Quest 2016 – Gplus 23
Engaging Young People 12-19 Years
Guidance Notes

Issue 2 – July 2016

Outcomes

- To provide inclusive, high quality and accessible opportunities for all young people to participate in sport and physical activity and meet the CMO guidelines of <u>at least 60 minutes and up to several hours every day</u>.
- To reduce the levels of young people who are inactive by making sport and physical activity fun and accessible to them.
- To address inequality in a pro-active way, through effective interventions that widen access for: disabled young people; girls and young women; those from low socio-economic backgrounds; and those who are not in employment, education or training (NEETs).
- To work collaboratively with other service providers to expand and enhance the offer, align services and build pathways into employment and higher standards of performance in sport.
- To involve young people in the planning, delivery and leadership of activities.
- To provide evidence of the long-term impact on young people in terms of their: health; community integration; personal development; employability and sporting achievements.

PLAN					
How has the organisation identified its priorities and objectives to increase participation amongst young people and to engage those who are inactive?	There is no plan or strategy in place that sets out clear participation aims and objectives for young in their area to achieve. There is little or no evidence that consideration of the needs of young people has taken place. No consultation with young people has taken place. There are physical and organisational barriers that prevent disabled young people from accessing	Priorities and objectives are set out but are largely top down, nationally or centrally/corporately driven. Some consultation with young people and/or organisations catering for young people has taken place. There is evidence that the needs of young people have been considered within the business plan. Facilities	There is a clear plan or strategy in place informed by local demands and evidence of needs. There is evidence that the organisation understands the demographics of the local area and has good relationships with organisations that have specialist knowledge of or cater for the needs of young people. Good quality consultation with young	Planning is driven by insight, knowledge of behavioural change and the strength of the sports systems. There is good evidence of engagement of young people from different population groups and backgrounds. There is effective working within and across the organisation as well as with key partner agencies to facilitate and support change	There is evidence that projects and programmes for young people can and have been scaled up and are 'system ready' to deliver meaningful and sustainable change and impact over successive years with partners from within the sport and leisure management sector as well as with community organisations. There is evidence that the

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	facilities and services.	used for programmes are DDA compliant.	people has taken place, and specific policies and programmes have been put in place to ensure access to services.	and development in service delivery. Priorities and objectives have short and long term perspectives. There is a range of opportunities reflecting the different needs of young people in the different population groups and phases of growth/maturity. The majority of programmes are accessible to disabled young.	work of the organisation is informing and helping to shape commissioned services and NGB/club infrastructure. Young people are fully involved in the development and delivery of the plan or strategy with robust targets/KPIs that reflect local priorities. Pathways/links to other services and providers (such as other healthy lifestyle programmes and sports clubs) are in place and actively pursued. All facilities used have been assessed for accessibility via IFI accreditation (or similar).
DO					
How does the organisation provide high quality opportunities and	The organisation is focused on delivering more and better services to existing young customers and	The organisation is focused on delivering project outputs for funders, Clients and partners.	The organisation has established clear priorities, target groups and communities of young people and there is good evidence of	There is a carefully considered set of interventions in place with clear referral routes, development pathways and	The organisation can evidence increasing levels of participation amongst young people especially young women, disabled

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pro-actively widens access into sport and physical activity for young people?	participants.	Commitment is evident via equality pledge, customer charter, or similar. Facilities meet Part M regulations and adaptations are clearly sign posted.	customised approaches to reach out and engage with different types of young people across services and facilities. Good use is made of best practice in the sector and learning from national insight/data collection/local sport and health profiles in order to shape services, make interventions and target resources and efforts to best effect. Marketing materials encourage uptake by inactive young people with specific programmes in place to meet their needs. Appropriate incentives are used to engage and retain inactive young people and to change their attitudes and behaviours towards sports and physical activity. Facilities largely meet Sport England's Accessible Sports Facilities guidance (or similar	support processes for individual users and community groups that are attracting and retaining new custom. The benefits of appropriate family orientated and intergenerational activity are recognised Younger people are offered opportunities to volunteer, develop their skills and gain qualifications as programme leaders, coaches and role models. The organisation is adept at promoting physical activity and health/well-being as well as the development or promotion of sport. Facilities have been accredited or assessed via IFI, Disabled Go, or similar.	young people, those living in deprived areas and those who are NEET. The benefits of appropriate family orientated and intergenerational activity are recognised and pursued. There is cause and effect which can be tracked and recorded to show impact and growth. There is a 'pathway into employment' in place for young people who are NEET including opportunities for apprenticeships. Young people champion and help to shape and drive the marketing of opportunities. The emphasis is on ensuring all activities are fully inclusive (not only specialist programmes for different groups such as

