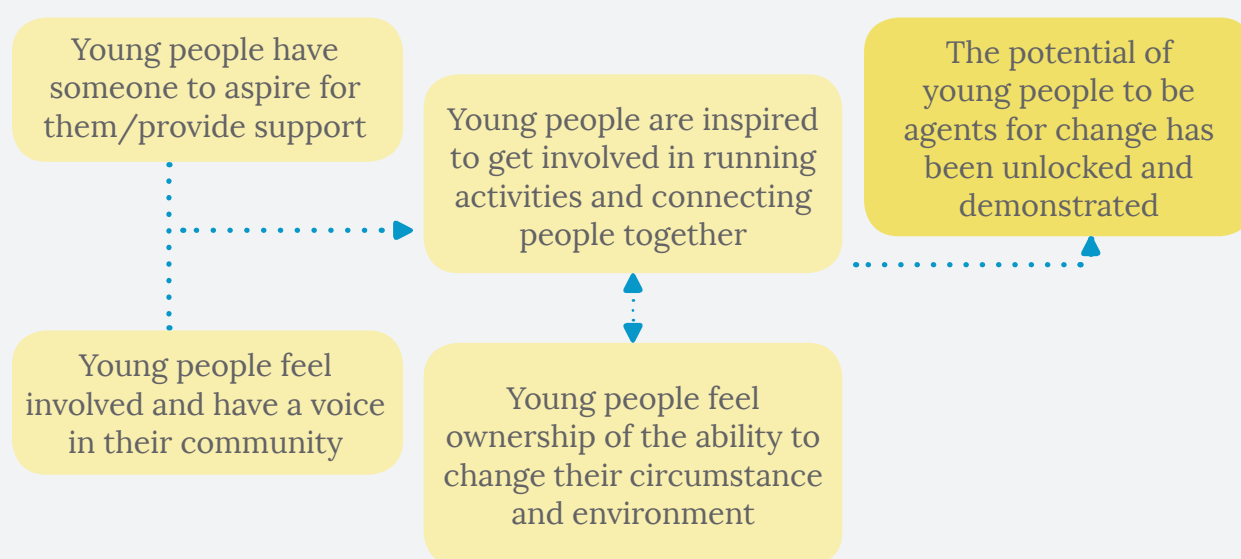
We found convincing evidence that the experience of the project delivered significant empowerment benefits for the young people. The narrative of their experience highlights that they felt more:

- Able to accomplish a wide variety of tasks, many of which are broadly related to life skills, some more directly related to employment;
- Able to act purposefully and with a sense of their own personal agency, and it is noteworthy that this is related to educational trajectories;
- Able to involve themselves in the design and delivery of the project, and readily drawing from their involvement, practical learning for other paid and unpaid work in which they take part; and,
- Secure (drawing on personal confidence and optimism traits) in these and other abilities that, in turn, contribute to their overall orientation to dealing with the challenges of their lives.

As can be seen in Figure 2, the **Empowering Young People's** pathway, taken from Spirit's Outcomes Pathways, anticipates that through:

- The combined effects of support agents aspiring for young people and the latter feeling involved and having a voice,
- They are inspired to become in practice 'involved in running activities and connecting people together',
- Which, both enhances and reinforced by their perception of being able to 'change their circumstance and environment',
- With both these resulting in the demonstration and 'unlocking' of their potential 'to be agents for change'.

Figure 2. Spirit's 'Empowering Young People' Outcomes Pathway



The evidence we examined suggests that the experience of the young people in the project fits with the form of the pathway. Taking each element in turn, the young people referred frequently and wholeheartedly to:

- the support they received from the organisation, which built on and contributed to their own aspirations, for example, to take on sports coaching;
- practical instances of their own involvement in community life and having exercised 'voice' in that community;
- being involved in the design and delivery of the Camp activities for (other) young people;
- feeling better able to move through important transitions in their lives, for example to pursue their education through attending university; and
- their perception of their own potential being 'unlocked'.

