
Community Sport Hub Evaluation

Final Report by ODS Consulting
October 2014

Putting sport first

sportscotland
the national agency for sport

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Executive Summary

Introduction

sportscotland is the national agency for sport - the lead agency for the development of sport in Scotland. They invest their expertise, time and public money in developing a world class sporting system at all levels. They also work with partners to develop this sporting system, investing in and joining up the people, places, partnerships and planning that make sport happen. Ultimately, their vision is a Scotland where sport is a way of life.

Community Sport Hubs (CSHs) are a very important part of their plans, and their development is one of **sportscotland's** flagship programmes with an annual budget of £1.5 million. **sportscotland** has been leading the establishment and development of CSHs across Scotland, working with partners to ensure approaches are community led. The aim is to develop welcoming, safe and fun places for sport and active recreation.

There were two core components to this research – an overview evaluation and ten detailed evaluation profiles (of individual CSHs). Quantitative and qualitative research took place with Hub Officers and wider stakeholders from around the country using online surveys. Two-hundred and sixty-seven completed surveys were returned. In addition, a range of existing monitoring and reporting information was reviewed and analysed. The ten profiles explored in detail how different CSHs had been developed and were operating. These involved in-depth interviews with Hub Officers, clubs and wider stakeholders involved in the CSHs. In total, 55 participants were interviewed for the profiles.

Main findings

- The role of the Hub Officer has been critical to the success of the programme, complementing that of volunteers. Training provided to Hub Officers by **sportscotland** was well attended and positively received.
- The research suggests that awareness of CSHs is highest among sport clubs. Much of the early development work and engagement activities focused on explaining the hub concept to clubs. Some CSHs have had success with raising awareness through schools – a key target group for many CSHs. CSHs based in school facilities have helped significantly with this. In general, CSHs were seen as a positive addition to communities.
- The nature and level of activity to engage the wider community varied between CSHs. Although there had been significant promotion by some CSHs, there was much less evidence that the views of local people (beyond existing sport clubs) had been gathered in developing CSHs. There was very little evidence of work to specifically target equalities groups or those considered “hard to reach”.

- There have been opportunities for local people to take up a range of leadership and voluntary roles, and even work to take ownership of local assets. Volunteers were positive about their experiences as they have developed skills, knowledge and qualifications.
- New partnerships and joint working between clubs has been a major success of the programme. There is also evidence of stronger links between clubs and schools, those responsible for facilities management and other strategic stakeholders.

About this study

- In 2014, **sportscotland** commissioned us (ODS Consulting) to evaluate the CSH programme. Fieldwork took place between May and June 2014.
- The evaluation gathered evidence around the extent to which the CSHs have contributed to the key principles of the programme identified by **sportscotland**. The overall aim of the research was to collect learning on how the CSHs are working and connecting with local sport clubs, and the community.

Methodology

- We reviewed a range of existing monitoring and reporting information submitted by CSHs to **sportscotland**.
- The research was a mix of both quantitative and qualitative research. We issued a survey to Hub Officers and received 37 responses, and 230 responses to our online survey to wider stakeholders involved in the CSHs.
- In addition, ten detailed evaluation profiles involved qualitative interviews with the Hub Officers, clubs and wider stakeholders involved in each CSH.

Offering a range of sport

- Data available in March 2014 indicates that over 900 clubs, groups or classes were involved in CSHs in Scotland. The most common sport within CSHs is football representing just over a quarter of recognised sport activities.
- Stakeholders indicated as part of the survey that their CSH offered the right amount of activities, and a significant proportion (43%) said their CSH should offer more activities.
- About half of Hub Officers and wider stakeholders felt that CSHs had significantly improved the range of sport on offer in their community.
- Some CSHs identified challenges in developing and growing their hub within current resources. This included a reliance on a small pool of volunteers, progressing resource intensive tasks, competing demands on Hub Officer time

and securing adequate and sustainable income streams to support CSH delivery and development.

- In order to offer a range of sport, CSHs had to have appropriate facilities available – and this had been a major challenge for a number of CSHs. In some areas there was a lack of good quality, appropriate facilities, or these facilities were under great demand from others, or there were cost implications which created barriers for use.

Understanding community needs

- One of the key principles of the CSH programme is about understanding the needs of the community. CSHs have used a wide range of methods to promote themselves and engage with clubs.
- Local sport forums, public meetings, surveys with the community and schools and consultation with clubs were all methods employed by some CSHs to engage with the community.
- Schools have been a key target group for engagement activities – particularly where CSHs are linked, or based in schools. In some CSHs there have been significant achievements in building strong relationships with schools.
- Hub Officers recognised that community engagement could be challenging – particularly reaching those not already involved in sport. Our research highlighted that initial engagement had focused heavily on clubs and specific target groups (school pupils, for example) with some stakeholders suggesting that the wider community would be the next step in their engagement strategies.
- Where they have taken place, engagement activities have led to a better understanding of local interests, of involvement in sport and physical activity, and the priorities for development of CSHs.

Growth in participation

- The evidence suggests that awareness of the CSHs varies among different parts of the community in many areas. Stakeholder views suggest that within the programme, awareness is highest among clubs, and in some cases schools.
- The number of clubs (and therefore members) involved in CSHs has increased as the programme has developed, as have the number of CSHs. Data available suggests that the programme has led to an overall increase in participation levels in clubs, with some clubs experiencing significant increases.

- CSHs and clubs have undertaken a number of activities such as social events, taster sessions, summer programmes and creating links between clubs to increase participation. It is difficult to establish whether these approaches have led to changes in participation levels as yet, but could in time, develop greater participation in sport.
- Most stakeholders felt that the CSH was seen as a positive addition to their local community.

Supporting community leadership

- As well as strengthening the way in which existing clubs work together, those involved felt the programme has particularly supported the development of young sport leaders and expanded the skills of existing club leaders.
- Roles on the management committee or steering group, running the facility, or being an Executive Board member, or coach, were some of the volunteering opportunities on offer. These opportunities had allowed those involved in clubs to develop new skills and confidence.
- Individual volunteers felt that their involvement had allowed them to work with other like-minded people; influence local developments; contribute to their local sport; learn new skills or achieve new qualifications.
- The role of Hub Officers appears to have been particularly important in supporting leadership development within the programme. Although there were some challenges, with some CSHs reporting that they have struggled to support clubs to work together, either due to too few active clubs to develop a committee, or tensions in getting clubs to work together.

Partnership working

- Hub Officers identified that because of the CSH, there were stronger relationships between clubs, who were now working better to plan, develop and manage their activities.
- Hub Officers indicated that their CSH had improved how public sector agencies support sport and clubs in their local area (70% said either 'a great deal' or 'to some extent' in response to this question).
- There were also strong links between clubs and schools and this was attributed to positive relationships with the Active Schools Coordinator. And better links were reported between CSHs and those responsible for facilities management.
- In a number of cases those involved in CSHs emphasised the importance of developing buy-in at senior level in public sector organisations in order to support CSHs make relevant links, and develop links and pathways with schools where these are not already in place.

Impact and future development

- In terms of the impact of the CSHs, Hub Officers and wider stakeholders agreed that there had been an improvement in terms of sport clubs working together locally, an increased awareness of sport clubs in the community, increased participation in sport and that the value of sport clubs in the community had been recognised.
- Stakeholders identified a range of future priorities for development, building on the relationship between CSHs and communities. This included improving communication between clubs, partners and the community, raising awareness, improving links with schools, developing volunteers and coaches and maintaining or improving existing facilities to encourage greater participation in the CSHs.

1. Introduction and methodology

1.1 Introduction

This report sets out the findings from our evaluation of **sportscotland's** Community Sport Hub (CSH) programme. This section of the report explains the focus of the evaluation, what we did, and who was involved.

1.2 Purpose of evaluation

This evaluation aimed to collect learning on:

- how CSHs are working;
- how they are connecting and working with local sport clubs;
- how they are connecting with the local community;
- how local community needs are being taken into account; and
- the impact of leadership and leadership development on the success of the CSHs.

1.3 Research questions

The evaluation has gathered evidence about the extent to which CSHs have contributed to the key principles of the programme:

- Growth in participation
- Understand community need
- Support community leadership
- Offer a range of sports
- Ensure all the appropriate people are working together.

The evaluation has explored a number of specific research questions:

- How are CSHs connecting with local clubs and the local community?
- What are the local perceptions and awareness of the CSHs?
- What community engagement methods have been used and which were most effective?
- What actions or additional activities have CSHs delivered to respond to community feedback?
- Have CSHs provided opportunities for local people to take up voluntary/leadership roles?
- What has been the impact of leadership/leadership development on the success of the CSH?
- What partnerships have been initiated or improved due to the work of the CSH?
- How have clubs worked together to improve the programming and activities offered at the CSH?

- What have been the biggest challenges for clubs to become involved in the CSH?

In the final section of this report we consider the evidence relating to each of these research questions.

1.4 Approach and methodology

Our methodology involved gathering and analysing both quantitative and qualitative evidence. Appendix one provides a more detailed description of our methodology. Here we provide an outline of our approach.

There were two core components to this evaluation – an overview evaluation and ten detailed evaluation profiles (of individual CSHs). Table 1.1 below summarises the main evaluation activities, evidence sources and the numbers involved.

The evaluation has drawn on the following key sources of evidence:

- existing monitoring data **sportscotland** has gathered from CSHs;
- annual reports from 2012-13 and 2013-14 submitted by CSHs to **sportscotland**;
- two surveys – with Hub Officers and wider stakeholders;
- a small number of short supplementary telephone interviews – with strategic contacts in local authorities and with Hub Officers involved in specific examples of interesting practice; and
- the evaluation profiles.

| Evaluation Activity | Evidence source | Number |
|--|---|----------------|
| Desktop review | CSH annual reports for 2012-13 and 2013-14 | 111 in 2013-14 |
| | CSH monitoring data for 2011-12, 2012-13 and 2013-14 | 117 hubs |
| Online surveys | Hub Officers | 37 |
| | Wider stakeholders | 230 |
| Additional telephone interviews | Lead local authority officers responsible for sport development | 4 |
| | Hub Officers involved in interesting practice | 5 |
| Evaluation Profiles | Hub Officers | 55 |
| | Wider stakeholders | |

The ten CSHs selected to be profiled were chosen because of their geographic spread, various stages of development, and range of approaches. Information for the profiles was mainly gathered during interviews with the Hub Officer and a number of local stakeholders involved in each CSH. Table A.1 in Appendix one provides a list of the profiled CSHs, and the number of interviews undertaken.

As well as contributing to the overall evaluation, the profiles have been developed to be published as standalone documents and can be found in a supplementary report.

1.5 Profile of survey respondents

The surveys explored basic information about Hub Officers, their CSHs, and their involvement in the programme. Here we provide an overview of who responded to the surveys.

Hub Officer profile

- In total, 37 Hub Officers responded to the survey.
- The vast majority of these respondents were responsible for more than one CSH.
- Hub Officers came from twenty-eight local authority areas¹. Glasgow and Edinburgh were the best represented areas, with almost one fifth (18%) of respondents representing these two areas.

Wider stakeholder profile

- In total, 230 wider stakeholders responded to the survey.
- The vast majority of these survey respondents, almost two thirds (66%), represented sport clubs. Most of the remaining respondents came from public agencies (7%), community groups (7%), schools (3%), or were individual coaches or mentors (3%). Others (14%) include Active Schools Coordinators.
- Almost all respondents (85%) said that their organisation had been directly involved in the development or delivery of their local CSH.
- Wider stakeholder respondents represented a total of 24 local authority areas². The highest proportions of responses came from East Lothian (13%), Edinburgh (10%) and Renfrewshire (9%).

¹ East Ayrshire, East Dunbartonshire, North Ayrshire and Scottish Borders Council were not represented in the Hub Officer survey.

² East Ayrshire, Comhairle nan Eilean Siar, Glasgow City, Inverclyde, Orkney Islands, South Ayrshire, West Dunbartonshire and West Lothian areas were not represented in the wider stakeholder survey.

1.6 About this report

This reports sets out the findings from the overview evaluation of the CSH programme. It draws on a range of evidence sources, as set out above. It includes quotes and examples of interesting practice throughout – which are highlighted in the text. At the end of sections 3 to 9 we have included a summary analysis of the key impacts of the programme discussed in that section.

The report includes the following sections:

- **Section 2** – In this section we set out the background to the programme and provides a current overview of CSHs in Scotland.
- **Section 3** – Here we explore the role of Hub Officers in the programme.
- **Sections 4 to 8** – In these sections we explore the extent to which CSHs are delivering the five main principles of the programme.
- **Sections 9** - Considers views on the impact of the programme, and its future development.
- **Section 10** – This section sets out the main conclusions from the report, and directly relates these to the research questions identified by **sportscotland**.

In interpreting the findings of the research it is important to recognise that much of the evidence was qualitative, and relied on the views expressed by Hub Officers and wider stakeholders – most of whom have been involved in delivery of CSHs.

2. Context

2.1 Introduction

This section considers the background to the programme, and provides an overview of CSHs in Scotland.

2.2 Context

sportscotland is Scotland's national agency for sport, and in its work up to 2015 has a clear overall aim of developing and supporting a world class sporting system. It aims to use major events, including the 2014 Commonwealth Games, to assist in achieving its aims of making sport a way of life for people in Scotland.

In developing a world class sporting system, **sportscotland** aims to ensure that:

- people receive the support they need, in the right places;
- people have a more accessible network of places where they can take part in sport;
- people can easily get into, progress, achieve and move between sports;
- people can make sport a part of their life; and
- people can see, hear and read more about sport in their communities.

The CSH programme is a very important part of these plans, and their development is one of **sportscotland**'s flagship programmes with an annual budget of £1.5 million.

2.3 The concept

Based in local facilities such as sport centres, community centres, club pavilions, the natural environment and schools, CSHs have been established to increase the number of people participating in sport within local communities. The programme aims to achieve greater participation by improving access to sport for local people, and by supporting local sport clubs to work together.

Each hub is unique, and has had a great deal of flexibility in developing its own approach. But all CSHs should be underpinned by the following principles identified by **sportscotland**:

- Growth in participation
- Understanding community need
- Support community leadership
- Offer a range of sports
- Ensure all the appropriate people are working together.

The programme has been developed with a great deal of flexibility, in order to allow individual local authorities to adapt the concept in line with their local plans. Those involved in the programme have been encouraged to work closely with other **sportscotland** programmes – and the Active Schools programme in particular.

2.4 Establishing the programme

The programme began in April 2010, when a small number of local authorities received initial investment to support the development of the CSH model in their areas. From the beginning, **sportscotland** wanted to ensure this was a national programme, which involved all thirty-two local authorities in Scotland.

To develop the programme, **sportscotland** representatives held initial discussions with all local authorities to outline the principles of the programme, and discuss how this concept could be developed in their area. **sportscotland** allocated a maximum funding amount to each local authority, which took account of the need for a basic staff resource as well as local population and deprivation levels. Local authorities were then tasked with developing and submitting local plans to **sportscotland**. These plans identified proposed CSHs, planned activities, and set out how resources would be used. Local authorities are responsible for administering and monitoring the funding at a local level.

2.5 Geographic profile

CSHs have now been established in all 32 local authority areas across Scotland (as shown in Table 2.1). By April 2014, 127 CSHs had been established and a further 33 are planned to be established by mid July 2015.

Table 2.1: Distribution of established and planned CSHs

| Area | Number of CSHs | | Area | Number of CSHs | |
|------------------------------|----------------|---------|-------------------|----------------|---------|
| | Running | Planned | | Running | Planned |
| Aberdeen City | 4 | 1 | Inverclyde | 3 | - |
| Aberdeenshire | 3 | 1 | Midlothian | 3 | - |
| Angus | 3 | - | Moray | 5 | - |
| Argyll and Bute | 2 | 2 | North Ayrshire | 4 | 2 |
| Clackmannanshire | 1 | 2 | North Lanarkshire | 8 | - |
| Dumfries and Galloway | 6 | 2 | Orkney | 2 | 1 |
| Dundee | 6 | - | Perth and Kinross | 7 | - |
| East Ayrshire | 1 | 2 | Renfrewshire | 8 | - |
| East Dunbartonshire | 2 | - | Scottish Borders | 6 | 3 |
| East Lothian | 6 | - | Shetland | 5 | 3 |
| East Renfrewshire | 4 | - | South Ayrshire | 1 | 1 |
| Edinburgh | 6 | - | South Lanarkshire | 7 | |
| Falkirk | 1 | - | Stirling | 2 | 5 |
| Fife | 5 | 4 | W Dunbartonshire | 2 | - |
| Glasgow | 9 | - | Western Isles | 1 | 1 |
| Highland | 3 | 2 | West Lothian | 1 | 1 |
| Total established hub | | | | 127 | |

Source: sportscotland project information, April 2014

2.6 Participation in the programme

The number of clubs and organisations involved in the programme has increased (as Table 2.2 shows). This has happened as a result of new CSHs being established and existing CSHs growing. Data available at the time of this evaluation shows that at least 908 clubs and other organisations were involved in the programme by March 2014, with an estimated 93,706 members.