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			home country guidance).		disabled young people; girls and young women; NEETs etc).
How is the organisation working with other service providers to enhance the offer and build links between different activities, services and levels of progression for younger people?	There is a limited range of activities being delivered in isolation to other local provides.	There is evidence of a reasonable range of activities targeted at different groups of young people and dialogue with other local provides to enable their services to co-exist alongside each other.	There is evidence of a wide range of activities targeted at different groups of young people and co-operation with other local provides to enable a wider and progressive range of complementary services with good connections between them.	There is evidence of positive engagement with inactive young people and those who are considered to be 'hard to reach' or at risk of a long term health condition or of criminal activity. The organisation is proactively seeking collaborations with other providers to align services from different sectors for targeted beneficiaries. There are strong links with primary and secondary schools; curriculum, extra-curriculum and community sport; clubs; NGBs; FE and HE establishments with pathways in place for progression onto higher standards of performance and to minimise drop out between transitional periods	There is evidence of behavioural change amongst inactive young people and those who are considered to be 'hard to reach' or at risk of a long term health condition or of criminal activity. The organisation can demonstrate it is co-owning/producing interventions with providers from other sectors to enhance service provision for targeted beneficiaries. There is collaborative working between clubs; NGBs; school sport; FE and HE establishments with innovative practice to widen access into performance sport.

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				/settings.	
MEASURE					
What precise measurement tools are in place with clear targets to evidence how young people are engaged and participating and progressing in sport and physical activity?	The organisation does not use national/local measurement data and cannot track participation amongst young people.	Active People/Active Lives results are used pro-actively. Complementary information is available for young people under 14 years. Some disaggregation of usage data is in place, but no specific targets /KPIs are set. Case studies are used to identify and demonstrate customer satisfaction.	Local sports and health profiles are being used together with community engagement and latent demand studies to inform and determine demand for and supply of services that young people want or need. Pro-active steps have been taken to establish local baseline data and to create locally driven measures/KPIs and targets for growth Customer satisfaction is measured at programme level for different segments/population groups of young people.	There is an integrated approach taken to assess the profile and levels of attendances in facilities; in projects and programmes; and in supported partnership work. Measures can assess how representative service users are of the young people in the local community and the profile of new participants the organisation is seeking to engage with. KPIs make strong links between short term service outputs, intermediate outcomes and long term outcomes in line with local priorities and national strategies. As a result of data gathered changes have been implemented with evidence of short term impact.	National/local surveys show improvement and the organisation can clearly identify added value from the services it provides for young people. Programme, project and/or facility attendance figures are on an upward curve and are more representative of the profile of young people in the community being served. Outputs and outcomes are now being delivered. There is a golden thread in place which provides a clear line of sight for the organisation, funders, commissioners and stakeholders. Measurement and target setting is fully embedded into quarterly reports and

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				Customer satisfaction levels are high across the different segments/population groups of young people.	annual plans/reviews.\n\nCustomer satisfaction is regularly tested with excellent ratings across the different segments/ population groups of young people.
REVIEW					
How does the organisation demonstrate new learning, innovation and continuous improvement with the involvement of young people shaping its services?	The organisation is inward looking and does not seek out or share best practice in the sector.\n\nThere is little of no consultation or review process that involves young people.	There is an internal review process which involves funders or commissioners.\n\nThere is some regular bi-lateral engagement with partners around projects/programmes.\n\nThere is limited consultation on young people specific initiatives, mostly with local organisations dealing with young people.	Review processes are planned and involve external agencies/partners.\n\nProgrammes are reviewed in partnership with local organisations dealing with young people. There is some evidence of changes to activities as a result of this review process.\n\nBenchmarking and peer review processes are being used to good effect.\n\nThere is evidence of innovation and enterprise but the organisation also knows what works best.	There is a pro-active approach with staff to learning and development through check and challenge reviews and pro-active training/development.\n\nYoung people from different segments/population groups are consulted/ involved in the review process at programme level. There is a transparent process by which feedback is addressed in programme development to drive continuous improvement.\n\nThis is an organisation which makes strenuous efforts to "look out of the box" and can	Clearly articulated measures and KPIs are regularly reviewed with partners/strategic players/providers and contractors.\n\nYoung people from different segments/ population groups are fully integrated and embedded into the review process. Reviews take place at whole service level, not just specific programmes for young people.\n\nTrend data is available and being used to track change and the impact of interventions, policies (such

