



Ipsos MORI
Social Research Institute

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Building a Stronger Britain Together

IDPE Evaluation Report (Call 2)

Bradford City Community Foundation | One City Project

Ipsos MORI

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Executive summary

Executive summary

Overview

This report brings together findings from an evaluation, by Ipsos MORIⁱ, of Bradford City Community Foundation's BSBT **One City Project**, carried out between November 2017 and January 2019. Bradford City Community Foundation ('The Foundation') is the official charity of Bradford City Football Club (FC), which aims to improve local health and wellbeing through footballⁱⁱ.

About the BSBT funded project

The Foundation received BSBT Call 2 grant funding worth £34,100 to set up the One City project in collaboration with the BEAP Community Partnershipⁱⁱⁱ - a local community charity based in Manningham next to the Bradford City stadium. The project ran from December 2017- December 2018 and sought to remove barriers to attending Bradford City FC matches for people of all ages and genders including those from Black and Minority Ethnic (BAME) communities through three core strands of activities: 1) Establishing **four new supporter groups** (with BEAP Community Partnership), encouraging ongoing engagement with the football club; 2) leading **20 pre-match family fun sessions**, providing free match day tickets and hosting groups of at least ten people recruited via local charities and community groups to introduce them to football and Bradford City FC, as a way of breaking down barriers to participation in the club; 3) establishing **a new Development Centre at the Grange Interlink Community Centre**, holding 24 training sessions with ten participants at each to provide football training and encourage young people of all abilities and genders into football^{iv}. The project was co-ordinated by a project manager, who oversaw three project leads for each project strands. Beneficiaries could participate in a single multiple project activity on an ad hoc basis. The project did not follow a targeted approach to recruitment and instead hoped to attract a diverse range of participants through charities working with non-White British end-beneficiaries.

The project is aligned with the BSBT macro level outcome *"increased sense of belonging and civic participation at the local level"*^v. Bradford has the third highest proportion of under 16-year olds in England, with 30% of the population aged under 20 compared to 24% for England as a whole^{vi}. Bradford also has significant numbers of residents from minority ethnic communities with only 67% of the population identifying as 'White British' compared to 85% in England. 27% of Bradford residents identified as 'Asian' or 'Asian British' compared to less than eight per cent in England^{vii}. Communities from similar backgrounds tend to live in similar areas of the district. For example, in Toller 80% of the population identifies as 'Asian' or 'Asian British', including four per cent 'Indian', 72% 'Pakistani', one per cent 'Bangladeshi' and three per cent 'Other Asian'. Manningham and Bradford Moor wards also have significant Asian communities (77%)^{viii}. The club also recognises that its supporters do not always reflect the diversity of Bradford, with the fan base being predominantly White British. As such, football was identified as a way to achieve greater engagement from the BAME community and provide increased opportunities for all Bradford residents to come together. Football training at the Development Centre further aimed to develop a clear pathway into football for young people from BAME backgrounds.

Evaluation approach

The evaluation design used a theory-based approach which focused on reviewing the achievement of the outputs and short-term outcomes described in the intervention's logic model^{ix}. The evaluation findings are based on analysis of qualitative consultations consisting of: 14 depth interviews with end-beneficiaries at the Development Centre, delivery staff, staff representatives whose beneficiaries attended pre-match sessions, and wider stakeholders^x, plus two focus groups with women from the Bangladeshi community intending on participating in a supporter group. This was supplemented

with basic monitoring information collected by the One City project manager and shared with Ipsos MORI^{xi}. The timeline for the evaluation means it focused on assessing the short-term outcomes, rather than the longer-term impact set out in the logic model. Delays to project delivery, including match cancellations due to poor weather, resulted in more delivery than anticipated in the second half of the year, further limiting the scope for post-intervention evaluation activities.