Table 2.2: Number of clubs and other organisations and participation levels³

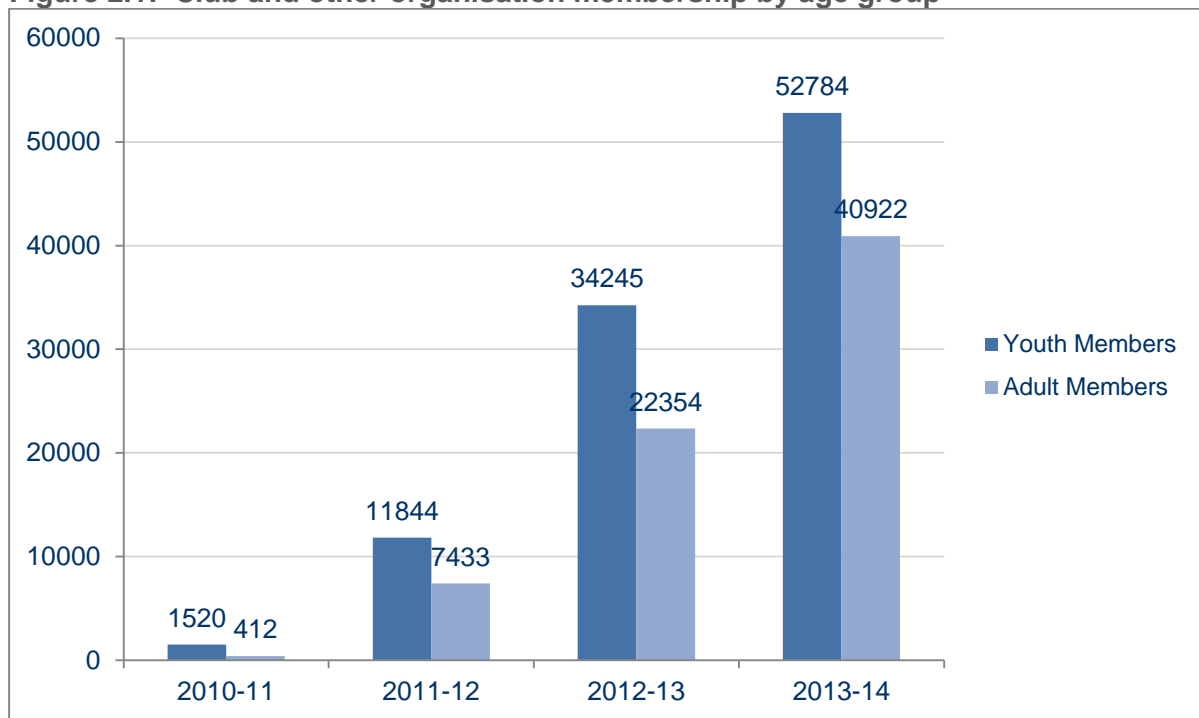
| Year | Number of clubs only | Number of clubs and other organisations | Number of participants (in clubs and other organisations) | | |
|---------|----------------------|---|---|--------------|--------|
| | | | Adults | Young people | Total |
| 2010-11 | 26 | 27 | 412 | 1520 | 1,932 |
| 2011-12 | 184 | 193 | 7,433 | 11,844 | 19,277 |
| 2012-13 | 557 | 607 | 22,354 | 34,245 | 56,599 |
| 2013-14 | 818 | 908 | 40,922 | 52,784 | 93,706 |

Source: HUBSMO data mid April 2014

³ sportscotland regularly uses data from formal sport clubs to report on the CSH programme. Here we have mainly used figures based on clubs and wider organisations.

Figure 2.1 shows that, by March 2014, more than half of club and other organisation members (56%) were young people.

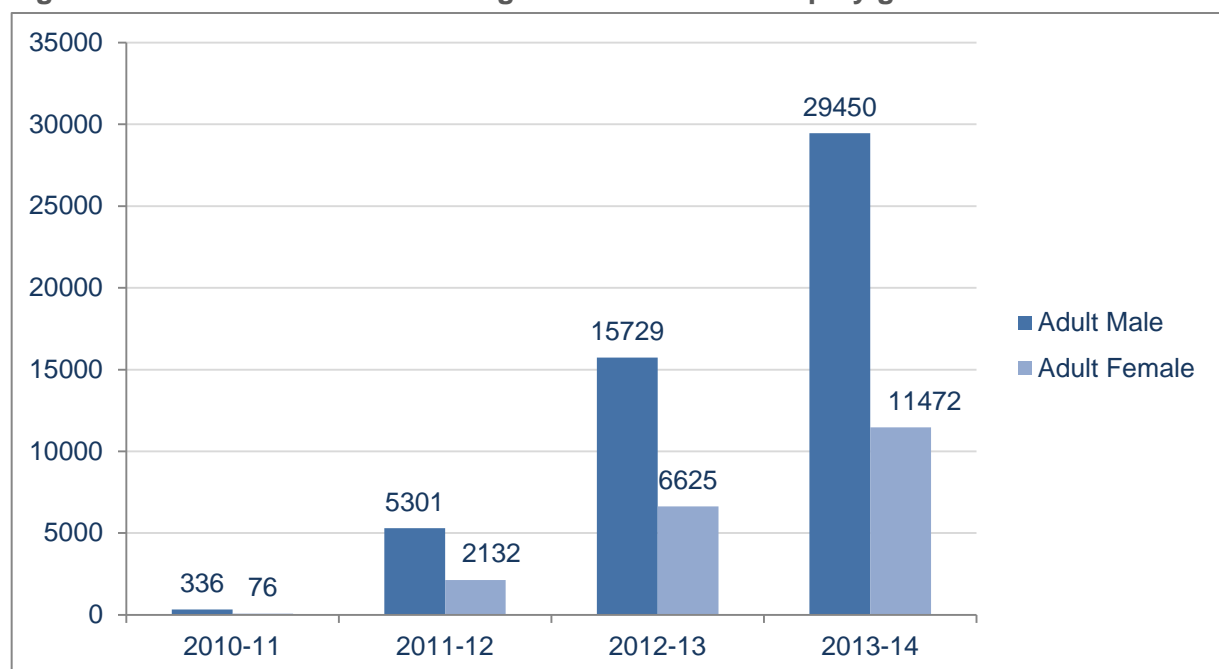
Figure 2.1: Club and other organisation membership by age group



Source: HUBSMO data mid April 2014

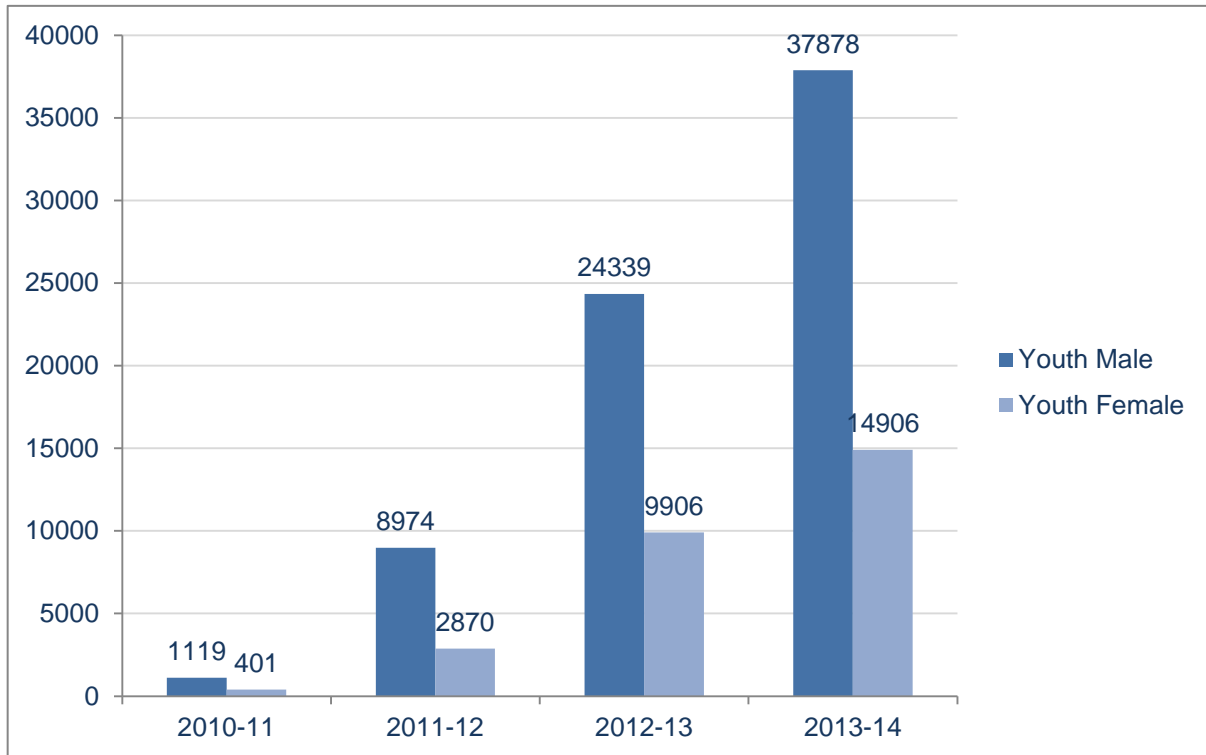
By March 2014, more than two thirds (71%) of adult members were male, as shown in Figure 2.2. Youth membership had an almost identical gender profile, with 72% of youth club members being male, as shown in Figure 2.3.

Figure 2.2: Adult club and other organisation membership by gender



Source: HUBSMO data mid April 2014

Figure 2.3: Youth club and other organisation membership by gender



Source: HUBSMO data mid April 2014

CSHs record the number of deliverers or coaches (paid and voluntary) involved in participating clubs and other organisations. By March 2014, 9,410 deliverers were involved in CSHs and the majority (88%) were adults.

Table 2.3: Number of deliverers involved in participating clubs and other organisations

| Year | Number of clubs only | Number of clubs and other organisations | Number of club deliverers (in clubs and other organisations) | | |
|---------|----------------------|---|--|--------------|-------|
| | | | Adults | Young people | Total |
| 2010-11 | 26 | 27 | 233 | 9 | 242 |
| 2011-12 | 184 | 193 | 1,928 | 212 | 2,140 |
| 2012-13 | 557 | 607 | 5,120 | 772 | 5,892 |
| 2013-14 | 818 | 908 | 8,293 | 1,117 | 9,410 |

Source: HUBSMO data mid April 2014

2.7 Continuous improvement

Based on the continual improvement principles of plan, do, study, act, **sportscotland** has introduced a 'Continual Improvement Model' and associated materials for use by CSH officers. Guidance provided to CSH officers includes:

- **Leadership tools** – To support the steering group understand their roles and plan CSH development. Suggested tools include people maps and network analysis.

- **Community engagement tools** – To support those involved in CSHs to gather and interpret community views. Suggested tools include open space, world cafe events, citizens' juries and surveys.
- **Guidance** - About leadership, engagement and continual improvement.

In addition, **sportscotland** developed ten participatory tools to support CSH Officers engage communities in the development of CSHs.

2.8 Monitoring and reporting

All CSHs have to collect data on participating clubs and organisations – including the number and profile of members and deliverers. Hub Officers are responsible for inputting this information into the HUBSMO database which is accessible to them online.

In addition, all CSHs submit an annual report via HUBSMO. This report gathers mainly qualitative information relating to the challenges the CSH has faced, the new activities it has undertaken, the nature and impact of community engagement activity, and how funding has been used.

2.9 Future plans

With Lottery funding, **sportscotland** is committed to the delivery of the programme. It aims to establish at least 150 hubs by 2016, with half of these in schools. This report is intended to inform the future development of the programme.

3. The role of Hub Officers

3.1 Introduction

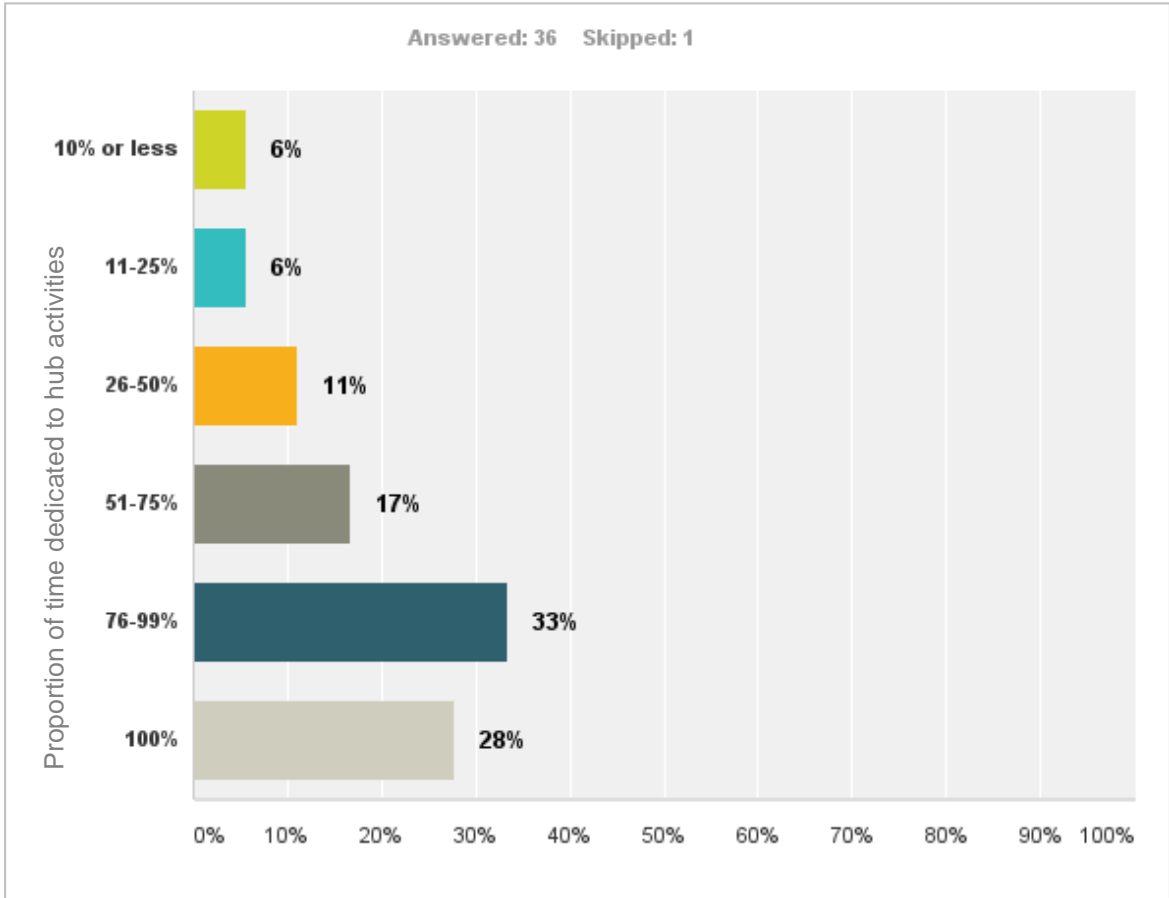
This section explores the role of Hub Officers within the CSH programme. It mainly draws on evidence from the surveys with Hub Officers and wider stakeholders, and the evaluation profiles.

3.2 A dedicated resource

In each area, a core part of the funding from **sportscotland** is intended to support Hub Officer posts. In some areas, Hub Officers are responsible for a large number of CSHs. In other areas they focus on a small number, and additional staff may be available to support the development and delivery of CSH activities.

During the survey with Hub Officers we explored the proportion of time they spent on CSH activities. Figure 3.1 shows that the majority of those who responded to the survey (61%) spent most of their time (more than 75%) on CSH activities. For just under a quarter (23%) CSH activities made up 50% or less of their time.