4.2 Engaging Volunteers

Allan's trajectory through the engaging volunteers' pathway is interesting in that he has engaged in depth with both StreetGames and another campaigning organisation. The core difference between the two was the social homogeneity of StreetGames in contrast to the other, which, for Allan, facilitated a much better experience, especially in how each managed issues of conflict about 'agendas'. He notes the 'relaxed' style of the way the Doorstep Sports Club operates with 'fun' as the keynote. The Camp provided him with the opportunity to exercise, through working collaboratively with other young volunteers, his creativity in the design of facility. Through his engagement, he has acquired significant opportunities to practice his presentational skills at UK and European conferences.

We found clear evidence that the experience of StreetGames has enabled these young people to strengthen their engagement with volunteering. Specifically, that their engagement was:

- Personally meaningful for them in that it provided the opportunity to express their sense of altruism with regard to their peers, from which they, in different ways, derived a sense of satisfaction;
- Rooted in them having been immersed in an ethos of participation, one that both celebrated and challenged, which they applied in other group work activities, sometimes within StreetGames, but often outside of it as well;
- Supported by the organisation through its graduation process of volunteers, advisors alumni combined with the longevity of the process, sometimes over many years, during which the organisation provided, as desired, informal one-to-one / mentoring inputs;
- Connected to their neighbourhood communities through the local partner agencies and doorstep sports groups; and
- Deepened through the development of their own understanding of themselves as 'leaders', interpreted often in terms of practice, 'doing it'.

We identified the following ways in which these young volunteers apply the skills acquired through StreetGames in other settings:

- Local government's sport development efforts;
- A local school's netball coaching;
- Local community support for recent immigrants without proficiency in English;
- Local food support for homeless people;
- Development of sports for people with disabilities in France; and
- Within the organisation's Youth and other conference events, with local partners and Doorstep Sports Clubs.

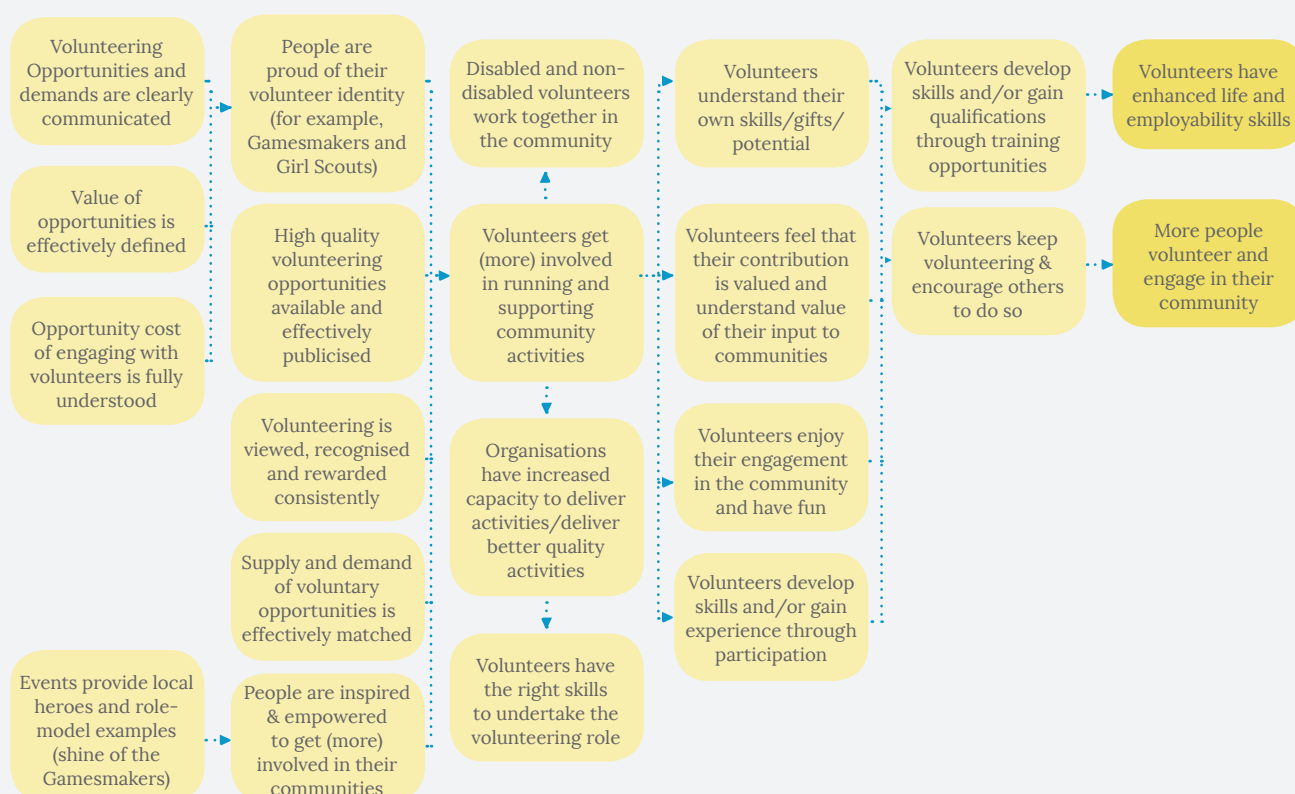
Our sources commented on the Engaging Volunteers pathway (Figure 3) they followed through their history of engagement with StreetGames as volunteers. Their 'lived experience' of their pathway occurred over many years before Camp Glasgow and the ancillary Pop-ups.

