



INSIGHT INTO ACTION

THE LESSONS FROM THE
DOORSTEP SPORT CLUB
PROGRAMME 2013 - 17



SECTION 8

SUSTAINABILITY

SUSTAINABILITY OF SPORT FOR DISADVANTAGED YOUNG PEOPLE

The local and the national pictures

The issue: Can Doorstep Sport become a fixture on the sporting landscape?

The answer: Community organisations that host Doorstep Sport are resourceful and funders need to be open to their needs and strengths.



The national picture

Low income families need leisure and sport provision to be subsidised. Analysis of data included in the ONS: Expenditure and Food Survey by SIRC at Sheffield Hallam University showed, that on average, a low income household spends £2.55p a week on active sport. This subsidy has traditionally come from the Lottery, from grant giving charities and from corporate CSR programmes. There are some small, central government programmes, too¹. A handful of the larger Governing Bodies of Sport also run programmes for disadvantaged youth. Of these, the largest is the Premier League's Kicks programme. Premier ***Rugby's Hitz; The Tennis Foundation; Basketball Foundation, RFL*** Care and ***RFU's Try for Change*** also resource opportunities for low-income young people. However, the greatest subsidy, by far, has always come from local authorities.

As the largest sports provider, local authorities have traditionally subsidised their pitches, leisure centres, community and youth centres and sports development programmes. Unfortunately, this subsidy does not always reach disadvantaged young people; people from lower socio-economic groups are typically under-represented amongst leisure centre users. Sports development programmes were often more successful as their flexibility allowed them to move towards the customer rather than waiting for the customer to come through the door of a leisure centre.

Data from the Sport England National Benchmarking Service (NBS), which provides key performance indicators and national benchmarks for local authority sports facilities, has consistently shown an underrepresentation of users from lower socio-economic groups – see data below.

¹The biggest national programme paid for by central government was Positive Futures which ran in the Home Office from 2000 and funded 119 local programmes.

NBS Access Performance Benchmarks for NS-Sec groups 6 and 7

| Group | Number of Centres | Median benchmark (NS-SEC 6&7) |
|-------|-------------------|-------------------------------|
| 2007 | 87 | 0.56 |
| 2008 | 99 | 0.45 |
| 2009 | 87 | 0.52 |
| 2010 | 97 | 0.61 |
| 2011 | 64 | 0.59 |
| 2012 | 78 | 0.70 |
| 2013 | 78 | 0.58 |

(nb a score of 1 = representative profile, score of less than 1 = under-representation)



This situation is unlikely to improve in the short term as, since 2010, more than £420m (almost a third) has been taken out of local authorities' sports and leisure budgets. As a result, the subsidy has reduced and prices have risen. Sports development programmes, many of which did effectively engage disadvantaged youth, are under threat for the same financial reason.

During the run up to the 2012 Olympic and Paralympic Games, the corporate sector was interested in community sport. Post 2012, the economic environment is harsher for sports charities. A rough and ready survey of national charities in the UK Sport for Development sector conducted by StreetGames showed that there was a 55% rate of companies ceasing investment after the 2012 Olympics. In this new, attritional, environment all charities reported that securing new corporate investment was either 'very difficult' or 'more challenging than anticipated'.

These experiences were echoed in a report we commissioned from NCVO and by the 2015 StreetGames Network Survey.

StreetGames commissioned NCVO² to analyse the state of the third sector leisure and sports providers. The research found that:

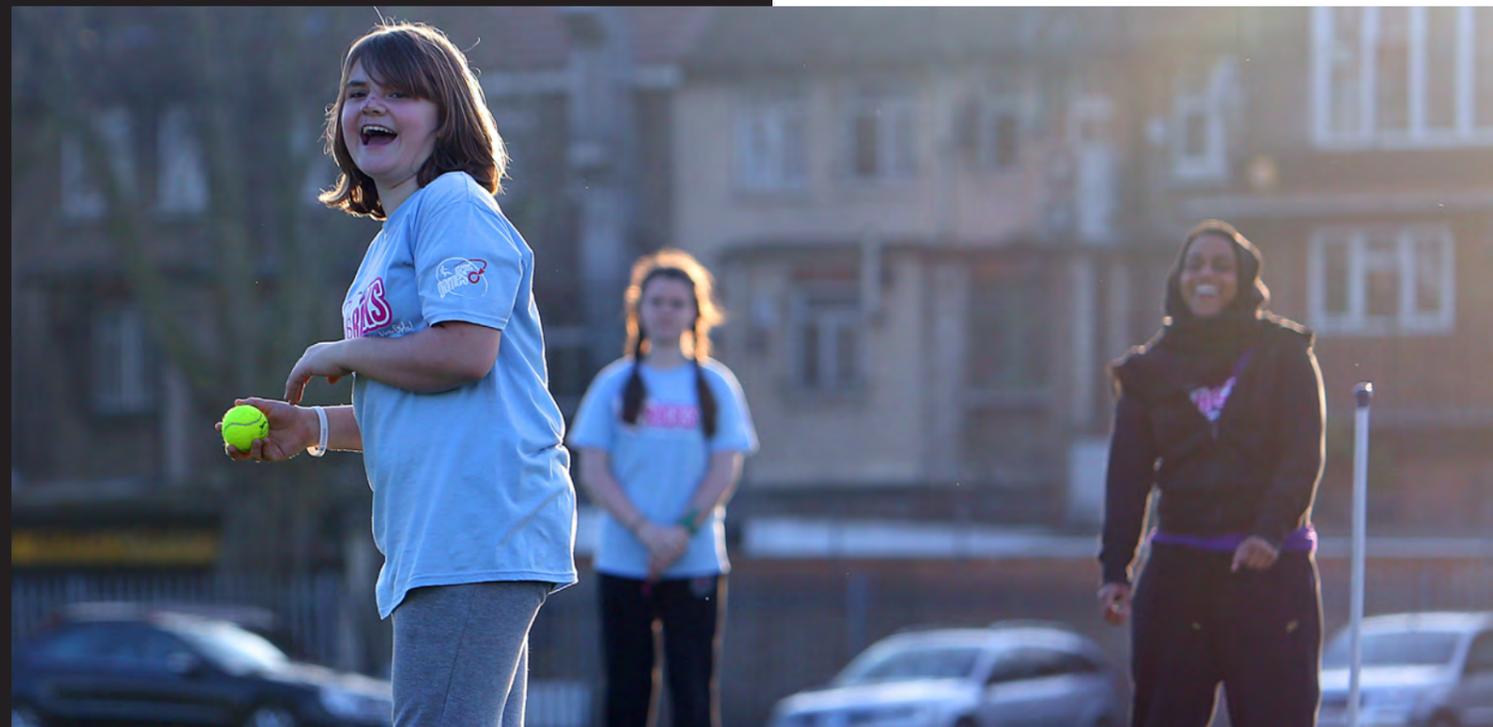
- Overall, voluntary sector funding has remained largely static in recent years. There are indications that more money is being channeled to large charities and organisations. The average turnover of charities in a geographical area is skewed by the high turnover of a small number of large organisations..
- Small and medium sized organisations are more likely than large organisations to report decreased, rather than increased funding.
- Despite static or falling income, national data from the voluntary sector has shown gradually rising levels of demand for services over the last decade. The NCVO survey data also showed that demand for Doorstep Sport services is increasing, with 69% of respondents reporting increased demand. With only 5% reporting any kind of decrease, more is being demanded for the same, or less, money.
- Most organisations reported implementing at least one measure to reduce financial risk. Nearly half (42%) reported cutting back or holding off on delivering new services /projects/ programmes.

The landscape is not good, but there are opportunities on the horizon. Sport England and DCMS strategies have both turned their attention to lower socio-economic groups and other under-represented groups. Also, the main UK funders – including Big Lottery Fund, Comic Relief and Children In Need and all the main funding charities – prioritise poverty and disadvantage. But not all of them want to invest in sport and activity, not even for the most deprived or inactive youth. Those that do want to invest often struggle to reach the right communities because they do not know the right community organisations.

The social value of Doorstep Sport is high, which can encourage investment from a variety of stakeholders. In 2015, Substance used Sported's 'Sport Works' tool as part of their 18 month evaluation of StreetGames. They estimated that, by 2017, the DSC programme was on track to provide £177 million (in terms of annual social cost savings).

StreetGames' report on the viability of attracting investment into sport-for-good through Social Impact Bonds is expected to report in early summer 2017.

²Via A snap-shot of state of this sector, a study that focused on 5 geographic areas (Stoke-on-Trent, Nottingham and the London Boroughs of Southwark, Newham and Westminster) and analysis of relevant comparable survey data, including: NCVO Civil Society Almanac, Charity Commission and Volunteer Centre data 2015. NCVO: 'Examining the anticipated effects of funding cuts on sports organisations in the 2015/16 financial year'.