Figure 3.1: Hub Officer time



Source: Hub Officer survey question: What proportion of your time is dedicated to hub activities?

During the survey and profile interviews many wider stakeholders emphasised the importance of this role. Most Hub Officers were highly valued, with significant successes being attributed to their role. In particular, Hub Officers were perceived to have had a positive impact on:

- describing and promoting what was at times a difficult concept to grasp;
- bringing clubs together and “getting them talking”;
- driving the development of plans and structures;
- making strategic links within local authorities, leisure trusts and other local organisations or structures; and
- supporting those involved in CSHs to learn and develop.

Having a dedicated staff resource was seen as being particularly important because of the voluntary nature of most clubs. In some cases where there was a limited resource – such as because no postholder was in place – those involved felt that this had impacted on the progress within that CSH.

A number of stakeholders and Hub Officers emphasised the importance of ensuring that there is an ongoing coordinating role within their CSHs in the future. Even in cases where the CSH was well established, it was felt there was a continuing need for the right person to develop it further.

3.3 Focus of the Hub Officer role

During the survey with Hub Officers we asked about the main activities they had undertaken to support the development of the CSHs they were responsible for. Table 3.1 provides an overview of responses. The activity identified by most was supporting the management committee or steering group – which had been a key activity for over two thirds of Hub Officers. More than half of Hub Officers also identified understanding community needs; raising awareness of the hub; and promoting sport in the community as key activities.

| Table 3.1: Main Hub Officer activities | |
|---|----------------------------------|
| Activities | Hub Officers % (answered: 36) |
| Supporting the management committee/ steering group | 69 |
| Understanding community needs | 58 |
| Raising awareness of the hub | 58 |
| Promoting sport in the community | 58 |
| Initiating new activities | 42 |
| Encouraging / mentoring local people to take on decision making roles | 36 |
| Developing volunteers into leadership roles | 33 |
| Other | 6 |

Source: Hub Officer survey question: As Hub Officer, what type of activities have you focused on? Please indicate the three activities you have spent most time on.

3.4 Training and support to Hub Officers

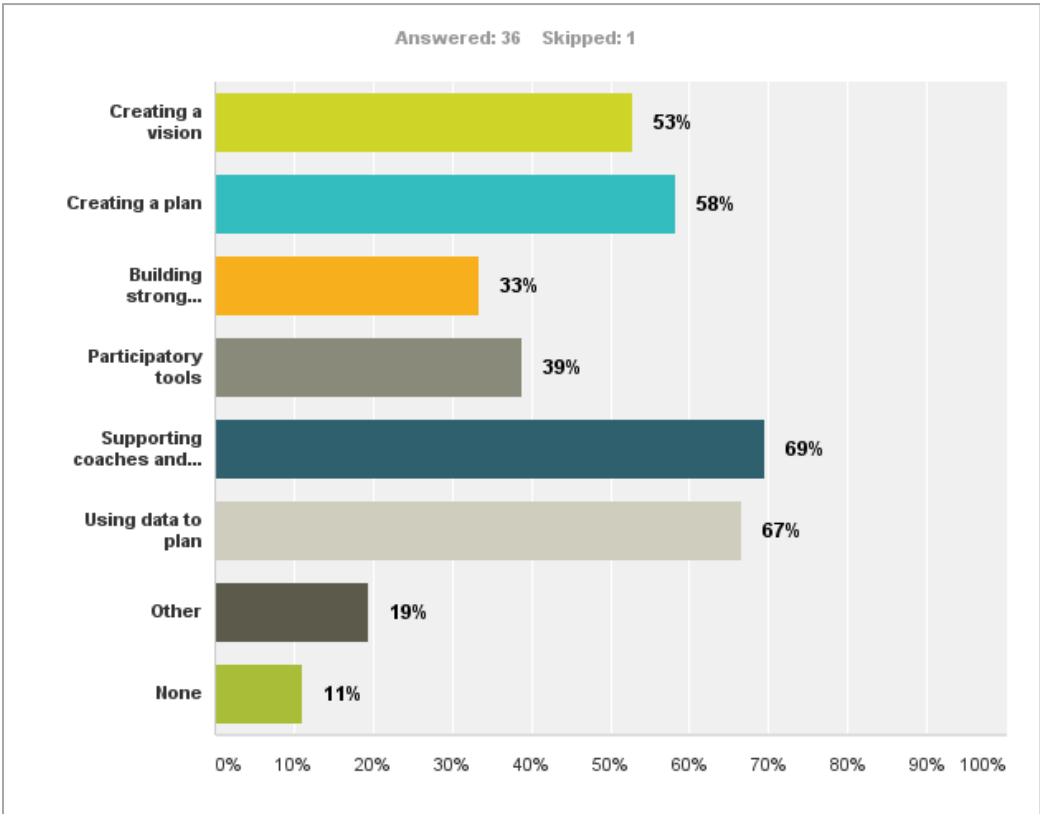
sportscotland has provided training and support to Hub Officers in order to support the development of the programme. During the survey we asked Hub Officers about the relevance, effectiveness and impact of training on the following topics:

- creating a vision;
- creating a plan;
- building strong relationships;
- participatory tools;
- supporting coaches and volunteers; and
- using data to plan.

Attendance

Figure 3.2 provides an overview of attendance at training courses by Hub Officers who responded to the survey. More than two thirds had attended courses on supporting coaches and volunteers, and using data to plan. The least well attended courses were those on building strong relationships and participatory tools – although at least a third said they had attended these.

Figure 3.2: Hub Officer involvement in training



Source: Hub Officer survey question: Have you attended training on any of the following topics?

Views on relevance and effectiveness

When asked to score the relevance and effectiveness of the courses above, we found:

- **Most courses scored very high results in terms of relevance.** At least 90% of Hub Officers selected either a 1 or 2 (the highest scores) for training on building strong relationships, creating a plan, and creating a vision. The other courses were also considered very relevant, with the least relevant training – supporting coaches and volunteers – still attracting high scores from 74% of Hub Officers.
- **Almost all courses were seen as being very or quite effective** by about two thirds of Hub Officers. The most effective course was the one on creating a plan (which 73% scored as a 1 or a 2) and the least effective one was on using data to plan (which 50% scored as a 1 or a 2).

Tables 3.2 and 3.3 provide breakdowns of how Hub Officers scored the relevance and effectiveness of the training they had attended.

| Training | 1 – Very Relevant | | 2 | | 3 | | 4 | | 5 – Not relevant at all | |
|--|-------------------|----|-----|----|-----|----|-----|----|-------------------------|---|
| | No. | % | No. | % | No. | % | No. | % | No. | % |
| Creating a vision (n=20) | 10 | 50 | 8 | 40 | 2 | 10 | - | - | - | - |
| Creating a plan (n=23) | 13 | 57 | 8 | 35 | 2 | 9 | - | - | - | - |
| Building strong relationships (n=17) | 11 | 65 | 6 | 35 | - | - | - | - | - | - |
| Participatory tools (n=16) | 7 | 44 | 7 | 44 | 1 | 6 | 1 | 6 | - | - |
| Supporting coaches and volunteers (n=27) | 16 | 59 | 4 | 15 | 5 | 19 | 2 | 7 | - | - |
| Using data to plan (n=27) | 14 | 52 | 9 | 33 | 3 | 11 | 1 | 4 | - | - |
| Other (n=5) | 3 | 60 | 1 | 20 | - | - | 1 | 20 | - | - |

Source: Hub Officer survey question: Using a scale from 1 to 5, where 1 is 'very relevant' and 5 is 'not relevant at all', how relevant was this training to your role as a Hub Officer?

The impact of training

When asked during the survey to give examples of what they had done differently as a result of the training, 28 Hub Officers responded. They mainly gave examples of:

- using data more effectively to plan activities;
- using participatory tools – particularly with steering groups and committees;
- developing relationships with management committees or steering groups; and
- making stronger links with other strategic contacts and other Hub Officers.

Table 3.3: Views on the effectiveness of the Hub Officer training

| Training | 1 – Very Effective | | 2 | | 3 | | 4 | | 5 – Very poor | |
|--|--------------------|------|-----|----|-----|------|-----|----|---------------|---|
| | No. | % | No. | % | No. | % | No. | % | No. | % |
| Creating a vision (n=20) | 8 | 42 | 4 | 21 | 7 | 37 | - | - | - | - |
| Creating a plan (n=23) | 9 | 41 | 7 | 32 | 6 | 27 | - | - | - | - |
| Building strong relationships (n=17) | 6 | 37.5 | 4 | 25 | 6 | 37.5 | - | - | - | - |
| Participatory tools (n=16) | 8 | 50 | 2 | 13 | 5 | 31 | 1 | 6 | - | - |
| Supporting coaches and volunteers (n=27) | 11 | 41 | 7 | 26 | 8 | 30 | 1 | 4 | - | - |
| Using data to plan (n=27) | 7 | 27 | 6 | 23 | 12 | 46 | 1 | 4 | - | - |
| Other (n=5) | 3 | 60 | 1 | 20 | - | - | 1 | 20 | - | - |

Source: Survey question - Using a scale from 1 to 5, where 1 is 'very effective' and 5 is 'very poor', how effective was this training? *percentages based on those who attended specific training courses.

What Hub Officers said about the impact of training . . .

- “I have tried to focus more on building relationships between myself and members of the hub committee.”
- “Using different tools to look at simple planning for groups.”
- “These training days have equipped me with the knowledge and understanding to go out into the community and support the development of sport hubs that are able to understand and target community need.”
- “More concise and simple planning frameworks.”
- “The training has allowed me to have a greater understanding of hubs across Scotland.”

Source: Hub Officer survey question: Can you give us any examples of what you have done differently since participating in the training?

3.5 Development of support to Hub Officers

The survey with Hub Officers explored how they felt they could be better supported by **sportscotland**. A number of key priorities emerged from the twenty responses we received. In particular, Hub Officers asked for:

- smaller events - focused on sharing practice, with CSHs with similar models, on specific topics of interest to a small number of officers, or with an area-based focus;
- support with social enterprise, business planning and governance issues of relevance to CSHs; and
- further support with planning and delivering effective community engagement.

What Hub Officers said about how support could be improved . . .

- “I would ideally like to share best practice with Hub Officers in similar situations, as I feel this would be most valuable.”
- “I think more emphasis needs to be placed on business development aspects.”
- “Ongoing support with planning and developing skills with regards to community engagement.”

Source: Hub Officer survey question: Can you suggest any improvements to the support provided to Hub Officers from sportscotland?

3.6 Key points and discussion

- Based on the views expressed in this research, it seems the Hub Officer role has been critical to the success of the programme – although the focus of the role and its impact varied between CSHs. It was suggested that the absence of a Hub Officer in some areas had, at times, impacted on the progress made.
- There is evidence that Hub Officers have had an important role in supporting and complementing the role of volunteers. In particular they have:
 - provided support with planning, community engagement, funding and establishing CSHs.
 - made strategic links and acted as a key contact with public bodies and related networks locally.
 - at times filled a gap in leadership - where volunteers have been unwilling or unable to take on this role. (This is discussed further in section 7).

- The training provided to Hub Officers by **sportscotland** was well attended and feedback was very positive. Hub Officers welcomed the opportunity to meet and learn from other Hub Officers. They reported that they had put the learning into practice in a number of ways.
- In the future, Hub Officers would like to have more tailored training opportunities and more support with business development, governance, and community engagement.

4. Offering a range of sport

4.1 Introduction

This section explores the extent to which CSHs have offered a range of sport – one of the five principles of the programme. This section draws on evidence from monitoring data submitted by CSHs, the surveys with Hub Officers and wider stakeholders, and the evaluation profiles.

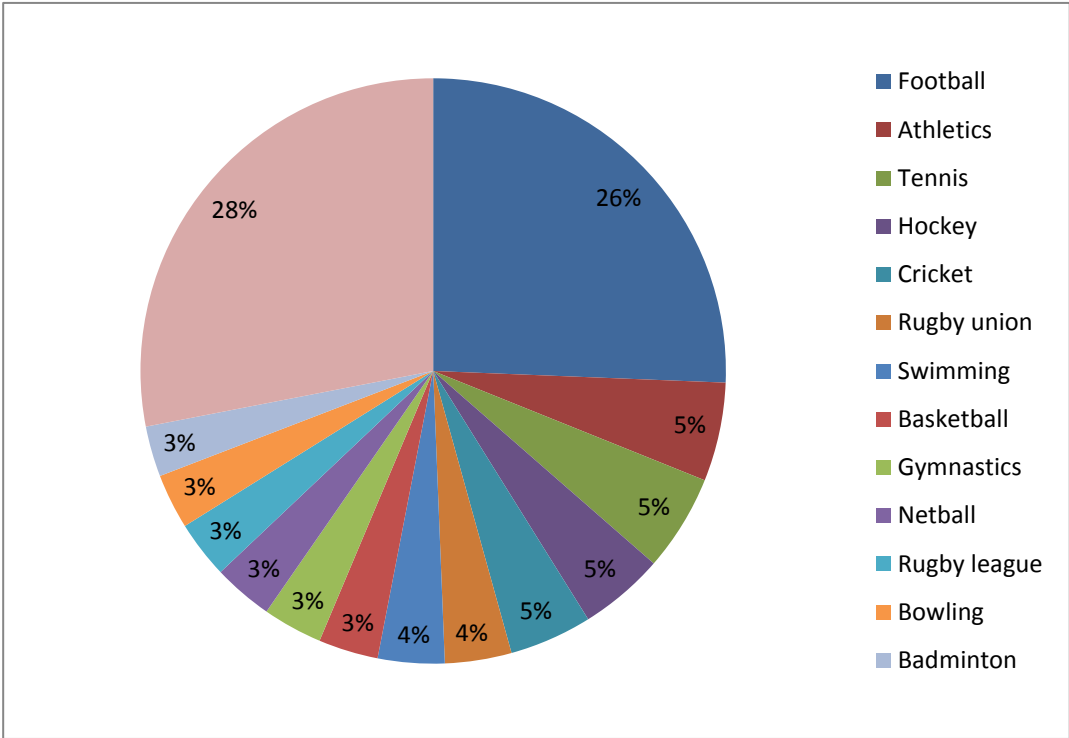
4.2 Overview of sports being offered by hubs

According to available data, in March 2014 at least 908 clubs, groups or classes were involved in CSHs in Scotland. Most (90%) of these were sport clubs. A small proportion (8%) were physical activity groups or classes. And a very small proportion (2%) were non-sport clubs or groups.

Figure 4.1 provides an overview of the main recognised sports available in CSHs. **sportscotland** analysis shows that 49 recognised sports were represented in the CSH programme by March 2014, suggesting a wide range of sport is on offer.

As Figure 4.1 shows, the most common sport within CSHs is football. A total of 202 clubs said they focused on football at the time this data was gathered - representing just over a quarter of the club activities available at that time. Other common sports are highlighted on the chart below.