The project was part of that experience; it represented a moment on their . In our opinion, the project contributed to their engagement by creating a specific opportunity for them to exercise their volunteering skills but plainly many other factors were in play as well. We relate these other factors to the outcomes pathway below but it is important that the reader bear in mind that in many respects StreetGames resourced these independently of Spirit. The testimony of the young people suggests that they

- Understood the nature of the role and the demands that would be placed on them during Camp Glasgow;
- Felt pride in the way they discharged their volunteering responsibilities during the Camp and valued their identity;
- Enhanced the quality of support available for other volunteers who accompanied each group from a local partner;

- Perceive themselves and their contribution to be valued fully by StreetGames;
- Are ‘involved in running and supporting community activities’ through their volunteering and it seems highly likely that they increase the capacity of the host organisations and the quality of the activities in which they are involved;
- Have acquired a nuanced understanding of their ‘skills, gifts and potential’;
- Consider that their contribution is affirmed and valued by StreetGames;
- Derive very considerable personal enjoyment from, and have fun through, their volunteering;
- Acquired significant life skills, coaching qualifications and insights through their participation, which has included formal training; and
- Seem highly likely to continue their volunteering and encourage their peers to volunteer, which seems likely to enhance the latter’s engagement with their local communities.

Figure 3. Spirit’s ‘Engaging Volunteers’ Outcomes Pathway



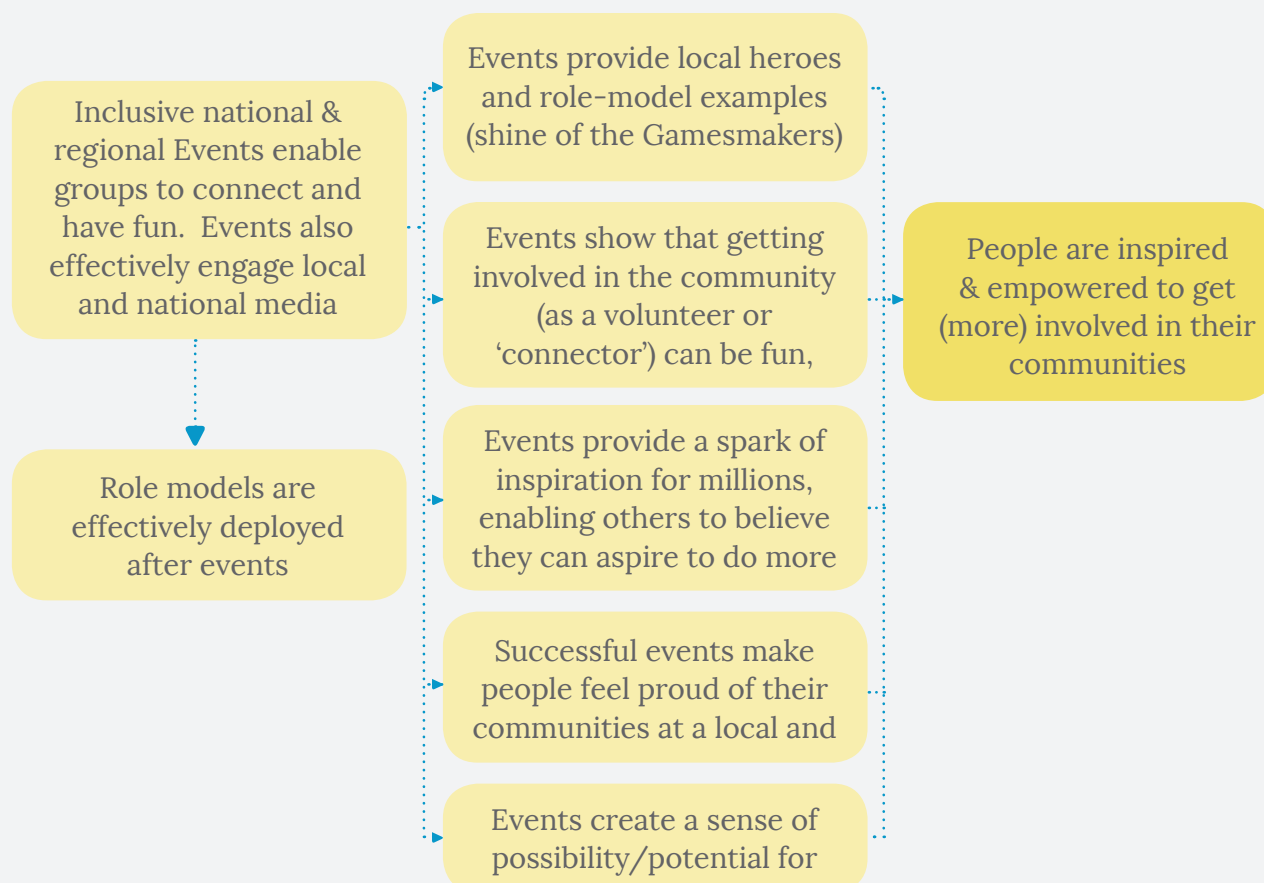


4.3 Inspiring Events

The testimony of the young volunteers is particularly interesting with regard to the third Inspiring Events outcomes pathway (Figure 4). The evidence suggests that these young people believe that

- The scale of the Camp was central to the memorability for themselves and other participants, likely increased by the novelty of the intense ‘mass’ experience;
