



Sport Unites Evidence and Learning Framework

Module 3

MAYOR OF LONDON



Module 3. Worked examples



Module 3. Worked Examples

This module contains examples from two of the Sport Unites projects, that show how their own evaluation and outcome frameworks both connect with and contribute to the vision and outcomes for the programme as a whole.

Two examples are provided at this stage, which can be added to as the programme progresses over time. The examples provided relate to funded organisations with who have their own evaluation arrangements in place, illustrating the connection and inter-relationship between the overarching SU vision and outcomes and project/funded organisations' specific outcomes and measures.

The two partnerships are:

- **[London's Violence Reduction Unit \(VRU\)](#)** – The VRU has invested in targeted interventions designed and delivered by the GLA Sport Team under Sport Unites that use sport and physical activity to support young people affected by violence. These projects fit within the VRU's focus on providing positive opportunities for children and young people and include a focus on physical and mental wellbeing, safety and educational and employment outcomes specifically targeting young people underrepresented in sports. This £3 million investment over 3 years includes the MoL Sports Leadership Academy, after school and holiday provision, a steering group of young people affected by violence, internships, the Future Ready Fund and Workforce upskilling.
- **[England Rugby's London EmpowerHER](#)** - the London EmpowerHER project aims to engage girls and young women in non-contact rugby-based activities in community spaces, led by trusted local third sector organisations. The project is being piloted in Brent and Redbridge, and seeks to engage girls and young women from underserved communities. Alongside increasing physical activity among girls and young women, the project has a strong focus on leadership development and also aligns with London's Violence Against Women and Girls Strategy.

Each of these major projects is multi-faceted and span a number of London boroughs. They each have their own evidence and/or impact frameworks. In VRU's case this has been designed to encompass all their work and as the following description shows, the GLA had to map and connect the VRU Outcomes Framework with the Vision and Outcomes Framework for Sport Unites shared in [Module 1](#). London EmpowerHER is just beginning the journey towards evidencing change through diverse sport and physical activity opportunities, and the summary that follows illustrates how their evaluation framework was informed by Sport Unites' Vision and Outcomes Framework.

The following sections show how each of these two project's outcomes and monitoring arrangements map onto the overarching Sport Unites Vision and Outcomes Framework, and the relationship between outcomes determined at a project/funded organisational level and those identified at a strategic, pan London, Pan GLA level.



London VRU

London's Violence Reduction Unit was set up by the Mayor of London to deliver a partnership approach to tackling violence that is rooted in prevention and early intervention. The ethos of the Unit is based on a belief that in order to reduce violence affecting young people, partners must intervene at key points in their lives – including roles for parents, schools, communities, and peers. Investment is focused and targeted, ensuring interventions are joined up and follow the journey of a child and the key relationships they hold. The Unit takes an evidence-based approach to tackling violence and champions young people and communities to help bring about change and provide access to positive opportunities where they live.

An **Outcomes Framework** sets out a clear and consistent approach for embedding and measuring outcomes across VRU programmes to drive performance monitoring and to demonstrate progress towards overall goals. The Outcomes Framework is seen as a tool to be used when commissioning a new programme or proposing a new project that meets the VRU's overarching goals. It provides a list of key short and medium-term outcomes which can be chosen for each programme, ensuring alignment to agreed priority areas. In this way, it mirrors the Sport Unites Vision and Outcomes and the relationship between this Programme wide framework and each funded organisation's and respective projects own outcomes and objectives.

VRU Long-Term Impact

Three over-arching impact goals articulate the overall impact the VRU aspires to have:

1. **Violence is stabilised and reduced**
2. **Children and young people feel safer**
3. **Community focused, partnership approach to long-term, sustainable violence reduction solutions**

The Outcomes Framework further defines these impact goals and captures tangible progress on the short and medium-term steps to sustainable long-term reductions in violence – combining high level outcomes based on priority areas and specific outcomes relating to funded programmes of work designed to contribute towards these strategic aims. To see each of these areas in more detail, click [HERE](#).

Programmes funded by the VRU take a targeted, data-driven approach to ensure that delivery partners successfully engage with those most at risk, decrease disproportionate impacts on certain groups and minimise disparities in outcomes across groups. For example, by commissioning programmes to

focus on engaging young women and girls, underserved groups and individuals with special educational needs. In some cases, it is necessary to adjust outcomes to achieve a greater focus on addressing the inequalities that some young people face, or address other diversity and inclusion concerns – ensuring all VRU programmes are specific to the needs of identified priority groups.

VRU outcomes can also be mapped across to Sport Unites Outcomes (and vice versa), meaning that projects funded by London VRU can map their own outcomes and targets to both VRU and wider Sport Unites Outcomes, demonstrating the aims as well as outcomes/objectives are interconnected and symbiotic. It also highlights the importance of evidence in tracking change, understanding impact and learning from what works for different individuals and communities and the kinds of services, systems and infrastructure that is helping to make change happen.