Figure 4.1: Overview of recognised sport offered by clubs in 2013-14

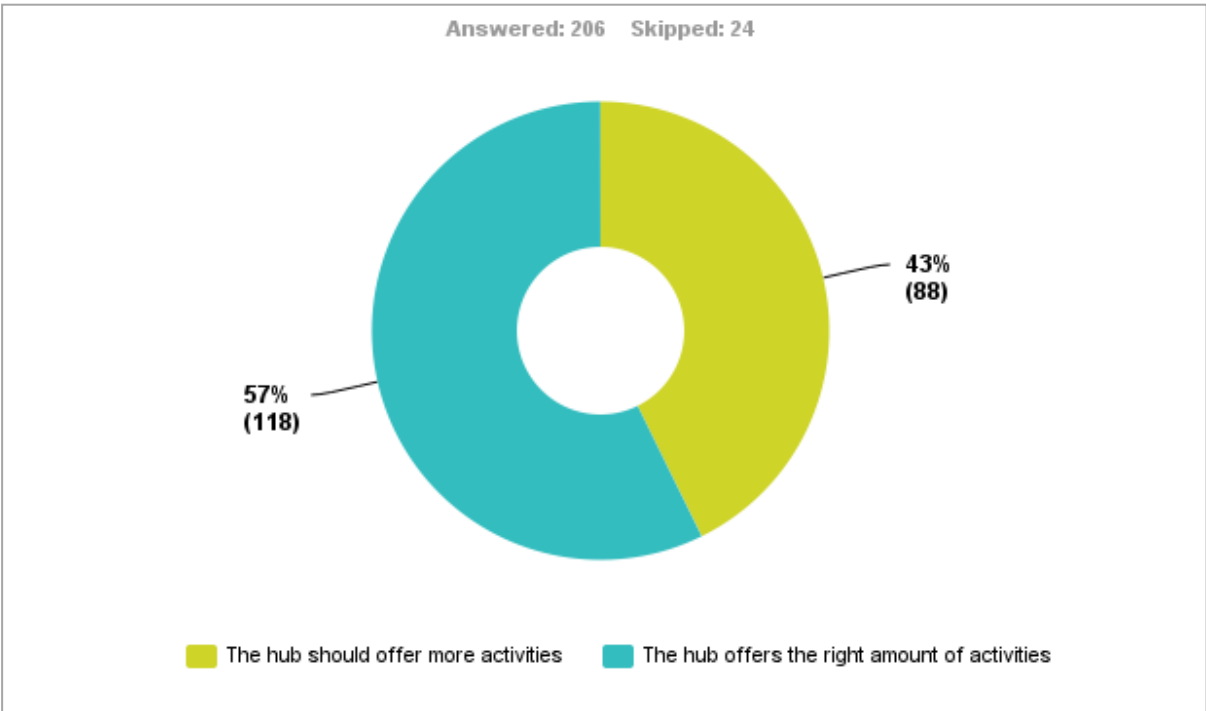


Source: HUBSMO data mid April 2014

4.3 Views on the range of activities available

During the survey we asked wider stakeholders what they thought about the range of activities offered by their local CSHs. As Figure 4.2 shows, most felt their CSH offered the right amount of activities, although a significant proportion thought their CSH should offer more. The survey responses did not provide much further information about specific sports or activities of interest. However, a few individual respondents did identify the need to consider the interests of particular parts of the community not currently engaged with CSHs, or existing clubs. These included people involved in minority sports, women, disabled people, and people who do not currently participate in any sport. No one said their CSH should offer fewer activities.

Figure 4.2: Stakeholder views on the range of activities



Source: Wider stakeholder survey question: Which of the following statements best describes your view of hub activities?

When asked about the extent to which they they thought their CSH had delivered a range of key outcomes, about half of Hub Officers and wider stakeholders indicated that their CSH had significantly increased the range of sport on offer to their community. (This issue is discussed again in Section 9).

During the profile interviews, a range of stakeholders in two CSHs suggested that more should be done to include more non-club sport, and even wider community activities in their CSHs. They felt that this would help expand the reach of their CSH and attract new people within the community who do not typically get involved in sport clubs.

4.4 Key challenges with developing and running CSHs

In their annual reports, Hub Officers identified the main challenges faced in running CSHs. This issue was also explored with wider stakeholders through the survey and profile interviews. Hub Officers and wider stakeholders identified a number of common challenges. In particular:

- securing adequate club involvement and developing the right decision making structures;
- having the right level of appropriate resources to develop the CSH, engage the local community, run the CSH effectively, and deliver agreed plans;
- accessing appropriate and high quality facilities; and
- developing and delivering effective community engagement.

Here we discuss the first two of these challenges in more detail. Challenges relating to community engagement and club involvement are explored further in Section 5 and Section 7.

Resources

A number of Hub Officers and wider stakeholders identified challenges in developing and growing local CSHs with current resources. Relying on volunteers – who often have busy workloads running their own clubs and have wider priorities – was seen as a particular challenge. The resourcing pressures varied between CSHs but included:

- too few volunteers playing an active role in steering groups or management committees;
- ensuring the CSH is staffed and accessible throughout the day;
- progressing resource intensive tasks – such as developing plans or carrying out community engagement and promotional activities;
- competing demands on Hub Officer time; and
- securing adequate and sustainable income streams to support CSH development and delivery.

What Hub Officers said about resource challenges . . .

- “The main challenges in running the CSH this year has been to find the balance of work load for the club volunteers involved in the CSH that are all hugely busy within their own clubs.”
- “Lack of volunteer capacity to drive the capacity building agenda, without dedicated CSH officer support.”

Source: Hub reports for 2012-13 and 2013-14

What wider stakeholders said about resource challenges . . .

- “People are mostly volunteers and we all have day jobs.”
- “People involved are already often giving lots of voluntary hours to their sport so there is not a lot of spare capacity and cannot always attend hub meetings.”

Source: Wider stakeholder survey question: In your experience, what have been the main challenges in developing the hub?

Access to facilities

Accessing appropriate facilities has been a major challenge for a significant number of CSHs. Issues varied between CSHs. On the one hand, where CSHs operated in areas where there were very good quality facilities (such as adjacent to or within a new school) there were often issues of capacity. But in other areas, CSHs struggled with the poor quality or limited facilities.

Hub Officers and wider stakeholders highlighted a number of issues relating to facilities:

- in some areas there is a lack of good quality, appropriate facilities in the local area, or near to the CSH;
- inadequate facilities were sometimes of a poor quality, unsuitable for particular sports, or not usable in all weather;
- in other areas, CSHs were struggling to access facilities because of demand from others, or costs;
- a number of facilities (particularly those based in newer school facilities) have reached capacity – which is likely to make further CSH expansion and increased participation a challenge;
- working with those who own or manage the facilities can be difficult; and
- for some CSHs or particular groups there are issues with transport (particularly rural areas).

What Hub Officers said about facility challenges . . .

- “The main challenge of the hub is the lack of facilities the hub can access. Hub clubs are going out with the local area to play matches and train.”
- “The main challenge as the venue reaches capacity, has been the availability of suitable lets for new clubs or sections.”
- “There are numerous grass football pitches and the hub clubs have worked hard to get these up and running and fit to play on, but they are continually coming up against various issues, which are proving very difficult to overcome.”

Source: Hub reports for 2012-13 and 2013-14

What wider stakeholders said about facility challenges . . .

- “Balancing the needs and interests of all sports within the limited number of available outdoor venues.”
- “Trying to find a focus for the hub due to the facility deficit in [our area]. . . [there is] no big modern school with a good range of sports facilities and no proper sports centre.”
- “It has been difficult getting things done through working with facilities management.”

Source: Wider stakeholder survey question: In your experience, what have been the main challenges in developing the hub?

4.5 Key points and discussion

- About half of wider stakeholders and Hub Officers felt that CSHs had significantly improved the range of sport on offer in their community.
- More than half of wider stakeholders felt their CSH offered the right amount of activities, but a significant proportion (43%) felt it should offer more.
- Nine out of ten activities being delivered in CSHs by March 2014 involved sport clubs, but there may be opportunities to expand the number of clubs and offer a greater range of physical activities and non-sport activities in some CSHs.
- Resource related challenges have affected the development of some CSHs. In particular, volunteer numbers and capacity, Hub Officer and staff capacity, and funding were identified as issues.
- Access to facilities was another area of challenge identified. Issues varied between CSHs, but included problems with the quality, availability, capacity and accessibility of facilities. In addition, some stakeholders suggested that there have been challenges in working with those who manage or own facilities.

5. Understanding community needs

5.1 Introduction

One of the key principles of the CSH programme is about understanding community needs. This section of the report considers the way in which CSHs have engaged with and involved communities, and the extent to which these activities have shaped the development of CSHs. This section draws on evidence from the annual reports submitted by the CSHs, the surveys with Hub Officers and wider stakeholders, and the evaluation profiles.

5.2 Understanding of community engagement

In their annual reports, during the survey and in interviews, those involved in CSHs considered a very wide range of activities to form community engagement. As well as direct consultation with the community and involvement of community groups, Hub Officers and wider stakeholders often included engagement with clubs and (sometimes) strategic partners within the scope of community engagement. They also often considered promotional activities to be a form of community engagement – as well as gathering community views, and involving community members in decision making. It is important to recognise this broad understanding when interpreting the findings in this section.

5.3 Main approaches

Hub Officers described in their annual reports the community engagement activities they had undertaken. They provided examples of engagement with local clubs, community groups and the wider community – both to gather views and raise the profile of their CSHs. Table 5.1 provides an overview of the main methods Hub Officers described in their 2013-14 annual reports. Local sport forums were a key mechanism identified by CSHs, with 64% saying they had used this approach. Fifty per cent said they had used public meetings – although the comments suggested this term was used to describe a wide range of meetings, including steering groups and management group meetings. Almost a quarter said they had used some form of survey.

| Table 5.1: Main approaches to community engagement | | |
|--|--------------------------|----|
| Community engagement activity (111 answered) | CSHs using this approach | |
| | No. | % |
| Local sport forums | 71 | 64 |
| Public meetings* | 56 | 50 |
| Community surveys | 27 | 24 |
| School surveys | 21 | 19 |
| School forums | 20 | 18 |
| Consultation or discussions with clubs | 12 | 11 |
| Exit interviews at events | 9 | 8 |
| Community events | 6 | 5 |
| Health advisory group | 5 | 5 |
| One-to-one meetings | 3 | 3 |
| Gala days | 1 | 1 |

Source: CSH annual reports 2013-14

*Analysis suggests Hub Officers use this term to describe a range of specific meetings with stakeholders and clubs, as well as open meetings with the local community.

The annual reports, surveys and evaluation profiles show that CSHs adopted a range of engagement approaches, adapting their methods depending on the specific groups they wanted to reach. Key target groups included:

- The whole community – this involved wide scale surveys, distribution of promotional materials, open events and gala days. These activities were aimed at raising the profile of CSHs and clubs, allowing people to try sports, and (at times) to gather views.
- Pupils and parents – through surveys, forums and meetings to gather information about physical activities, interests and to promote the CSH.
- Clubs – through consultations, attending their meetings, and bringing clubs together in forums, steering groups or other similar opportunities.
- Local community groups – through attending local forums and attending individual community group meetings.

While a range of methods have been used within the programme, experiences varied between CSHs, with some undertaking significant work to involve the wider community, while many limited their engagement activities to existing clubs and strategic stakeholders. Some examples of CSH community engagement activities are shown below.

Albury Outdoor Sport Centre, Aberdeen – Offering a range of community events

- The CSH has held a number of events to encourage community engagement including Christmas carol concerts, an annual fun day (to allow the local community to try bowling, tennis and putting), and a croquet come and try day.

Colinton Corridor, Edinburgh – Reaching people not involved in a club

- The CSH delivered 19,000 fliers to homes in the Colinton CSH area. The fliers were designed to promote the CSH's website and an online survey which asked local people about their priorities for sporting provision in the area. Importantly, an estimated 100 to 120 of the responses were from people not affiliated with a sport club.

Thurso CSH, Highland – Community research

- In Thurso, early work focused on a community mapping exercise led by the Hub Officer, local Active Schools Coordinators and facility manager with input from the local sports council. This was followed by a community engagement event led by High Life Highland and supported by **sportscotland**, which involved 34 members of the local community. Following this, meetings were held to develop priorities and a vision for the project, and a simple plan for the area.

5.4 Stakeholder views on community engagement

During the survey, wider stakeholders discussed the way in which their CSH had approached community engagement, and the challenges and successes of this. A number emphasised the significant effort their CSH had made to engage with the local community.

What wider stakeholders said about community engagement . . .

- “Our hub has made a real effort to reach out and involve the local community.”
- “The hub has excelled in trying to reach the local community.”

Source: Wider stakeholder survey question: Have you any comments about how your hub has involved the local community?

Others felt that community engagement had not been a key focus of CSH activity so far. Often this was attributed to the early stage of development, or the need to focus on other priorities.

What wider stakeholders said about community engagement . . .

- “Direct engagement with the wider community is difficult these days . . . Getting people to become involved is a hard task . . . I think all clubs struggle with this, and the hub is probably no different.”
- “It is very much at an early stage.”
- “I would like the local community to be more involved.”

Source: Wider stakeholder survey question: Have you any comments about how your hub has involved the local community?

During the survey stakeholders highlighted that initial engagement had focused heavily on clubs, or specific target groups (such as school pupils) with some suggesting that engagement with the wider community would be the next step. There was a sense that a great deal of activity had focused on existing and more obvious users of CSHs – rather than the community as a whole – so far. In a number of areas, stakeholders now wanted to see their CSH develop wider community engagement activities. Often, it was hoped this would raise the profile of the CSH and improve participation.

What Hub Officers said about community engagement . . .

- “The majority of community engagement has come through ongoing discussions with each of the individual 12 clubs.”
- “So far the process has been focused around the schools in the local community through pupil audits/questionnaires to ascertain the perceived needs from a young person’s point of view.”

Source: CSH reports for 2012-13 and 2013-14

5.5 Challenges of community engagement

There was recognition that community engagement can be challenging. In particular, it was suggested that:

- it can be difficult to reach new people in local communities, and get them actively involved;

- community engagement can be resource intensive – and many are already struggling to develop and manage their CSHs; and
- some clubs can be skeptical about the benefits of engaging with wider communities and community groups – and unsuccessful experiences can discourage further efforts.

What a Hub Officer said about the challenges of community engagement . . .

- “There has been a perception that in the past, these meetings/groups have been ineffective.”

Source: CSH reports for 2012-13 and 2013-14

What wider stakeholders said about the challenges of community engagement . . .

- “I’m not sure what visibility the Hub has in the wider community – this is a concern.”
- “To engage with all the users of the sports hub on an equal basis.”
- “Professionals and the community working together.”
- “Informing the community of what the hub is and what it involves.”

Source: Wider stakeholder survey question: In your experience, what have been the main challenges in developing the hub?

5.6 Stakeholder involvement

Types of involvement

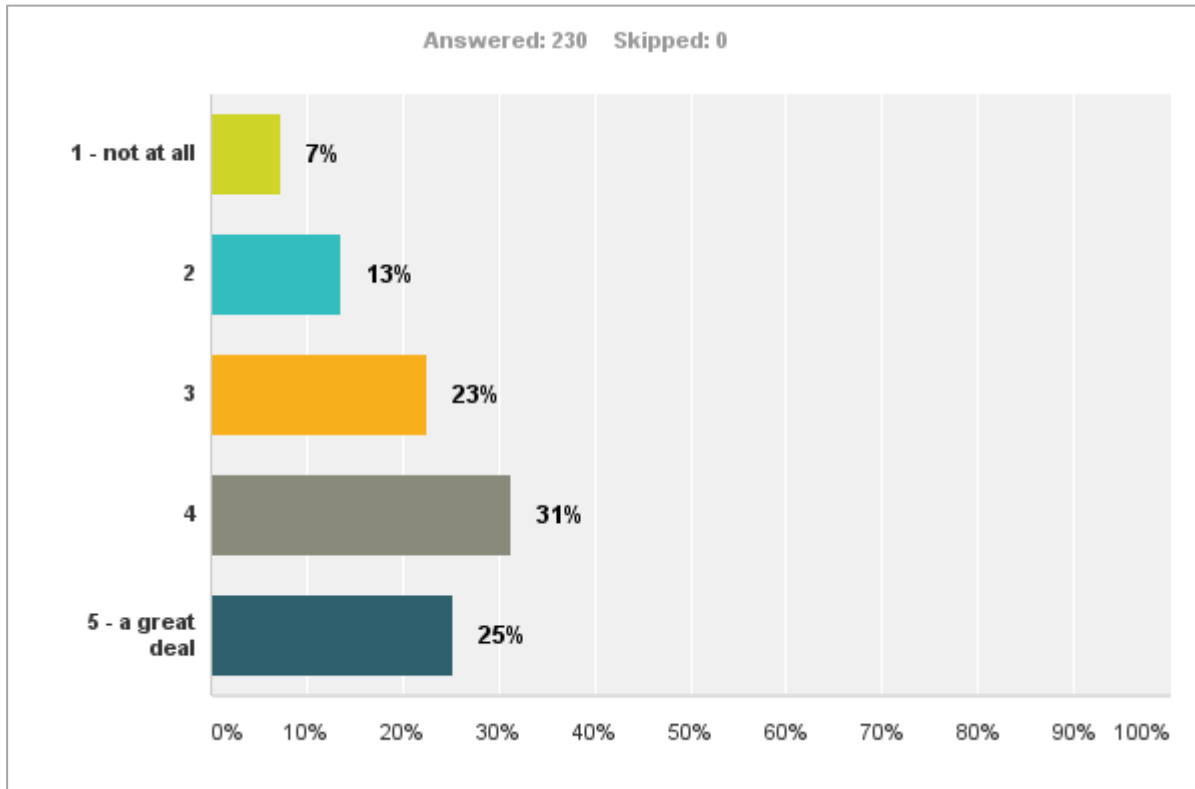
The wider stakeholders who responded to the survey had been engaged with their CSH in a range of ways. They were most commonly involved through:

- being a member of the CSH or club forum (69%);
- club meetings (43%);
- open days (42%);
- meetings with partner organisations (34%);
- gala/ launch days (34%); and
- being a member of a management committee (33%).