- The enjoyment of the Camp reflects an underlying fulfilment that the wider StreetGames experience delivers, for example, references to how that experience contributed to ‘making me the person I am’ or ‘it changed my life’ are common and said without hyperbole;
- The Camp provided the space in which the ‘civic pride’ of neighbourhoods across the UK found expression through discovering similarity and difference during story-telling and other exchanges between those attending; and
- ‘Role models’, while it was used in the terms implied by the pathway, tended to be interpreted as referring to the young advisors themselves, i.e., they noted frequently that they perceived themselves as serving as role models for the other young people.

Figure 4. Spirit’s ‘Empowering Young People’ Outcomes Pathway



Ruth found the Camp an inspiring experience that challenged her and peers as they became aware that their responsibility for organising the facility was 'for real'. She became involved with her local Doorstep Sports Club about eighteen months before the Camp. Since then her involvement with the organisation progressed rapidly and an early positive residential experience was key to her sustaining this. At the Camp, she feels the young volunteers, herself included, became 'local' role models for the others attending. She relates this to the others seeing that 'we were having fun'. She thinks the best way young people learn is through seeing others in action. The Camp showed others how they could become involved just as she and the other young volunteers were.

The Inspiring Events outcomes pathway anticipates that the event:

- Enables groups of people to 'connect' with each other, having fun through the experience, with appropriate media engagement, these elements giving rise to the deployment of role models after the event,
- While these role models and 'local heroes' in combination with the demonstration effect for those attending that flows from experiencing others engaging actively in the 'community' form of the event, and how rewarding this is, alongside the aspirational / inspirational 'spark to do more and do better', the emergent pride in one's own community, and the 'sense of possibility / potential for change', all give rise to,
- People feeling 'inspired and empowered to get more involved in their communities', which is the final element in the pathway.