The following table shows one outcome and its inter-relationships and in particular how the VRU outcomes and relevant programmes (for Sport Unites) and sources of evidence connect and inform each other. This process has been completed for all Sport Unites outcomes.

Sport Unites Programme 2023-2026					
Young people in London have better lives, greater opportunities and more hopeful futures through taking part in sport and physical activity					
SU High Level Outcome	Mapped VRU High Level Outcome(s)	SU Programme Outcomes (Individual Level)	Mapped VRU Outcomes	Relevant VRU Programmes	SU Evidence
Young people (YP) feel empowered, resilient, in control of their lives and know they have a voice	Improved Wellbeing - Improved Socio-Emotional Learning - Increased Inclusive Decision Making - Reduced vulnerability to Harm & Exploitation	YP can cope with challenges and bounce back when things are tough	Increased resilience	Internships, FRF, MH Pilot, Employment Programme, SLA	- Engagement in education (schools data)
		YP can talk about their experiences to trusted people	Increased feeling of having a trusted adult in young person's life/improved relationships with trusted adults	Internships, FRF, Safer Spaces Pilot, MH Pilot, Employment Programme, SLA	- Referrals to other agencies (schools data)
		YP are having positive conversations about the future			- Observation /stories during project
		YP are more confident in speaking out			
		YP feel their voice is heard and changes are made as a result	Increased community empowerment/increased young person participation	YPAV, Internships, Opportunities Pilot, SLA	
		YP have better relationships at home	Improved relationship with family	FRF, MH Pilot, Early Years Pilot	



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London EmpowerHER

Project aims

England Rugby and the Mayor of London launched [London EmpowerHER](#) in Spring 2024, to create a healthier, safer and more inclusive future for young women and girls in Redbridge and Brent. The project involves non-contact rugby activities and aims to promote physical fitness, leadership skills, and a pathway to better employability. The project is also committed to supporting London's anti-violence against women campaign, by spreading awareness and education. The timing in 2024-25 is seen as key to the success of this project; with England hosting the Rugby World Cup 2025, and with Twickenham being a host venue for the tournament, England Rugby is seeking to grow the women and girls' game throughout London and this focused effort and resources in two London boroughs is a great opportunity to show what this means in practice – for individuals, local communities and girls and young women in particular.

Evaluation questions

The project has commissioned an independent, 12 month evaluation to run alongside this pilot in order to address the following questions:

- How many girls and young women are taking part (in the two boroughs), and who are they?
- What are their perceptions before and after being involved in the project?
- What is it that young girls like about rugby? What are the common themes or messages that are important to highlight and design into future delivery?
- What proportion of participants go on to join a local rugby club and become regular players?
- What is the impact of the leadership training element on the aspirations and employability of the girls and young women who take part?
- To what extent will the project contribute towards increased awareness of violence against women and girls?
- What is working well and what isn't working so well (that can inform ongoing developments and delivery of the project)?

Evaluation Approach

A mixed methods, five stage process and early impact evaluation has been designed to find the answers to these questions. These stages are summarised below. A key part of the approach taken is a focus on not just what is happening and working well (and what isn't working so well), but also *how and why* those things come about. This approach to learning is important for sustaining what works and addressing what doesn't work to enable ongoing developments to continue. Importantly, as EmpowerHER London is part of the wider Sport Unites Programme, there is a clear intention to use the evidence generated and shared through EmpowerHER London to contribute to the building evidence base around Sport Unites and the movement towards the overarching vision set out in [Module 1](#) of this Framework.

Stages 1 and 2 – Getting started and Coproducing an evidence and outcomes Framework for EmpowerHER (March-April 2024)

This initial stage included:

- Relationship building and mapping the context to the work, including the picture of grant management and monitoring data (such as KPIs, participation numbers/rates, demographic breakdown of participants etc) that EmpowerHER delivery partners and the GLA will collect, when, from whom, and how this will be collated and shared with the independent evaluator.
- Holding an EmpowerHER London Vision and Outcomes workshop to agree and refine what success looks like for the project, building on the questions above.
- This project specific framework includes the early signs of change expected to be seen within the pilot phase, plus the key questions to address in this evaluation. This session emphasised the important role of stories as a source of evidence alongside other qualitative and quantitative methods that can easily be adopted by delivery partners, as well as specific methods undertaken by the evaluation team (e.g. fieldwork visits taking place over the summer 2024). These methods and sources of evidence also map onto the 5 layers of evidence shared in [Module 1](#) and described in more detail in [Module 2](#).

EmpowerHER London Vision and Outcomes Framework



EmpowerHER Outcomes & Evidence

June 2024



Vision: Rugby is changing the lives of young women and girls in London and is making a positive contribution to a strong sense of community.