Levels of involvement and influence

When we asked wider stakeholders about the extent to which they felt they were involved in the development of their CSH, they were generally positive about this. Figure 5.1 provides an overview of their responses. The results suggest that more than half (56%) felt they had been involved or greatly involved.

Figure 5.1: Wider stakeholder views on involvement



Source: Wider stakeholder survey question: On a scale of 1 to 5, where 1 is 'not at all' and 5 is 'a great deal', to what extent do you feel you were involved in the development of the hub?

When asked about the extent to which they felt they “are influencing the continued development of the hub” the results were similar – more than half (58%) felt they were having a significant impact (rating their influence as a 4 or 5). However, one in five stakeholders who responded didn’t feel they were influencing the ongoing development of their CSH (rating their influence as a 1 or a 2). Those most likely to feel like this were community groups (40% scored a 1 or a 2) and individual coaches (28%).

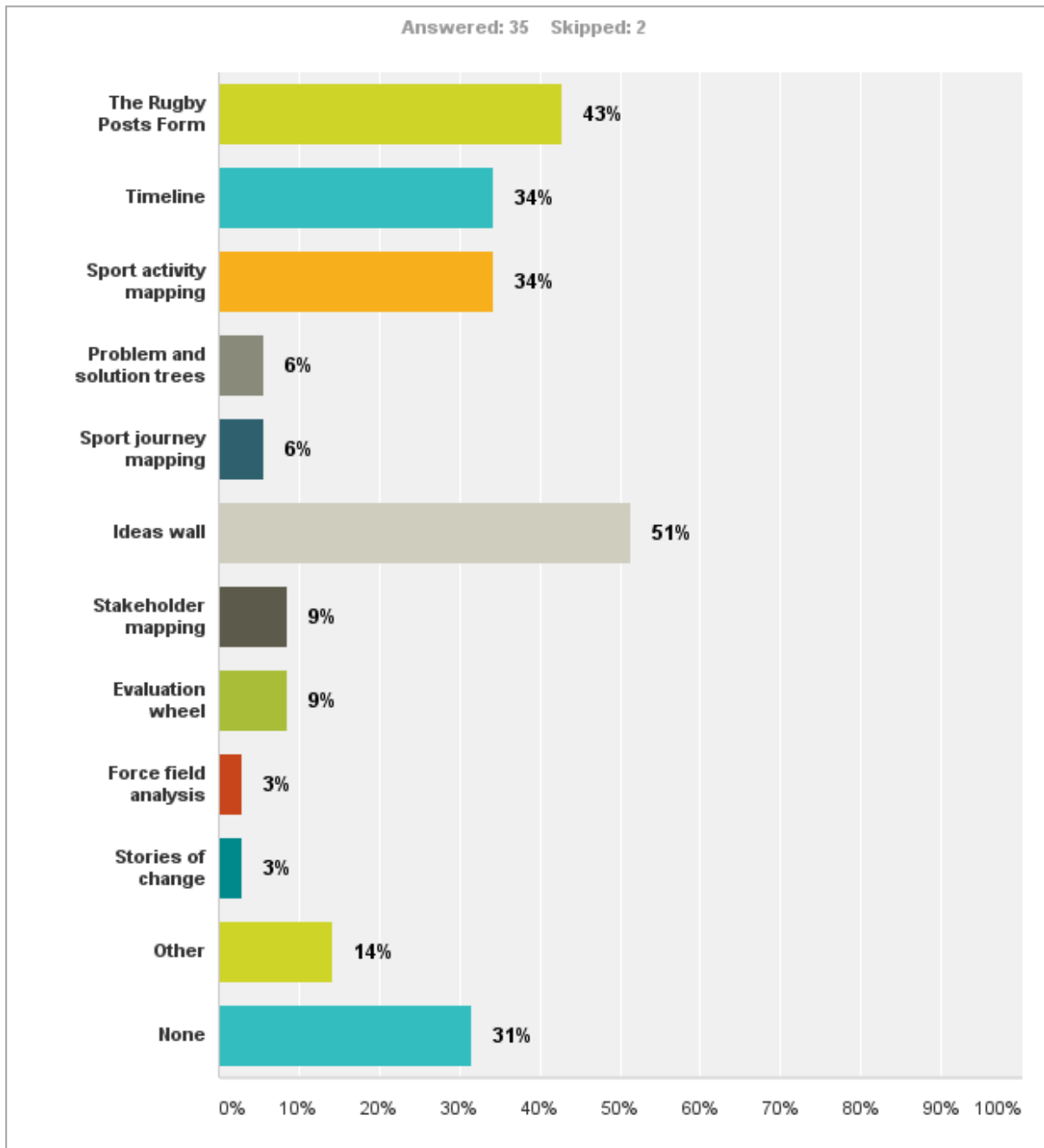
5.7 Use of participatory tools

We explored through the survey of Hub Officers their use and experience of the participatory tools provided as part of the continual improvement system. Figure 5.2 provides an overview of how well used the various tools were. It shows that the tools which related to group planning were the most widely used. In particular:

- Ideas Walls were the most popular tool – with just over half of Hub Officers saying they used this.

- The Rugby Posts Forms, Timelines, and the Sport activity mapping tools were also very popular – with at least a third of Hub Officers saying they used these.

Figure 5.2: Use of participatory tools



Source: Hub Officer survey question: Have you used any of the following participatory tools?

We also asked Hub Officers to rate how easy to use and how effective these tools were. We found that most were viewed as effective or very effective by those who had used them. The Sports Activity Mapping; the Ideas Walls; the Rugby Posts Form; the Timeline; and the Problem and Solution Trees were viewed as being the most effective tools by those who used them.

When asked for examples of how they had used these tools, Hub Officers spoke of how the tools had helped them manage discussions, gather views, and identify priorities.

What Hub Officers said about using participatory tools . . .

- “The Rugby Posts allowed the second community meeting to think positively about sport in the area as opposed to focusing on the issues with sport in the area.”
- “To find out what we thought were the priorities for the club and to set out these priorities.”
- “To evaluate the progress of the CSH one year on and set targets for the following year.”
- “Sport activity mapping was used in the initial meetings to get a picture of the sporting environment.”
- “The Rugby Posts form was the first tool used for evaluation by the hubs as it was easy to understand, time effective and painted a good picture for taking stock of progress . . .”
- “[An] Ideas Wall was used to identify areas for improvement through the CSH plan.”

Source: Hub Officer survey question: Can you give any examples of how you used these tools?

5.8 Impact of community engagement activities

In their annual reports Hub Officers identified actions and impacts resulting from their community engagement activities.

In a number of areas those involved in CSHs identified specific areas of learning from their community engagement activities. In particular, consultation and involvement had led to a better understanding of:

- the main sports and physical activities of interest to local people and specific groups – such as younger or older people;
- the key challenges and support needs of local clubs;
- current levels of physical activity among the whole community or specific groups (such as pupils) and engagement with clubs;
- development priorities – including issues about accessibility and quality of facilities.

What Hub Officers said about the impact of community engagement . . .

- “As a direct result of feedback, we have now expanded delivery into community and youth clubs and groups (via a partnership with local youth workers) and started up after school sport clubs in particular schools where interests are high.”
- “We liaised with the local council in order that clubs were able to get more frequent and regular access to existing facilities within our local authority area.”

Source: CSH reports for 2012-13 and 2013-14

A number of Hub Officers explained that their engagement with clubs, community groups and the wider community had directly informed the development of CSH plans and priorities – such as in Tain and Craigie CSHs.

Tain CSH, Highland – Working with clubs and community groups

- Following an initial meeting, those involved in Tain CSH met with local clubs and community groups to identify key priorities for the CSH. This led to the development of an action plan, which reflected the needs and ambitions of those involved in discussions. The CSH has driven the plan forward. As a result of the plan there have already been several new activities introduced in the local area.

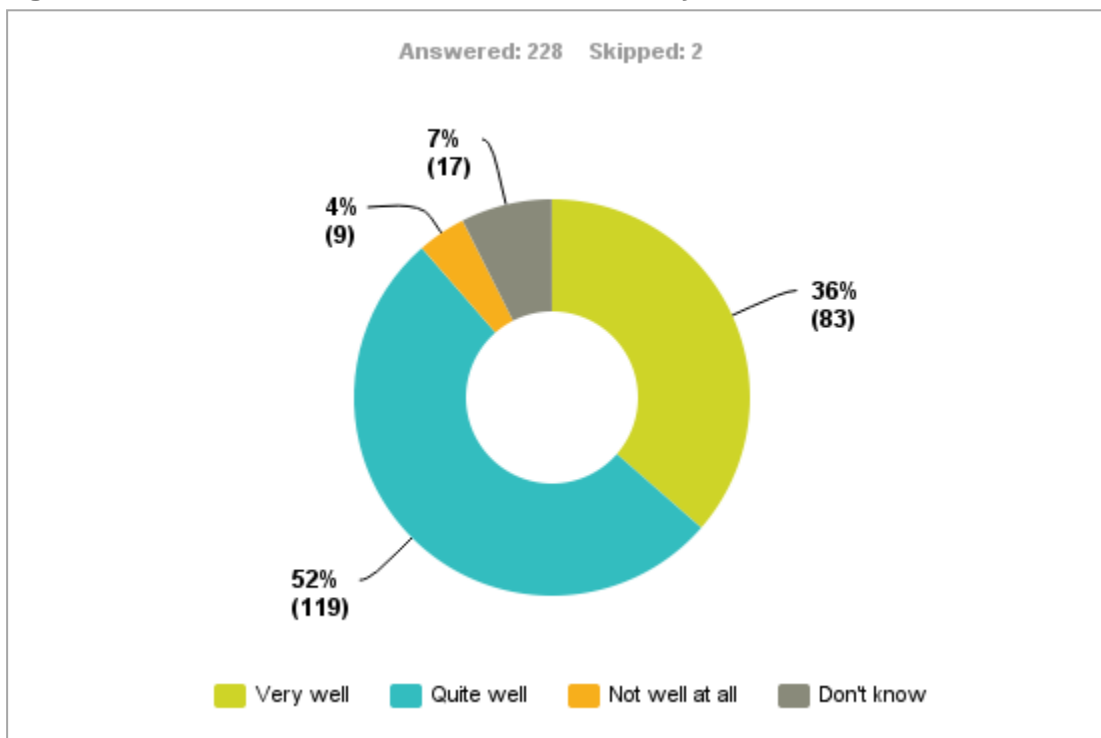
Craigie CSH, Dundee – Identifying priorities for improvement

- When Craigie CSH carried out their community consultation, people said that existing facilities in their local area needed to be improved. The CSH developed and implemented a facilities strategy to address this.
- Key priorities included re-shaping an existing indoor facility to accommodate a bigger range of clubs and activities, and developing more car parking. This resulted in more accessible and safer facilities.

Hub Officers and wider stakeholders also emphasised the importance of community engagement activities to promote and raise awareness of the CSH and its associated clubs.

In the survey with wider stakeholders we asked about the extent to which their local CSH reflected the needs of the local community. As Figure 5.3 shows, the vast majority (88%) of those who responded felt CSHs reflected community needs quite or very well.

Figure 5.3: Views on how well CSHs reflect community needs



Source: Wider stakeholder survey question: In your opinion, how well does the hub reflect the needs of the local community?

5.9 Key points and discussion

- CSHs have used a range of techniques to promote CSHs, engage with clubs, and (to a more limited extent) involve the wider community in the their development.
- Across the programme, there has been a strong emphasis on engagement with clubs so far, with many wider community activities focusing on raising the profile of the CSHs (rather than gathering views). There was limited evidence of the widespread involvement of local community groups in the development of the programme at a local level.
- There was limited discussion about the extent to which CSHs involve equalities groups, or parts of the community which might be considered “hard to reach”. Some individuals expressed concern about the lack of participation of disabled people and women, which is discussed in other sections.
- Schools have been a key target group for engagement activities, particularly in CSHs which are linked in some way to a local school. In some CSHs there had been significant achievements in building strong relationships with schools – but for others, this continues to be a struggle.
- Some stakeholders wanted to see their CSHs reach beyond clubs in the future, to engage with and involve wider communities.
- Challenges with community engagement mainly related to reaching new people within communities; the resources involved; scepticism about the benefits and need to do this.
- Most wider stakeholders involved in the evaluation felt they had been fairly well involved and had influenced the development of CSHs. Community groups were least likely to feel they were significantly influencing the development of CSHs.
- Some of the participatory tools promoted by **sportscotland** had been well used within CSHs – particularly to support joint planning.
- Engagement activities have helped develop a better understanding of:
 - local interests;
 - involvement in sport and physical activity;
 - the challenges for local clubs; and
 - development priorities for CSHs.

6. Growth in Participation

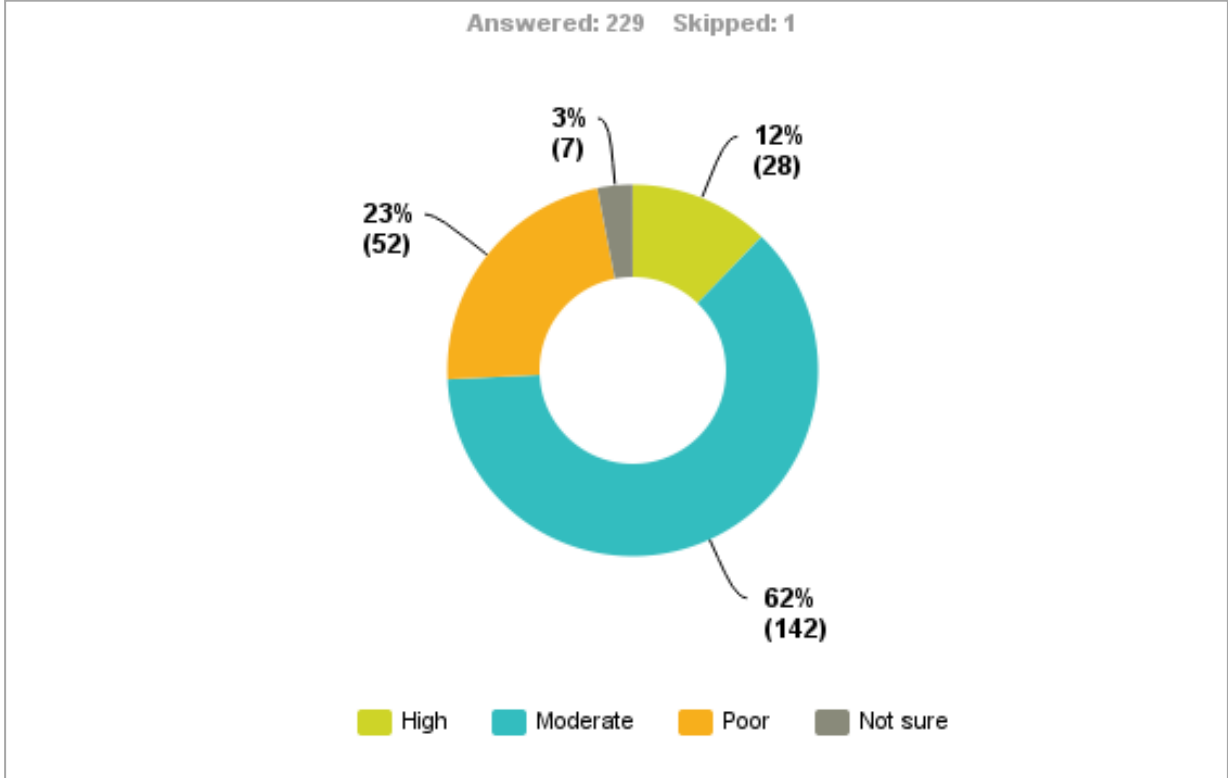
6.1 Introduction

This section explores the extent to which CSHs have supported growth in participation – one of the five principles of the programme. This section draws on evidence from monitoring data submitted by the CSHs, the surveys with Hub Officers and wider stakeholders, and the evaluation profiles. Here we begin by exploring awareness and perception of the CSH before considering current levels of participation.