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				provide evidence where it has developed its knowledge base and adopted best practice/latest thinking.	as pricing) and collaborative working. A pro-active approach is taken to benchmarking inside and outside the sector. Positive changes are made and can be evidenced. There is a good balance between innovation, knowledge of what works best and enterprise.
IMPACT					
How does the organisation evidence the positive impact of its interventions on young people in terms of their lifestyles, health and wellbeing, personal development and skills?	There is no framework in place to show how projects and programmes meaningfully contribute to participation goals and wider commissioning strategies. The organisation is unable to provide evidence of the benefits that programmes have on the lives of young people.	The organisation is able to demonstrate a contribution to programme/project development and expansion targeted at inactive young people. There is limited evidence of benefit, primarily via case studies of individuals, or at single initiative level.	The organisation is working towards providing evidence and information on the contribution it makes and is able to highlight key projects or developments where there is evidence of sustained change, improvement and added value for the new participants engaged. There is evidence of strong partnerships with organisations working with young people on programmes,	The organisation is able to show that it is engaging with education providers and key commissioners/funders and partners to map out and evidence its contribution to a more active community/ locality through the services and support it provides to young people. The organisation is clearly aligned to national outcomes and local priorities in balance.	The organisation can demonstrate a contribution to improving levels of participation for young people over a period of time. Programmes are recognised locally/regionally/nationally and with commissioners/funders as good/best practice. There is significant progress against strategic outcomes

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			and outputs/outcomes are jointly planned and shared. Uptake of programmes is good and users are happy to serve as advocates.	The organisation can provide trends data that demonstrates year on year improvement. Wider social/health outcomes are recognised by partners. Programmes are 'in demand' with activity registers full and high retention levels evident. Young people are happy to become mentors.	that have been set with local partners. There is an expanding infrastructure of young people as active leaders, volunteers and peer mentors and evidence of them benefiting from their involvement. Staff recognise the potential to scale up successful activities and are actively doing so.

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Suggested Guidance

Physical Activity Guidelines for Children and Young People 5-18 years
- All children and young people should engage in moderate to vigorous intensity physical activity for <u>at least 60 minutes and up to several hours every day</u>.
- Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.
- All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.
  Individual physical and mental capabilities should be considered when interpreting the guidelines.

For more about the UK physical activity guidelines: http://www.bhfactive.org.uk/youngpeopleguidelines/index.html

Key links
- Change for life campaign and resources:
  http://www.nhs.uk/change4life/Pages/change-for-life.aspx
- DCMS Sporting Futures Strategy:
  https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf
- EFDS: overview http://www.efds.co.uk/ - Be informed; be inclusive; be active.
  Inclusive Fitness and Inclusive Mark.
- EFDS: Together we will campaign encourages disabled people to be more active and aims to support you to become healthier, stronger and have fun being active
  http://www.efds.co.uk/together
- Safeguarding advice from the Child Protection in Sport Unit: https://thecpsu.org.uk/
- Sport England: Strategy Towards an Active Nation
  https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf
- Sport England's Youth Insight pack:
  https://www.sportengland.org/media/10113/youth-insight-pack.pdf
- Sport England's Youth Persona's
  https://www.sportengland.org/research/encouraging-take-up/key-influences/sport-and-age/youth-personas/
- Sport England's Use our school advisory resources:
  https://www.sportengland.org/facilities-planning/use-our-school/

Behavioural Change Model

People can move back and forth through these stages

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- StreetGames - knowledge and insight studies, case studies and guidance: http://www.streetgames.org/knowledge-and-insight

Key questions:

- *How will young people benefit from your services?*
- *Does your service attract a similar proportion of young people with a similar profile as the local population?*
- *How have you used insight to shape your services?*
- *How have you involved young people in the planning and design of your services?*
- *Who are you working with to widen access, enhance the offer of opportunities to young people and build strong connections between different activities, services and levels of performance?*
- *Is your service fully inclusive and accessible for all young people?*