In our opinion, the evidence of the young people's narratives of their experience of the Camp aligns well with the outcomes pathway. We draw the attention of the reader to the references (appended in separate document) the young people made to

- The heightened level of enjoyment they report both themselves and the others attending had during the Camp,
- The connections the interactions that took place during the Camp between young people from different places across the UK,
- Elite sports role models who were brought into the Camp (but see the point above on a slightly, more directive facilitation of this),
- The young volunteers serving as the 'local heroes' and our young people reported how others attending expressed interest in engaging / emulating them, as the latter readily perceived the fun the volunteers were having,
- The discussions between those attending about their own communities, which one of our sources considered to be the expression of 'pride' in these, and
- The young volunteers themselves feeling inspired by what they all considered a very special moment in their lives

We think it highly likely that these young volunteers would have continued to be actively involved in their communities regardless of the Camp event, but, without the Camp, we do not think that they could have communicated their sense of the possibility of change through volunteering to the others attending.

5. CONCLUSION

The neighbourhoods in which the young people live are characterised by multiple deprivation. Despite the investment of considerable resources in these neighbourhoods, the position of these areas relative to other more advantaged locales has a static character as the same places tend to remain relatively deprived.



One of the forms of disadvantage the young people in these areas experience is low participation in sports. StreetGames challenges this through the promotion of a 'sport for good' policy agenda and a participatory sports development practice model (doorstep sports clubs). The basis of the dynamic it introduces into the areas is twofold. Firstly, its network of local partners serve as the mechanism through which other agencies (may) collaborate with the policy agenda and move towards the practice model. Secondly, the enabling long-term support for young volunteers locates and sustains an important asset inside the neighbourhoods, one that becomes available for a variety of social action efforts.

The foundation of its work with both is an emphasis on the relational, demonstrating what the benefits are for local partners, while nurturing the engagement of the young volunteers with sports through their formative school and early adult years. The project, especially the Camp, was one important moment in the lives of the young volunteers we interviewed during which they demonstrated the participatory sports model to their peers and local partners. For the organisation, the project demonstrated the value of deploying the model at largescale sporting events.

The case study provides substantial evidence that the StreetGames project responded in a coherent fashion to the context of the young people's lives and put into practice a sophisticated approach, blending networking, volunteering and participation to enhance the organisation's 'varied and vibrant offer'. The experience of the project has encouraged the organisation to adopt the replication of this approach through incorporating the offer into young people's participation in large-scale sporting events. The testimony of the young people demonstrates that all obtained multiple benefits from their experience and these outcomes are strongly aligned with those Spirit anticipated.

We note the following qualifications. Camp Glasgow was a moment in the experience of these young people. It exemplified for them much of the other experience they had as volunteers with StreetGames. Their experience was, in many respects, different from that of the generality of young people who attended the Camp.

At root, the difference lay in the fact that through their sustained involvement with the organisation, they secured a depth of empowerment benefits, that we think it implausible to ascribe to others attending. We know, (because these young people told us) that there was among the others a real interest (among some) in getting involved just like our young volunteers had. From a counterfactual perspective, without the project this exposure of these other young people to the potential to become involved would have been lost. The funding created an opportunity, which these young volunteers seized, to exercise the empowerment that their wider, continuing and in-depth experience of StreetGames engendered.

Related to this point, and fully recognised by StreetGames management, the Camp was, in itself, not going to change the lives of the young people attending. However, it seems highly likely that it left a positive and memorable impression on the minds of many of those attending of the potential they had to emulate the role models that the young volunteers presented. The factors behind the success of StreetGames in enabling these young volunteers include sustained interaction, skills training, experiential learning, mentoring, linkage to additional assets among its local partners, and so on, all entail that the organisation sustains the connection with the young person over the long-term. This implies that, the value the project delivered is dependent on prior investments in the development of the young people.