6.2 Awareness of CSHs

During the survey we asked wider stakeholders what they thought about the level of awareness of their local CSH. As Figure 6.1 shows, most of those who responded described awareness as moderate. Only a small proportion (12%) thought this was high. Almost a quarter felt awareness levels were poor. Community groups were most likely to believe awareness was poor – with 53% saying this was the case. This compared with just 13% of public agencies, 14% of individual coaches or mentors, and 24% of sport clubs.

Figure 6.1: Views on general awareness of CSHs



Source: Wider stakeholder survey question: How would you rate the level of awareness of your hub in the local area?

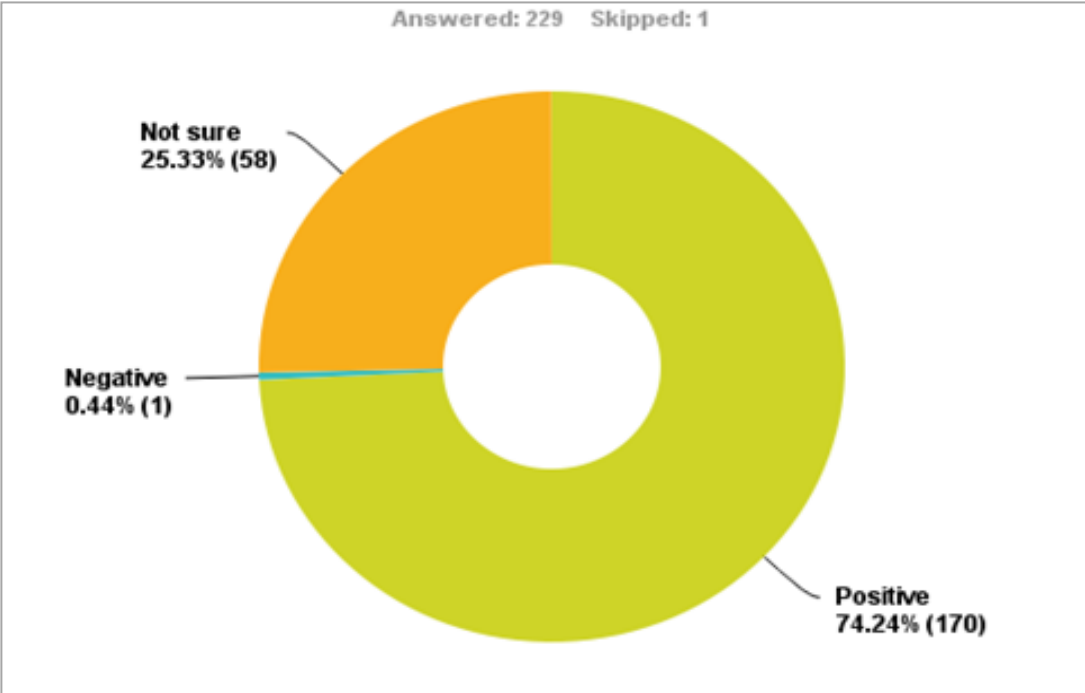
Throughout the surveys, annual reports and evaluation profile interviews, stakeholders spoke of awareness differing greatly between different groups. They highlighted:

- **Club awareness** – On the whole, many stakeholders involved in a range of CSHs felt that local community based clubs had a good awareness of CSHs, and that this had improved.
- **The wider community** – Although there had been some successes, there were concerns among those involved in some CSHs that there is a lack of wider community awareness within the programme – which will ultimately make increasing participation challenging.
- **Schools** – In some CSHs, there appeared to be very good awareness, but in other areas it has been more difficult to build strong links, and therefore awareness in schools was felt to be low.
- **Community groups** – Although there were a few examples where CSHs have worked closely with wider community groups, some felt that awareness among these groups needed to be improved.

6.3 Perception of CSHs

Through the survey with wider stakeholders we also explored whether their CSHs were seen as a positive or negative addition to the community. As Figure 6.2 shows, almost three quarters felt it was positive, with almost all other respondents saying they were not sure.

Figure 6.2: Views on perception of CSHs



Source: Wider stakeholder survey question: In your opinion, is your hub perceived as a positive or negative addition to the community?

6.4 Evidence of growth in club membership

As shown in Section two of this report, the number of clubs (and therefore club members) involved in CSHs has increased as the programme has developed, and the number of CSHs has increased. Here we consider the extent to which CSHs have actually increased the number of people participating in sport.

According to a recent analysis carried out by **sportscotland** of data provided by 479 sport clubs within the programme:

- More than half of clubs (56%) had seen an increase in membership since joining a CSH. Only 13% had seen no change, and 32% reported a decrease.
- The increase in participation levels for some had been very significant. Seven per cent of these clubs had more than doubled their membership.
- Overall, there had been an increase of 5,581 members in these clubs.

6.5 Importance of engaging with young people

The survey results, annual reports and profiles indicated the importance of bringing new young people into sport. Where CSHs had achieved this, there seemed to be two important success factors:

- **Creating strong pathways** – Clubs who have successfully attracted new members felt that creating stronger pathways between youth and adult clubs had played a key role in their success. Some highlighted the important role of Sport Governing Bodies in facilitating this.
- **Creating links to schools** – There were good examples of CSHs reporting strong links with schools, which is leading to increased participation in key sports for some clubs within the programme. Those involved highlighted the importance of working closely with the Active Schools Coordinators, and developing “buy-in” at a senior level within Education departments or individual schools.

6.6 Activities to increase participation

Those involved in individual CSHs reported a range of activities which they felt could lead to greater participation in CSHs. In particular they were positive about their experiences of:

- social events to bring people into facilities and raise the CSH profile;
- taster events and workshops;
- summer programmes for young people;
- developing new programmes in response to local consultation; and
- links between clubs – where players from one sport get involved in another.

It was difficult to establish the extent to which these activities had led to changes in participation levels. But many of those involved felt that these approaches had or would develop greater participation over time.

Some stakeholders pointed to the need to offer a wider range of sport and activities, and meet the needs of specific groups in order to increase participation. For example, it was suggested that adequate changing facilities and the development of more sports for women could improve female participation in one area.

6.7 Key points and discussion

- The evidence suggests that awareness of CSHs varies among different groups in many areas. Stakeholder views suggest that awareness is highest among clubs, and in some cases schools. Although those involved pointed towards work to raise the profile of their CSHs with the wider community, some expressed concern about the level of awareness and understanding of CSHs within wider communities.
- Most stakeholders felt that the CSH was seen as being a positive addition to their local community.
- The available monitoring data suggests that a significant proportion of clubs have experienced an increase in membership since joining their CSH. For some, this had been very significant.
- It was suggested that stronger pathways and better links with schools were critical to increasing participation levels.

7. Supporting community leadership

7.1 Introduction

This section explores the extent to which CSHs have supported community leadership – one of the five principles of the programme. In particular, it considers the role that volunteers have played through steering groups or management committees, as coaches, and in other roles. This section draws on evidence from monitoring data submitted by CSHs, the surveys with Hub Officers and wider stakeholders, and the evaluation profiles.

7.2 Leadership opportunities

During the survey with Hub Officers, we explored the main leadership and volunteering opportunities offered by CSHs. As Table 7.1 shows, the main opportunity was becoming a member of the management committee or steering group, which eight out of ten Hub Officers indicated their CSH offered. More than two thirds also said there were opportunities to promote sport in the community, and be young hub leaders.

Table 7.1: Leadership and volunteering opportunities

| Activities | Hub Officers (Answered: 36) |
|---|--------------------------------|
| | % |
| Member of management committee/steering group | 81 |
| Promoting sport in the community | 69 |
| Young hub leader | 67 |
| Raising awareness of the hub | 64 |
| Decision making roles | 56 |
| Coaching | 56 |
| Chair of management committee/steering group | 53 |
| Initiating new sports activities | 47 |
| Other | 6 |

Source: Hub Officer survey question: Have your hubs created voluntary or leadership roles for local people to do the following? Tick all that apply.

Many Hub Officers felt that the CSH programme had offered opportunities for people already actively involved in local clubs to come together, and achieve common goals.

“The hubs have created a good platform for members of the community to be able to see their local dreams and ambitions come to fruition. . . Community leadership has been at the heart of this process.”

Other Hub Officers, particularly those involved in CSHs strongly linked with schools, emphasised the role of the Young Hub Leader programme. It was felt that this programme offered opportunities for young people to develop. It was also seen as a valuable tool to promote the CSH.

“The young hub leaders project is the first example of supporting and developing community leadership roles out with the hub committee and hub members.”

A number of Hub Officers spoke about other volunteering opportunities – such as helping run the facility, forming part of a steering group or management committee, or being an Executive Board member. They highlighted that these leadership opportunities had allowed those involved in clubs to develop new skills and confidence – which could ultimately benefit their sports, the CSH and the community in the longer term. Examples of leadership development work within the programme are highlighted below.

“The hub gives opportunities to local people to take the lead on specific events and gain planning and operational experience.”

Uddingston CSH, South Lanarkshire – Training for volunteers

- Uddingston CSH has offered a range of training to support volunteers develop the skills they need. This included a basic accounting course for the Treasurer and coach education courses for two young hub leaders.

South West Edinburgh CSH – Hub Youth Sport Panel

- South West Edinburgh CSH has established a Hub Youth Sport Panel which aims to raise the profile of sport and offer opportunities to influence decision makers. This was partly inspired by Young Scot and **sportscotland's** national Young People's Sport Panel.
- The South West Edinburgh CSH has partners in Edinburgh Napier University (Sighthill Campus), Edinburgh College (Sighthill Campus) and Heriot-Watt University. Additionally there are three high schools in the vicinity. The CSH has recruited two young leaders from each of these partners, in order to create strong links with the CSH. This has also had the effect of bringing together schools, colleges and universities.
- All partners helped with recruiting the young people involved. The Hub Youth Sport Panel now represents the voice of young people in the CSH. It acts as a small committee within the CSH, alongside the Club Forum and Working Group, and is overseen by the Steering Group.

Challenges in leadership development

In responding to the surveys and in their annual reports, Hub Officers and wider stakeholders recognised that leadership development has been challenging at times.

A significant number of CSHs have struggled to support clubs to work together effectively and lead their CSH. In a number of cases, Hub Officers have had to take on or continue this leadership role longer than was originally intended. Hub Officers and wider stakeholders identified a number of different issues which were contributing to this challenge:

- in some areas, there were too few active clubs to develop a sustainable steering group or committee;
- there has been at times a lack of understanding (among clubs and wider stakeholders) about what CSHs are, and what the potential benefits could be;
- in some steering groups or committees there were tensions and difficulties in getting clubs to work together effectively;
- some CSHs have struggled with poor attendance and participation in meetings;
- it has been an ongoing challenge for volunteers to manage the demands of running their own clubs as well as contributing to their CSHs; and
- there has been frustration about the slow progress in some CSHs – particularly in relation to improving or developing facilities.

What Hub Officers said about the challenges of leadership . . .

- “Where some clubs have embraced the concept of community sport hubs and understand how this can support their club, others have been slower to understand that the concept is not about building new facilities for local communities.”
- “Strong leadership still lies with the council and Hub Officer.”
- “Quality of club engagement has been one major challenge of running the CSH.”
- “There has been limited community leadership that has been a direct result of the CSH. It has been difficult to encourage clubs to buy into the CSH initiation as it was started 2 years ago and not much has happened since.”

Source: Hub reports for 2012-13 and 2013-14 and Hub Officer Survey Question: In your experience how have hubs helped support and develop community leadership roles?

What wider stakeholders said about challenges of leadership . . .

- “Pulling clubs together with common values and aims.”
- “The apathy from local clubs which are happy to keep running things the way they are.”
- “The sport club volunteers barely have time to support their clubs – this is another meeting that needs to prove its value to the attendees.”

Source: Wider stakeholder survey question: In your experience, what have been the main challenges in developing the hub?

7.3 Experiences of volunteers

During the survey with wider stakeholders we asked about whether they had been involved as a volunteer, and what their experience had been. Sixty-two percent of the 224 people who responded to the question had been involved as a volunteer. Of these:

- most had been involved as a club volunteer (61%);
- more than half had been involved in raising awareness of the CSH (55%) and promoting sport (54%);
- 43% had been members of the management committee or steering group;
- 41% had been involved in coaching; and
- 1% had been young hub leaders⁴.

Volunteers spoke of having been involved in meetings, CSH activities, and training. They reinforced the key challenges explored earlier in this section. But they also identified a number of benefits of being involved. In particular, they suggested that the CSH programme has offered opportunities to:

- work with others with similar interests to achieve common goals;
- influence local sports developments;
- promote their sport of interest;
- learn from other clubs and volunteers; and
- develop new skills and acquire relevant qualifications.

⁴ The Young Hub Leader programme has only recently been introduced within CSHs.

What volunteers said about the benefits of being involved . . .

- “It has been a very positive experience, to network with like-minded people from other sports organisations.”
- “Experience has been a positive thing as we get to know not just other people but other sports where we can help each other if need be.”
- “My awareness of facilities and opportunities . . .has increased greatly. I have met other coaches from a huge range of clubs, and been given opportunities to enhance and improve coaching skills to provide a better service for my club.”
- “Great for me personally. Sharing experiences with other coaches who generally face the same issues – funding streams being the obvious common denominator.”
- “It has been a great effort by the Steering Committee and in particular the Chairman and fellow office holders. It was a proud moment when the astro facility was finally completed.”

Source: Wider stakeholder survey question: Please tell us about your experience of being involved.

Several volunteers emphasised the important role their Hub Officer had played in supporting the management committee or steering group, coordinating activities, and developing leadership. In a few cases, volunteers highlighted that the pace of development had changed significantly following the appointment of a new Hub Officer.

7.4 Key points and discussion

- CSHs have offered a wide range of leadership opportunities for local people.
- As well as strengthening the way in which existing clubs work together, those involved feel the programme has particularly supported the development of young sport leaders and expanded the skills of existing club leaders.
- There have been challenges in relation to leadership development within the programme. In some areas there have been too few active clubs or limited interest in taking on new leadership roles.
- Other challenges included:
 - a lack of understanding of the CSH concept;
 - tensions between clubs;
 - competing demands on volunteer time; and
 - frustrations about the development process (for example, in areas where facilities were being transferred or developed).
- Individual volunteers felt that their involvement had allowed them to work with other like-minded people; influence local developments; contribute to their local sport; learn new skills; or achieve new qualifications.
- The role of Hub Officers appears to have been particularly important in supporting leadership development within the programme.

8. Ensuring the appropriate people are working together

8.1 Introduction

This section explores the extent to which CSHs have supported appropriate people to work together – one of the five principles of the programme. In particular, it considers the way in which clubs, public sector agencies and others have worked together. This section draws on evidence from annual reports submitted by CSHs, the surveys with Hub Officers and wider stakeholders, and the evaluation profiles.