New outcomes (changes to get closer to the vision):	Themes and headlines from our discussion	Signs of change: How will we know we are being successful, that each of these changes is happening, and working well?	Sources of evidence: What information / data will tell us if these things are happening? What needs to be collected, when, by whom? Do you have it or do we need to generate it?
<p>1. More young women and girls have better lives through taking up, and loving, the many opportunities that rugby offers.</p>	<ul style="list-style-type: none"> • Rugby and activity are a lifelong habit • Young women and girls (and others?) have broader perceptions of rugby and of the many ways to be involved • More young women and girls are playing rugby in clubs, as well as volunteering & championing rugby. 	<ul style="list-style-type: none"> • Increased numbers involved in the club scene • As a result more school teams and clubs forming • More female coaches, leaders & volunteers • Other opportunities are being offered (eg thru partners like Brentford FC) • Greater visibility of females in rugby 	<ul style="list-style-type: none"> • Numbers of participants • Number of teams in different leagues • Number of coaches coming through programmes • Visibility in league games • Sponsorship • Competitiveness? • Participant profile within rugby (changing over time at individual and macro levels) • Case studies • Stories including initial responses re experiences

New outcomes (changes to get closer to the vision):	Themes and headlines from our discussion	Signs of change: How will we know we are being successful, that each of these changes is happening, and working well?	Sources of evidence: What information / data will tell us if these things are happening? What needs to be collected, when, by whom? Do you have it or do we need to generate it?
<p>2. Sustainable opportunities to become involved in rugby are available and accessible to young women and girls from all London's communities.</p>	<ul style="list-style-type: none"> • The barriers to getting young women and girls involved and active have been removed • The work is sustainable over the long term • Every borough in London has a similar programme 	<ul style="list-style-type: none"> • More opportunities to play non-contact Rugby (current – to end of project) • The right offers are in place including timing /location etc • More females knowing and understanding the offers • Things continuing over time • T1 rugby regular sport in schools • Wider demographic accessing Rugby 	<ul style="list-style-type: none"> • More delivery and sessions i.e. number of sessions by borough including by days/times. • Number of participants • Monitoring of groups / individuals attending and participating (i.e. demographic profile/breakdown). • Compare baseline (current situation) to changes over time • School data re provision
<p>3. Young women and girls are becoming leaders and have influence and a voice through rugby.</p>	<ul style="list-style-type: none"> • The programme is producing future leaders • Participants are using the World Cup as a platform for sharing their experience of the positive impact of rugby 	<ul style="list-style-type: none"> • Females' perceptions changing as a result of being involved in rugby • More females involved, and developing skills eg teamwork, leadership • Changing perceptions in schools about rugby being for females/everyone in any community (it's a safe sport) • Impact of the World Cup can be seen via more females being involved & taking up leadership roles (linked to OC 1) 	<ul style="list-style-type: none"> • Testimonials, case studies, stories • More rugby including T1 rugby in schools and local communities • Look at participation rates, volunteer numbers/profile

New outcomes (changes to get closer to the vision):	Themes and headlines from our discussion	Signs of change: How will we know we are being successful, that each of these changes is happening, and working well?	Sources of evidence: What information / data will tell us if these things are happening? What needs to be collected, when, by whom? Do you have it or do we need to generate it?
<p>4. Peoples' positive perceptions of rugby and the difference it can make are helping to build a sense of community around the sport.</p>	<ul style="list-style-type: none"> Community wide cultural change and change of perception of rugby as a sport (non contact T1) are taking place. Diverse communities see rugby as a sport for them - including for young women and girls 	<ul style="list-style-type: none"> Cultural shift is taking place Wider demographic/profile participating and running opportunities, leading & delivering sessions. Rugby Clubs engaging with communities, and communities using rugby club facilities – on their radar. Rugby more visible and in place in community events/festivals – stronger positioning of rugby. Rugby at forefront, a go-to sport for engagement. 	<ul style="list-style-type: none"> Story telling – journey / case studies Demographic profile of people (females) accessing and registered at clubs. More coverage – greater understanding of sport and benefits

Stages 3 & 4 – Data generation and collection (April 2024-Janaury 2025, interim report period at October 2024)

This includes:

- Reviewing and analysing background information and monitoring data held by RFU/GLA/delivery partners on a 6 monthly basis.
- Pulling together and analysing change stories captured and shared by delivery organisations.
- Fieldwork in each participating borough, to capture the direct experiences of participants and delivery organisations e.g. through some form of direct observation of sessions alongside a small number of interviews/focus groups. This includes time to meet with and support participating girls and young women to share their stories and is taking place over the summer and into early autumn.
- Drawing together all the emerging evidence generated through the previous stages into a slide-set interim report.

Stage 5 – Final synthesis and reporting (February 2025)

- Continuing to update evidence as outlined above, to ensure that the final report reflects the most up to date and detailed information available.
- Producing a short, accessible impact report, and summary slide set, containing infographics, stories and vignettes to illustrate the findings, which can be widely shared with those involved, current and future funders.