GUIDANCE

- The service is aligned to local needs and opportunities of young people. There is a very clear purpose and vision/goal to raise levels of participation and reduce levels of inactivity for young people in the local community and to build pathways between: primary and secondary schools; from school to community and clubs settings and into higher levels of performance.
- Schools, community organisations, facility managers, clubs, local FE colleges and universities; professional clubs and local arms of NGBs are all working together to increase activity and performance levels amongst young people in their areas; helping inactive young people become active; reducing drop out from sport and optimising the power of sport for health and social good.
- There are strong links between school curriculum and extra-curriculum and community sport and physical activities to engage young people and between primary feeder schools and secondary schools to minimise drop out during a key transitional phase.
- The service is aligned to the latest Government agenda around five main outcomes of: physical wellbeing; mental wellbeing; individual development; social and community development and economic development with specific priorities for young people who are inactive and from low participation groups. The service has created a clear link between corporate objectives and national, regional and local agendas across the "place". Schools are encouraged to open their facilities for community use.   Good use is being made of local community facilities and outdoor space for sport and active recreation.
- Specific measurable objectives targets are set out within the business plan to raise activity levels, address inequalities and widen access to sport. Inactive young people are being identified and engaged. There are opportunities for young people who are not in employment, education and training (NEET). There is a commitment to make use of publicly funded facilities representative of the community served.
- The organisation is aware of local participation data; inactivity levels and needs assessments. This has been fully incorporated into business planning; the development of partnerships/collaborations, the planning of interventions and the deployment of resources.

- The wider workforce, coaches, volunteers as well as local clubs/facilities/community organisations and staff are being equipped with the knowledge, skills and resources to reach out to new participants.
- FE and HE students are encouraged and supported to pursue volunteer opportunities and work placements in the local community to help deliver sports and physical activities. Local communities are encouraged to take on and support community sport and physical activity apprenticeships for their areas.
- Links are being developed with new non-sporting partners to support and enable new initiatives to take place so that effective partnerships are used to reach, engage and retain new participants for the longer term.
- Budget and resources have been identified to deliver and sustain interventions in both the short and long term to achieve sustainable behaviour change.

DO

Key questions:
- *What does your offer for young people include and how does it link to other provision in the area?*
- *How do you reach and engage all young people in your catchment area including who are not in employment, education and training (NEET)?*
- *How do you engage inactive young people, make the activities fun and change their behaviours?*
- *What do you do to recruit young people as: leaders, staff, volunteers and Board members?*
- *How do staff in different roles understand and respond to the needs of young people and what training do they receive specifically for young people?*
- *Are your child protection safeguards as good as they can be?*
- *What venues do you use for young people's activities and how do you make sure they are safe, accessible and fit for purpose?*

GUIDANCE
- The organisation is using the findings of insight studies, market research and relevant demographic trends to shape the delivery of participation initiatives that have been carefully designed and targeted.
- The organisation is working collaboratively with education (primary, secondary schools, FE colleges and HE universities), community (health, crime and local community organisations) and sports partners (including professional clubs) to provide a joined up offer and to deliver sessions/programmes at the right time, in the right place, with the right coach/activator and at the right level to engage and retain young people. Sessions have clear development pathways and exit routes designed to retain and sustain new participation. Infrastructure networks are strong with evidence of joint working and co-production towards a common cause.
- There are programmes in place in the locality designed to reach and engage with:
  - o Inactive young people especially those at risk of a health condition or criminal activity and don't engage in PE.
  - o More disabled young people.
  - o More girls and young women including intergenerational activities.

- Young people living in disadvantage areas.
- More people who are not in employment, education and training (NEET) and support them on a pathway into employment, including access to community sport and health apprenticeship schemes.
- Activities are taken to people in their areas e.g. Street Games' door step sport concept and after school clubs.
- There are strong links between school curriculum and extra-curriculum and community sport and physical activities to engage young people and between primary feeder schools and secondary schools to minimise drop out during key transitional phases.
- Concessionary prices are clearly and positively promoted, carefully targeted and applied well both to attract and retain for the longer term. Activity is value for money and rewards, membership and loyalty schemes are used to retain and support participants.
- The wider workforce including: volunteers, buddies, coaches and staff are fully engaged, friendly, skilled and motivated to provide a welcome and personal service to new and hard to reach participants. Robust and safeguarding measures are in place, understood and used by the workforce.
- FE and HE students are deployed as volunteers and in work placements in the local community to help deliver sports and physical activities. Local communities take on and support community sport and physical activity apprentices in their areas.
- Skilled motivators/activators/community champions are pro-actively utilised and deployed to talk and engage with targeted young people.
- Local clubs and community groups are supported and encouraged to be open and accessible to young people.
- The organisation has made effective use of external funding, grant aid or local commissioning to reach and engage with low-participant groups and those who are inactive to widen access and reduce inequalities in health and wider sports participation.