8.2 Main areas of improvement

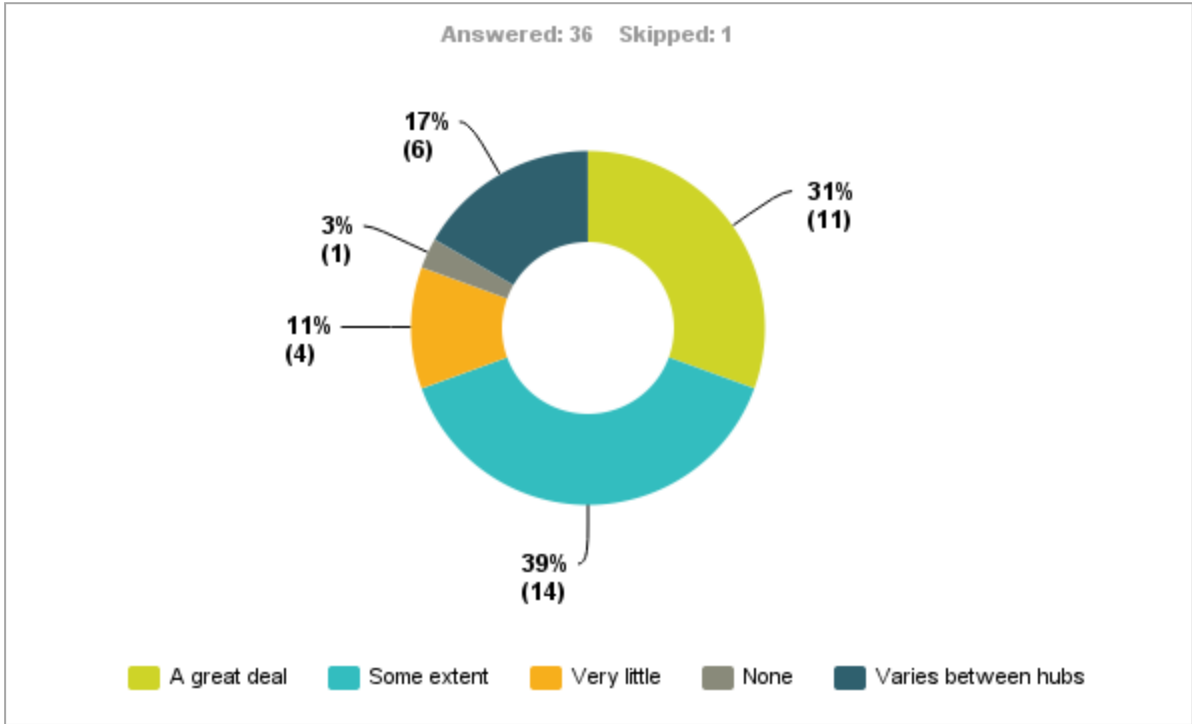
Hub Officers and wider stakeholders commonly identified particular partnerships that had been initiated or improved as a result of their CSHs – although experiences understandably varied across the programme, they identified the following improvements:

- **Stronger relationships between clubs** – This was the biggest area of improvement for many of those engaged in the evaluation. Stakeholders felt many clubs were working better together to plan, develop and manage their CSHs. However, there was recognition that some clubs have been more difficult to involve than others.
- **Stronger school to club links and good relationships with Active Schools Coordinators** – This was particularly true of CSHs based in schools. Stakeholders said this partnership working had led to a higher profile for the CSH, and improved pathways from school to club sport. But other stakeholders in some areas spoke of difficulties in building strong links with schools, despite undertaking a lot of work in this area.
- **Better links with those responsible for facilities management** – In some areas this was a key aspiration of having a CSH. In other areas it had evolved through identifying issues with local facilities. There is some evidence that these relationships have led to better local plans, physical improvements, and new facilities. However, some felt these relationships remained a key challenge for their CSH.
- **Improved links with community groups and local community structures** - In some cases, stronger links had been established with community groups in the area and local community structures. Although not widespread within the programme, this was an area which involved stakeholders had found beneficial.

8.3 Views on how public sector agencies support clubs

During the survey of Hub Officers we explored the extent to which CSHs had improved how public sector agencies support sport clubs in their local areas. As Figure 8.1 shows, the largest proportion of Hub Officers thought this had happened to some extent and just under a third felt that this had improved a great deal. A relatively small proportion (14%) felt there had been little or no improvement to the support clubs received from public sector agencies.

Figure 8.1: Extent of improvement to public sector support

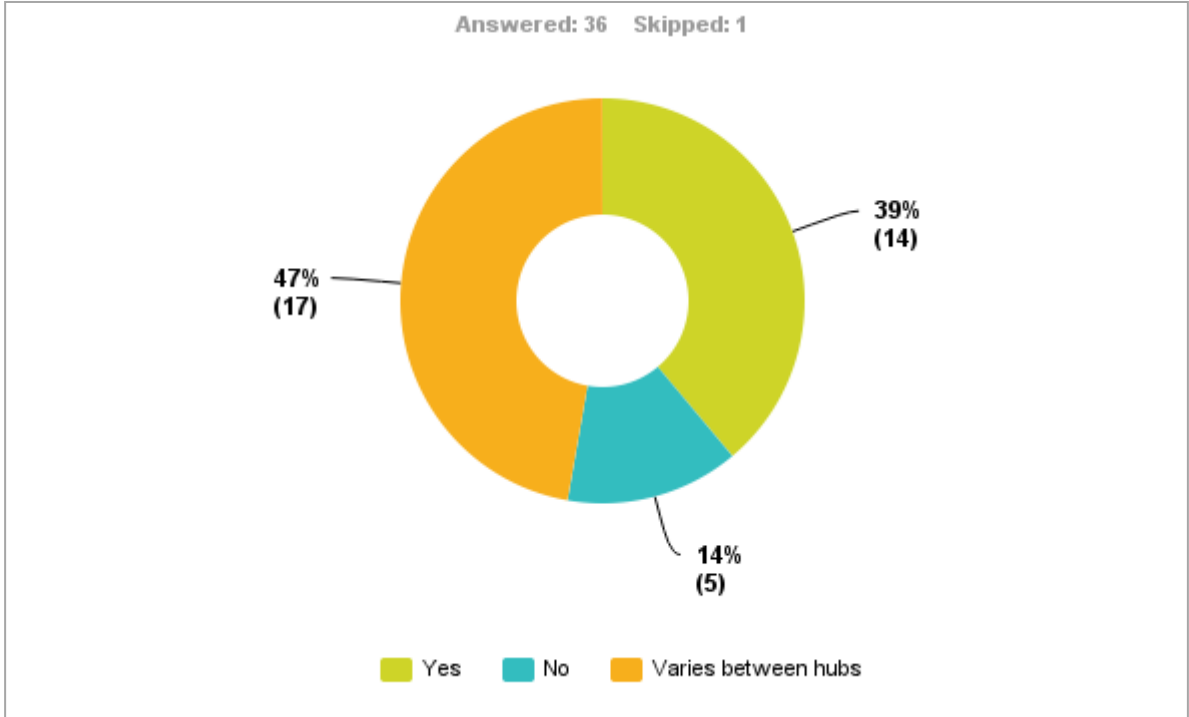


Source: Hub Officer survey question: To what extent have your hubs led to improvements in how public sector agencies (such as the Council, Leisure Trusts and schools) are working to support local sport clubs?

8.4 Views on who is involved

We also asked Hub Officers for their views on which partners were represented in their CSHs. As Figure 8.2 shows, about four out of ten felt the most important partners were involved. Almost half felt that this varied between the CSHs they were involved in.

Figure 8.2: Views on whether the most important partners are represented



Source: Hub Officer survey question: Do you feel all of the most important partners are represented in your hubs?

8.5 Future priorities for partnership working

Suggested priorities for developing partnership working included:

- developing a stronger understanding and buy-in at a senior level within public sector organisations – including local authorities;
- public sector organisations becoming more responsive to the needs of CSHs and supporting them deliver their goals;
- improving participation from wider community groups and organisations;
- developing links and pathways with schools, where these are not already in place; and
- ensuring a wide range of partners are involved in the development of CSH strategies and plans.

What Hub Officers said about improving partnership working . . .

- “The hubs initiative should be sold to Education at the highest level.”
- “Reaction time from the council. Although we have been organised as a community club for a number of years we only received the lease from the building.”
- “Increasing number of partnerships or relationship with other community groups such as the Rotary Club, Scouts and churches.”

Source: Hub Officer survey question: What (if anything) needs to be improved about partnership working in your hubs?

Lornshill CSH – Building strong school links

Lornshill CSH is a school-based hub, located in Lornshill Academy. The CSH is a strategic commitment within the local authority - one of the three priority targets for the local education strategy is to embed the CSH in secondary schools. Links between the CSH have been created in a number of ways:

- The school attends CSH meetings and hosts awareness raising events, inviting clubs to visit and run taster sessions.
- The CSH has been the subject of an inter-disciplinary project in the school, in which pupils studied a club and carried out related marketing, advertising, budgeting and other exercises.
- Money has been made available to allow teachers to embed CSH-based activities into certain subject areas.
- The PE curriculum has been designed around the strengths of local clubs, so that there is a progression pathway for young people for every PE activity the school offers.

South Lanarkshire Leisure and Culture – Improving access to facilities

There are seven CSHs in South Lanarkshire, and the Hub Officer has worked with them to improve access to Council-owned sports facilities. There are about 65 sport clubs across the seven CSHs, and the majority now use Council facilities. Most of the facilities are located in local schools and are dual use – used by pupils during the day and by clubs in the evening. The CSH programme has led to improvements in how access to these facilities is coordinated.

The Hub Officer felt that access to sports facilities works better as a result of the CSH programme. Through the CSH programme, a good relationship has been developed with the Council’s Facilities Service, and the CSH works closely with it to ensure that

clubs get access to suitable facilities.

Council facilities representatives now attend most CSH meetings, so are aware of the issues that clubs face. As a result of this, clubs feel that they are valued and have a voice.

8.6 Key points and discussion

- One of the biggest impacts in relation to joint working appears to be how clubs work together. This is reflected in this section, and reinforced in section 9 of this report.
- It was suggested that the programme has also brought about significant changes to the way that clubs and schools work together, and strengthened the links between clubs and those responsible for local facilities. Experiences did vary between CSHs and some stakeholders felt that these relationships needed to be further improved within their areas.
- Priorities for development within the programme included:
 - securing buy-in at a senior level in public bodies;
 - public bodies becoming more responsive to club needs;
 - better participation from community groups or the wider community; and
 - developing further links and pathways with schools.

9. Main outcomes and future development

9.1 Introduction

This section explores stakeholder views on the main outcomes of the programme, **sportscotland** funding, and priorities for the development of CSHs in the future. This section draws on evidence from the surveys with Hub Officers and wider stakeholders, interviews with strategic representatives in four local authority areas, and the evaluation profiles. The main outcomes identified by stakeholders in this section generally reflect, summarise and prioritise the benefits and impacts discussed elsewhere in this report.

9.2 Main outcomes

During the surveys, Hub Officers and wider stakeholders were asked about the extent to which they agreed that CSHs had delivered a number of specific outcomes. There was agreement among Hub Officers and wider stakeholders about the four most significant outcomes, which all focused on clubs. It was felt that CSHs had:

- **Improved how sport clubs work together locally** – 72% of Hub Officers and 70% of wider stakeholders felt that CSHs had significantly improved how sport clubs work together locally.
- **Increased awareness of sport clubs in local communities** – 65% of wider stakeholders and 58% of Hub Officers believed that CSHs had significantly impacted on this awareness.
- **Increased participation in sport** – 58% of Hub Officers and 56% of wider stakeholders thought that CSHs had increased or significantly impacted on participation levels in sport.
- **Increased the recognition of the value of sport clubs in local communities** - 58% of Hub Officers and 56% of wider stakeholders suggested that CSHs had significantly improved the recognition of the value of sport clubs in local communities.

Between 41 – 54% of stakeholders also felt that CSHs had significantly:

- offered a greater choice of sport to local communities;
- increased the involvement of local people in delivering sport activities;
- developed the skills, knowledge and capacity of local people; and
- improved access to local sport facilities.

The outcome perceived to be least significant was that sport clubs were being more family focused. Only 35% of wider stakeholders and 25% of Hub Officers identified this as an area of significant impact.

9.3 Wider benefits for communities

When we asked wider stakeholders about the benefits CSHs had brought to them or their local area, most reiterated themes and benefits discussed earlier in this report. The main benefits they identified and discussed are shown in Table 9.1 below.

| Table 9.1: Benefits to clubs and communities | |
|--|---|
| Benefits for clubs | Benefits for communities |
| Networking – providing a coherent structure for clubs to network. | Increasing participation – more effective awareness raising of sports opportunities available to wider communities including young people. |
| Joint working – clubs working together to share knowledge and develop sport. | Young people – involving children and young people of all abilities in sport. |
| Funding and support – dedicated support and funding from sportscotland for the benefit of local clubs. | Schools – better club access and links to local schools. |
| Coach education – access to coach education and access to a greater number of local training and development opportunities. | Volunteer development – increased volunteering opportunities which offer the chance to develop knowledge and skills. |
| Access to facilities – improvements in managing, using and sharing local facilities. Support for the development of new sports facilities in local areas. This has led to a better choice of activities for communities, sometimes at lower cost. | |
| Equality – in some cases, promoting equality in sport. | |
| Source: Wider stakeholder survey question: What have been the main benefits of the hub for you or your local area? | |

9.4 Impact of sportscotland funding

In their annual reports for 2012-13 and 2013-14, Hub Officers were asked about the added value that **sportscotland** funding had brought to each CSH. The reports emphasised the important role that funding had played in supporting the programme – a point reinforced by a range of stakeholders during surveys and interviews.

Annual reports highlighted three key areas in which the extra resources had added value to the programme:

- **Providing a dedicated Hub Officer** – As discussed in Section three, this was viewed as a critical role in many CSHs, and the majority of annual reports highlighted this.
- **Supporting training and development** – About half of the annual reports highlighted that funding had enabled them to provide better training and allowed volunteers to achieve qualifications.
- **Improved equipment, and facilities** – About a quarter of annual reports highlighted that funding had enabled their CSH to improve the equipment

available. Some CSHs also highlighted that **sportscotland** funding had allowed them to access further funding, which had led to improved facilities – such as changing facilities, surfaces and equipment.

What Hub Officers said about sportscotland funding . . .

- “... I [as a Hub Officer] am able to develop the hubs’ profile, bring in new sports, new members and try and make it sustainable. We didn’t have a website, logo and a decent sign at the entrance. This was all done through funding.”
- “[The funding has provided] the ability to deliver often expensive courses which allow the clubs to cater for juniors and generally expand their operations.”

Source: CSH annual reports 2012-13 and 2013-14

In a few cases, those involved in CSHs highlighted that **sportscotland** funding had been used to attract funding from other sources. This included from parts of the public sector, as well as external funding sources.

9.5 Priorities for the future

During the survey we asked wider stakeholders how they would like to see their local CSHs develop in the future. Stakeholders offered a wide range of ideas about future development, which reinforced themes identified from Hub Officers and elsewhere within the research.

The main priorities highlighted were:

- **Facilities** – In a number of areas improvements to existing facilities and development of new facilities were seen to be important steps to improve provision and increase participation.
- **Networking** – Wider stakeholders wanted to see an increase in networking opportunities for clubs and the opportunity to link with more clubs and with other CSHs.
- **Joint working** – Some called for further improvements to the way clubs, facility providers and decision makers worked together. More joint working between clubs was also an ambition – including on fundraising and outreach activities.
- **Communication** – Stakeholders wanted improved communication between clubs, partners and the wider community. There is still a need in some areas for clubs and wider communities to understand CSHs.
- **Awareness-raising** – Others called for the continued promotion of their CSH to encourage more clubs to participate.

- **Improving school links** – Some wanted to see further work on strengthening school-club links, through Active Schools Coordinators and teachers. They called for a greater focus on developing pathways from school to community sport.
- **Coach education** – There was interest in the continued investment in the provision of coaching qualifications at all levels to improve the quality of club coaching and progression pathways.
- **Volunteer development** – There was also interest in building on the leadership development aspects of the programme, and offering more opportunities for volunteers of all ages.

Other priorities included:

- **Wider training and development** – Continued provision of generic training courses for all clubs was highlighted by stakeholders - such as first aid, child protection, nutrition, social media and fundraising.
- **Governance** – Some stakeholders were keen to see their CSHs constituted, and potentially growing to employ staff to work within communities. This was seen as an important step to ensure the sustainability of some CSHs.
- **Equality** – A few stakeholders called for CSHs to address inequalities within sport. In particular, they wanted more opportunities for women, disabled people and ethnic minorities. Several stakeholders who responded to the survey wanted disability sport to have a greater profile and presence within mainstream CSHs.
- **Funding and business development advice** – Some felt there was a need for further advice around sourcing and applying for funding and developing sustainable funding options beyond the current **sportscotland** support. Working with clubs on joint fundraising activities was also mentioned.
- **Strategy development** – Some stakeholders wanted to be involved in long term sport strategy development to improve sport in their local area.

What wider stakeholders said about the future development of their CSHs . . .

- “Some clubs do not yet understand what the hub is, why they should be involved or how they can get involved. Communicate with clubs and educate them.”
- “We need the provision of more and better facilities for the community, at a sensible cost.”
- “I would like to see greater diversity of types of sport and participants.”

Source: Wider stakeholder survey question: How would you like your local hub to develop in the future?