The local picture: the sustainability of the Doorstep Sport hosts

The StreetGames Network Survey of 2016 confirmed the national findings. Overall, 37% of DSC hosts expect to grow, 39% to stand still, and 24% to shrink. Those third sector organisations which employ managerial staff alongside delivery staff feel most vulnerable. They need to secure enough well-paying contracts to cover management costs as well as delivery costs.

The survey also showed that most third sector DSC hosts do not have a fundraising plan of any kind, nor a nominated member of staff or volunteer to lead fundraising. Some of the smaller third sector organisations seem only turn their attention to fundraising when money is running out. They are accustomed to their services continually expanding and contracting in response to available funding. However, 76% want to grow their services and deliver more Doorstep Sport; 58% want help with their fundraising in the future; 46% are seeking support with planning Doorstep Sport provision. Their priority for fundraising is to secure money for coaching, venue hire and core costs - including management.

DSAs use the Doorstep Sport Development Toolkit to support hosts with this sustainability planning. The Toolkit is an open-source, interactive, straightforward diagnostic tool which provides the rubric for a positive conversation about the future. There are three sections to the Toolkit: Shaping the right offer, Sport for Good and Planning for the future. The Toolkit is structured to help the host think through their growth potential while providing them with a better understanding of their strengths

How hosts used the DSC investment wisely

Host organisations creatively optimise the small amounts of funds they do receive. For example, each DSC host provided an average of 63p match-funding per £1 of Sport England lottery money invested to deliver activities. The host also provide staff management and administration. The participant unit cost to Sport England per annum was £144, of which £77 was spent on direct delivery. The remainder was spent on support, training, monitoring and evaluation and enhancements.

This 63p match funding came from many income streams and hosts report that being part of a national programme opened local doors to investment. The match funding typically came from local authorities, sports organisations, not for profit organisations, private sector and housing associations.

DSC Match Funding



The Importance of Small Grants

Despite the demands on the DSC host being great, and despite the application process to become a DSC host being harder than the Awards for All and the Sport England small grant process, the DSC programme reaches places other sports investment does not reach. The host organisations, and others like them, are significantly under-represented in the acquisition of both large and small grants. Only 44 of the 310 hosts have received a small grant since 2009.

Joining the DSC programme was a two stage process that led to the investment of about £20,000 over 3 years. The first stage was not too different from many a small grant investment regime and required the host to demonstrate their capacity to deliver a well-managed DSC in terms of policies, procedures and protocols.

Once over that hurdle, a host progressed to stage two and produced a delivery plan. The plan covered stretching issues such as how to recruit new participants, what good retention programmes look like, the pathway to reaching equity targets and cost effective budgeting. We were surprised that so many hosts struggled to show how they planned to meet their objectives. Consequently, we changed our procedures to provide more DSA support and co-produced the plans. It took an average of three iterations before the plans adequately conveyed the thoughts and insights of the host.

Hosts explained why they do not apply for a small grant from Sport England or the Big Lottery, yet are willing to go through a tougher process with StreetGames (typically for less money).

The big picture answer is that being part of a supportive and trusted network overcame the barriers to application. Other explanations given by the hosts as to why they do not apply directly for Lottery money were:

- Small and time-pressed hosts never seem to find time to write a small grant application: they think it is too speculative, and they are unable to pay someone else to write it for them for the same reason
- Our support was effective and delivered by a team of peers who the hosts perceived as understanding their programme and particular situation
- The likelihood of success was high, so we were able to overcome the fears of humiliation and rejection that deter many hosts from applying for grants
- The investment would cover three years and not the one year of a small grant. This makes planning easier for organisations of all kinds
- Local Authorities do not think that small grants are, or should be, 'for them'.

This is especially relevant for small grant applications, which offer the greatest opportunity to significantly increase revenue for providers of Doorstep Sport.

'Light Bulb'

Practice

- StreetGames will assist in this by deploying expert fundraising DSAs, to provide help with writing fundraising plans, training fundraising staff and volunteers, developing on-line and digital fundraising and providing close support with bid writing.

Policy

- Investment in sport for disadvantaged areas is needed.
- Community organisations in deprived areas need support to take advantage of the investment opportunity.
- Investment is needed to strengthen the income diversity and fundraising success of the sector.

Training Workshops

StreetGames also provides **training workshops** across a range of different topic areas. If you are interested in learning more about sustainability and fundraising in doorstep sport you may be interested in the following workshop:

- Fundraising and small grants.





-  StreetGamesSportsCharity
-  @StreetGames
-  StreetGamesVideos
-  StreetGamesUK
-  www.streetgames.org