MEASURE

Key questions:

- ***What data do you gather for measuring: new participants, usage, retention and return on investment for young people involved in your services?***
- ***How do you measure the levels of engagement and satisfaction of young participants and volunteers?***
- ***How do you measure the strength of collaborative working and satisfaction of your partners and stakeholders?***
- ***How do you assess the long term outcomes and impact of your services on young people?***

GUIDANCE

- An evaluation framework is in place identifying key data requirements for programmes and the service overall.
- The organisation has a variety of KPIs that cover outputs/outcomes and impacts such as:
  - Attendance numbers (and mix)
  - Project/programme/facility occupancy rates and throughput
  - Facility representativeness (measured through NBS/APSE TOOLS)

- o Club and centre memberships (and type)
- o New users to facilities, projects and programmes
- o Retention figures
- o Participants who are being coaching
- o Active People/Active Lives
- o School surveys
- o Sport England/Government outcomes
- o Workforce development- coaches/volunteers/trained staff
- o Unit costs of interventions
- o Social return on investment
- o Financial sustainability of interventions and activities.
- The organisation is gathering qualitative measures and evidence to help 'tell the story'.
- The organisation knows how well it has performed and compares to similar locations/catchments using national indicators to measure success
- KPIs are measured against year on year data so that the organisation can demonstrate/track improvement in performance.
- The results of feedback from local schools and other education partners (FE/HE), health partners, community organisations, sports agencies and local commissioners services is used to measure performance and influence the shaping of programmes and activities.

REVIEW

Key questions:
- ***Have you achieved your service objectives?***
- ***How are young people involved in reviewing your services?***
- ***How are partners and stakeholders involved in reviewing your services for young people?***
- ***How are the achievements of the services for young people reviewed, presented to and acted upon by the Management Team and the Board?***

SUGGESTED GUIDANCE
- KPIs are regularly reviewed and compared with previous data with quarterly or annual trend analysis. Performance against objectives and targets is well communicated internally and externally.
- Projects/programmes are closely monitored and evaluated to ensure they are used/accessed by those for whom they are designed for.

- Referral and other pathways are properly monitored and evaluated using nationally endorsed and recognised tools/frameworks or models to help demonstrate positive health and wider social outcomes
- Projects and programmes are regularly reviewed for both outputs and outcomes.
- The results of both qualitative and quantitative customer and partner survey analysis are used pro-actively to inform change and development.
- National Benchmarking Survey data is analysed and used to set new targets/objectives around access to key facilities.
- Insight data and studies are constantly being used to shape service design using indoor and outdoor facilities; targeted interventions; co-production with partners and positive campaigning to attract, engage and retain new participants and thereby develop the market.

IMPACT

Key questions:
- ***How do you evidence the long term outcomes and impact your services are having on young people and the savings this is making in your area?***

SUGGESTED GUIDANCE
- Develop a theory of change for services to young people with major partners in your area identifying the desired impact and anticipated outcomes as a result of the change process and activities/interventions delivered which build up a shared evidence base of impact that make a compelling case for further investment and can identify areas for improving, further developing and with potential to scale up.
- Demonstrate/evidence through qualitative and qualitative impact studies:
  - Activities are targeted, inclusive and helping to widen access in the locality
  - Participation levels are increasing across the organisation and/or the wider community served in key areas and/or amongst target audiences
  - Inactivity levels are reducing in areas/audiences being targeted by the organisation as a result of priorities fixed with partners/funders/commissioners of services
  - Pro-active work to target disabled people and girls and young women is impacting on participation levels.
  - The organisation knows what works best to make the inactive more active; to nudge and support behaviour change and to increase participation/activity levels generally over the longer term. It is consciously doing more of it.
  - There are increased opportunities for non- participants or low user groups/communities.
  - New participants who have never used facilities before are now using services and progressing through pathways
  - Target communities/audiences are becoming healthier, more active and the cost of inactivity is being reduced over time
  - NEETs are gaining skills, qualifications and competencies to put them on a pathway into employment.
  - Young people from your area are being selected for performance development squads in the county/region.
- The capacity and capability of the local workforce has been developed.

- There has been an identifiable uplift in income, utilisation and footfall in local facilities amongst the groups/communities targeted.