9.6 A strategic perspective on the development CSHs

We spoke with strategic leads in four local authority areas about the strategic role CSHs had played locally, and explored how the programme fits with future priorities in their area. The discussions highlighted:

- Their main aspirations for the programme related to improved joint working, and making better use of or improve local facilities. For the most part, they felt that the approaches taken in their area had met these aspirations or would in the longer term.
- The importance of developing facilities, sport and physical activities which supported wider priorities and reflected the needs of service users and communities.
- In each area, consideration has been given to the long term sustainability of existing CSHs and whether lessons from the programme can be rolled out – although different approaches are being taken, and there were concerns about the sustainability of some approaches if **sportscotland** support came to an end.

They made a number of suggestions about how the programme could be developed to take account of their experience and strategic priorities. In particular:

- There are opportunities to expand the focus of the programme beyond existing clubs and sports to support the development of wider physical activities – this would fit better with the strategic approach in some areas.
- **sportscotland** could take better account of the added value of resources it provides alongside mainstream budgets – often small amounts of money make a much bigger difference to clubs and community groups than to publicly funded organisations.
- **sportscotland** could look at the way it communicates with those involved in CSHs (which may mean communicating beyond Hub Officers) and coordinate communication across its programmes.
- **sportscotland** should recognise that local approaches need to adapt and reflect initial discussions and development work – which can mean target outputs (in terms of the number of CSHs) are not always delivered.

9.7 Key points and discussion

- The biggest perceived impacts of the programme relate to clubs – in particular, how they have worked together, raised their profile and improved their perception locally. Increased participation was also perceived as a key impact.
- As the programme develops, there appear to be particular opportunities to offer a greater choice of sport, and understand and increase participation among the wider community.
- Stakeholders identified a wide range of future priorities, which reflected themes from elsewhere in the research. There is a strong sense that most wanted to build on their successful engagement with CSHs, and progress local priorities and ideas.
- Strategic stakeholders felt that CSHs were on track to deliver expectations in their areas. They suggested **sportscotland** could expand the scope and emphasis of the programme, consider how to allocate resources, improve communication and take a flexible approach to reviewing progress.

10. Conclusions

10.1 Introduction

This section sets out the main conclusions from the research in response to the key research questions identified by **sportscotland**.

10.2 A range of experiences within the programme

Throughout this research we have found that individual experiences and approaches have varied greatly across the programme. This appears to be due to different models, the stage of development of individual CSHs, and the local context. While the research has highlighted consistent impacts, challenges and priorities at a programme level, it will be important to take account of the diversity of practice in order to plan and deliver effective support to the programme in the future.

10.3 Getting the basics right

In most places it appears that the “essential building blocks” of CSHs relate to relationships – and in particular, those between clubs, and with parts of the public sector – including schools and facilities owners or managers. Where links have been made with wider community groups these appear to have been beneficial – although such links did not appear to be widespread. The support of Hub Officers and others (such as Active School Coordinators) have played an important role in the development of relationships. In some areas this has taken significant time and effort on the part of those involved. In other areas, it hasn’t happened yet.

10.4 What are the local perceptions and awareness of the CSHs?

The research suggests that awareness of CSHs is highest among clubs. A great deal of the early development work and community engagement activities have focused on explaining the concept to clubs, discussing their priorities and involving them in the development of the programme.

Some CSHs have been very successful in raising their awareness with some local schools. This was a key target group for many CSHs. While some have struggled to get buy-in at a senior level, build strong pathways, and access school facilities, others have made significant progress. There is a sense (from the case studies in particular) that being based within school facilities has helped significantly with this. And having strong links with the Active Schools programme and support from sport governing bodies (to support pathways from youth to adult sports) has supported this awareness raising.

The research found a lack of detailed evidence about wider awareness of CSHs among those not involved in sport clubs. Some expressed concern about the low levels of awareness among the wider community, and others identified this as the next priority for their CSH. However, there was recognition that raising awareness and engaging effectively can be challenging.

Stakeholders involved in this research felt that the CSHs were viewed as a positive addition to local communities. They were certainly perceived by Hub Officers and wider stakeholders as being of benefit to local communities, and local clubs in particular.

Most CSHs have been strongly associated with existing sport clubs – rather than wider physical or community activities. Some felt that the approach could be built on, expanding the range and types of activities on offer.

10.5 How are CSHs connecting with local clubs and the local community?

There is strong evidence that CSHs have made effective connections with local clubs. In particular, Hub Officers have worked with clubs to explain the concept, understand their needs, and encourage involvement in their CSH. The nature and level of involvement of local clubs has varied – due to differences in CSH models, in the perceived benefits of becoming involved, issues of capacity and resource, and at times tensions in working with other clubs.

The level and nature of activities to engage wider communities varies significantly across the programme. A range of techniques have been used. CSHs have particularly worked to raise their profile, and encourage participation in sport. In some cases extensive consultation has been carried out to understand local needs and interests – although this was not widespread within the programme. We encountered limited evidence within the programme of work to engage and involve local community groups, or targeted activities for particular elements of the community – such as equalities groups or people who might be considered “hard to reach”.

10.6 What community engagement methods have been used and which are most effective?

When asked about community engagement, those involved in CSHs often spoke of engagement with local sport clubs. Deliberative methods (such as meetings and discussion groups) seem to have been a popular and effective way to engage with sport clubs, as they have offered the opportunity to explain the concept and discuss the benefits or opportunities for that specific club. However, such methods can be resource intensive.

In relation to the wider community, a range of techniques have been used to promote CSHs and encourage participation – such as community events, leaflets, and social media. However, there has been more limited use of techniques to gather the views of community groups and people who do not currently participate in sport clubs. In some cases CSHs have used large scale consultation tools (such as surveys) and more deliberative techniques (such as holding meetings and discussions) to achieve this.

Those involved in the use of social events and taster events felt these were good ways to raise the profile of CSHs with local communities. And where they had been used, surveys had gathered useful information about the needs and interests of the wider community and particular groups – such as pupils.

Community engagement was an area Hub Officers asked for greater support with. It may be useful to clarify **sportscotland's** definition and priorities in relation to community engagement in order to focus activities and improve consistency in reporting on this area of work. It may also be beneficial to provide specific guidance and support on how best to engage with specific groups within communities – which may include making closer links with wider community groups. Gathering more information about new members – such as their postcode, ethnicity and whether they have a disability – would help understand the extent to which particular groups are participating in CSHs, and therefore, the extent to which their needs are being met.

10.7 What actions or additional activities have CSHs delivered to respond to community feedback?

CSHs have undertaken different types of activities, and gathered quite different information. In many cases what those involved described as community engagement involved club engagement, or promotional work within communities. Where views have been gathered from the wider community, this appears to have shaped the priorities for development within some CSHs. However, the activities being undertaken by CSHs appear to be heavily driven by the needs and interests of involved sport clubs – rather than feedback from the wider community.

10.8 Have CSHs provided opportunities for local people to take up voluntary/ leadership roles?

CSHs have offered a very wide range of leadership and voluntary experiences for local people: this appears to be a real success area of the programme. In many CSHs local people have taken on leadership roles, and even become part of groups which have taken ownership of local assets. Volunteers were positive about their experience of the programme, which seems to have supported individuals to develop skills, knowledge and acquire new qualifications.

10.9 What has been the impact of leadership and leadership development on the success of the CSHs?

In some CSHs volunteers have played a leading role in the success of the CSH – and look set to continue this in the future. Support from the Hub Officer has been very important in achieving this. There is also evidence that supporting the development of new coaches and club leaders has increased the capacity of clubs to expand and increase participation. In some CSHs it has been difficult to involve enough clubs, and Hub Officers have had to take on a stronger leadership role than is desirable.

10.10 What partnerships have been initiated or improved due to the work of the CSHs?

New partnerships and joint working between clubs has been a major success of the programme. Although in some cases the programme has built on existing approaches and partnerships, there is a strong sense that it has offered opportunities to strengthen and build on these. There are also examples of CSHs where it seems unlikely that club partnerships would have been initiated or focused on without the CSH concept, and additional support it brought.

There is evidence of stronger links between clubs and schools, those responsible for facilities management, and other strategic stakeholders as a result of the programme. Having the right structures, planning processes and support from Hub Officers appears to have been critical to this.

10.11 What have been the biggest challenges for clubs to become involved in the CSHs?

The challenges have varied between areas, and reflect the different models and potential benefits on offer within each CSH. However, a number of common challenges have emerged from the research. In the early stages, it has been difficult to communicate the CSH concept effectively. On an ongoing basis, there are significant pressures on volunteer time, as many of those involved in CSHs also have commitments to their own clubs. In some areas there have been too few clubs to form a “critical mass”; tensions between clubs; and frustration about the lack of progress. And in some areas the CSHs doesn’t appear to be offering significant benefits to individual clubs.

10.12 How have clubs worked together to improve the programming and activities offered at the CSHs?

Clubs have successfully worked together on a range of issues. In particular, to raise the profile of their sports and increase participation, to improve or develop local

facilities, and to plan and manage projects together. There are some examples of some joint sporting programmes, and work at a strategic level to inform the development of local plans and strategies. However, there have at times been tensions between the needs of different clubs in some areas – this appears to have been a particular issue in CSHs that have very good facilities, where there is high demand.

Appendix One – Detailed Methodology

Introduction

In this appendix we set out in detail the methodology used in this research.

Inception meeting

An initial meeting was held between representatives from **sportscotland** and members of our team. This meeting was to discuss the overall expectations of the project and to refine the elements of our proposed methodology to meet their requirements.

At this meeting, we gathered background materials, including monitoring information about the CSHs and contact details for relevant stakeholders. We identified CSHs to be considered as part of our shortlist for the evaluation profiles – gathering information from **sportscotland** about why they were of interest.

Following this meeting a short inception report was circulated by **sportscotland** setting out what had been agreed. We circulated a matrix of potential CSHs for inclusion in the research as evaluation profiles. This allowed the final ten profiles to be selected.

Permissions from Directors of Education

The Scottish Government has strict protocols in place for conducting research with schools. Six of the ten CSHs selected to be an evaluation profile were based in schools, and we needed to ensure we had appropriate permissions before approaching teachers to participate in interviews. We worked with **sportscotland** to draft a letter to the Directors of Education in all 32 local authorities in Scotland. It outlined the research and the time commitments this would impose for staff. This was issued by **sportscotland**. We received permission from 31⁵ local authorities and instructed the Hub Officers accordingly as to whether they could circulate the wider stakeholder survey to teachers.

Development of research tools

Two surveys were designed in close collaboration with **sportscotland** - one for Hub Officers and one for wider stakeholders involved in the CSHs. These were online surveys (via surveymonkey – an online survey tool) which allowed us to gather responses in real time.

In advance of circulating the surveys, we sent an email to all Hub Officers to alert them to the research, to tell them about the survey targeted at them, and to ask them to distribute the wider stakeholder survey to those involved in their CSHs.

⁵ Moray Council refused permission.

The Hub Officer survey included questions on:

- their role and the training they participated in;
- leadership roles and volunteering opportunities for local people within the CSHs;
- community engagement and participatory tools;
- partnership working; and
- their perceived impact of the CSHs.

The wider stakeholder survey explored:

- how well CSHs connected with the local community, and how involved people felt in its development;
- awareness and perceptions of CSHs;
- opportunities and experiences of volunteering within the CSH; and
- their perceived impact of the CSH.

The Hub Officers survey was sent by email on 22 April. A separate email was also sent to Hub Officers on the same day containing a link to the wider stakeholder survey asking them to circulate this to any relevant stakeholders with an interest in their CSH. The deadline for completing both surveys was 16 May, allowing just over three weeks for completion. We received 37 completed surveys from Hub Officers, and 230 responses from wider stakeholders. Analysis of responses can be found in the main body of this report.

We worked closely with **sportscotland** to develop discussion guides for use during the interviews with Hub Officers and wider stakeholders for the evaluation profiles. These included questions relating to the five principles **sportscotland** identified as underpinning the CSH concept (see Section 2.2 for more detail). We sent the discussion guides in advance to the Hub Officer at each CSH selected to be the focus of an evaluation profile.

Desktop review

We gathered and analysed the monitoring data for the CSH programme held by **sportscotland** by mid April 2014. This included data on 117 CSHs available at that time. We also analysed annual reports for up to 111 CSHs covering 2012-2013 and 2013-2014. These reports included mainly qualitative data in the form of Excel spreadsheets. We undertook both quantitative and qualitative analysis of this material.

Evaluation profile interviews

Ten CSHs were identified in consultation with **sportscotland** to be the focus of evaluation profiles. Table A.1 below provides more detail about the CSHs.

| Table A.1: Overview of evaluation profiles | | | |
|--|----------------------|--|-------------------|
| CSH name | Local authority area | Evidence source | No. of interviews |
| Disability Sports Hub | Aberdeen | <ul style="list-style-type: none"> • Hub Officer • Sports Trust facility representative • Sports Trust Sport Development Officer • Representative from governing body • Active Schools Coordinator (also a club rep) | 5 |
| Armadale | West Lothian | <ul style="list-style-type: none"> • Hub Officer • Legacy Officer • Head Teacher • 3 club representatives | 6 |
| Aviemore | Highland | <ul style="list-style-type: none"> • Hub Officer • Leisure Trust facilities representative • Active Schools Coordinators • 2 club representatives (including from a Sport Governing Body and a Sports Council) | 6 |
| Clydesdale | Glasgow | <ul style="list-style-type: none"> • Hub Officer • Club President • 2 club representatives | 4 |
| Colinton Corridor | Edinburgh | <ul style="list-style-type: none"> • Hub Officer • Club representatives (including 1 steering group representative) • 1 community facility representative • Council leisure representative • Active Schools Coordinator | 7 |
| Duffus Park | Fife | <ul style="list-style-type: none"> • Hub Officer • Chair of CSH • Active Schools Coordinator • Councillor • Club representative | 5 |
| Dundee North West CSH | Dundee | <ul style="list-style-type: none"> • Hub Officer • 4 club representatives (2 were CSH Board) • 1 representative from a community group | 6 |
| Loch Lomond | West Dunbartonshire | <ul style="list-style-type: none"> • Hub Officer • Stakeholder • 2 club representatives | 4 |
| Rothesay | Argyll and Bute | <ul style="list-style-type: none"> • Hub Officer | 7 |

| | | | |
|-------------------------------------|---------|---|-----------|
| | | <ul style="list-style-type: none"> • Active Schools Coordinator • Council facilities representative • 4 club representatives | |
| Tryst Community Sports Hub | Falkirk | <ul style="list-style-type: none"> • Hub Officer • Head Teacher • Head of PE • 2 club representatives | 5 |
| Total interview participants | | | 55 |

We contacted the Hub Officer in each profile CSH to inform them about this element of the work and to discuss who else should be interviewed as part of this process – agreeing a maximum of six interviews per CSH. We agreed a date for a researcher from ODS to visit each CSH, to undertake the interviews. Where stakeholders were not available on the selected day, we scheduled telephone interviews at a time convenient for them.

We designed a simple template, based on the discussion guide headings. This was used to ensure the information from all ten CSH's was reported in a broadly consistent way. However, due to the diverse nature of the CSHs, this was adapted as appropriate. A draft version of the evaluation profile was sent to Hub Officers to give them the opportunity to comment on the accuracy and content of the profile.

Strategic interviews

We carried out four semi-structured telephone interviews with senior stakeholders in four local authority areas identified by **sportscotland**. The interviews explored their initial impressions of the programme, its strategic fit with local priorities and approaches, and the future role of CSHs in their area.

Follow up interviews

We identified a range of interesting practice from the surveys with Hub Officers. We approached the Hub Officers involved, and asked them to participate in a short, semi-structured telephone interview. The questions varied in each case, but explored the situation within their CSH, the actions they took, and the results. These examples have been included throughout the report which other CSHs might learn from.

Analysis and interpretation

Quantitative information

The two surveys and the review of monitoring data generated quantitative information. We used Survey Monkey and Excel spreadsheets to analyse this data. Where appropriate, we carried out additional analysis to identify whether there were any particular patterns in the data.

We have presented quantitative information within the text of this report and in tables and charts, where appropriate and helpful. Where there were notable patterns in responses we have highlighted these. All figures used in tables have been rounded to the nearest full percentage figure. Percentages described are based on the proportion of respondents who answered a specific question.

Qualitative information

Following each interview the researcher prepared detailed notes, including quotes to illustrate key points.

Once all the fieldwork was complete, the qualitative information from surveys and interviews were analysed according to key themes. This was discussed among our team to ensure that all of the key points emerging from the fieldwork were covered.

Anonymous quotations have been included throughout this report to illustrate key themes and points expressed.