Project impact

Whilst the evaluation evidence is limited to qualitative data, there are indications the One City project contributed towards the BSBT macro outcome: *"increased sense of belonging and civic participation at the local level"*. Two of the project's four short term outcomes were indicated to have been achieved and one partially achieved. Delivery staff and staff representatives from local charities, whose BAME beneficiaries attended pre-match sessions, reported that participants enjoyed the pre-match session experience and said they would like to return to a Bradford City FC match. However, as the project did not collect monitoring data on the ethnicity of attendees or any follow up data, there is inconclusive evidence to demonstrate greater engagement from the BAME community with the club^{xii}. Nevertheless, the project cemented links between the club and the BEAP Community Partnership, creating a route to future engagement with the local Bangladeshi community. There is evidence that the Development Centre increased the confidence and skills of young people (from both White and BAME ethnic backgrounds), with attendees describing how their football and social skills have improved. Young people attending the sessions were also aware that coaches talent-spot for the Bradford City Elite Development Centre and four players were referred to this during the year, demonstrating a clear pathway for progressing in football^{xiii}. There is some evidence that the project provided opportunities for wider Bradford residents to come together, through the Development Centre and the interactions between attendees at pre-match family fun sessions and existing Bradford City fans. As the groups attending the pre-match sessions and new supporter groups were recruited through local charities that they were already engaged with, participants were likely to be familiar with each other before attending a match. As such, the project did not mix different groups of participants in a formal way as often beneficiaries from a single charity attended each match, so this outcome is assessed as partially achieved.

Key learnings and recommendations

Key success factors include the role of football, which is perceived as an effective engagement tool by delivery staff and local stakeholders that can attract diverse groups of participants to come together and participate in a local activity. This is valued by local charities interested in building links with a local football club and trying to engage men who may be less likely to participate in other activities, supporting project recruitment. Football training is also an effective way of building football skills and confidence in young people, as well as providing an opportunity for different communities to come together. The project **faced challenges**, particularly in relation to delays to the funding of the project^{xiv} and match cancellations due to poor weather in early 2018, meaning the project did not run in line with the football season. This reduced the momentum of activities and meant a break over the summer when the Football League pauses. In consequence, project delivery was concentrated in August to December 2018 (instead of delivering between August 2017 and August 2018 as intended), limiting the time available for establishing supporter groups. Further, the ad hoc nature of the project meant beneficiaries across the project often only participated in a single activity or project strand, limiting opportunities to reinforce new attitudes towards Bradford City FC or to bring different groups of Bradford residents together. There were also limitations to the project's data collection process which did not capture information on the ethnicity, gender or age of participants, or which project activities beneficiaries had participated in. Exploring opportunities for follow-up sessions^{xv} were highlighted by delivery staff as a design consideration for future projects. This, combined with improved monitoring systems, could help to evidence the longer-term impact of similar projects using football as a tool for engaging and bringing together diverse communities.

ⁱ Ipsos MORI is an independent research agency commissioned by the Home Office and M&C Saatchi to evaluate the Building a Stronger Britain Together (BSBT) programme. This includes in-depth evaluations (case studies) of a number of projects receiving grant funding. Bradford City Community Foundation's One City project (funded under Call 2 of BSBT) was one of those selected.

ⁱⁱ More information about Bradford City Community Foundation can be found on their website, accessed January 2019:

<https://www.bradfordcityfc.org.uk/>

ⁱⁱⁱ The BEAP Community Partnership exists to focus on meeting the needs of the local community in Manningham, Bradford. Specifically, it provides services to address high levels of deprivation and disadvantage in the neighbourhood, in particular the Bangladeshi community, and engage with local people helping them to form and action their own agendas for positive change. More information can be found on their website, accessed January 2019:

<http://beapcp.co.uk/>

^{iv} The Grange Interlink Development Centre replicated the model used by an existing Bradford City FC Development Centre, providing football training linked to Bradford City FC in a different part of Bradford.

^v Macro outcomes are a set of high level outcomes that have been developed by Ipsos MORI and the Home Office. They represent the overarching outcomes that all BSBT projects and initiatives must ultimately contribute towards in the longer-term. BSBT has three macro outcomes: (1) fewer people holding attitudes, beliefs and feelings that oppose shared values; (2) increased sense of belonging and civic participation at the local level; (3) more resilient communities. Projects are asked to identify which macro outcome they most closely align with at the application stage.

^{vi} Census 2011 accessed January 2019: <https://www.nomisweb.co.uk/census/2011/KS102EW/view/2092957699?cols=measures>; Bradford District Council 'Population' accessed January 2019: <https://www.bradford.gov.uk/open-data/our-datasets/population/>

^{vii} 2011 Census data, accessible via NOMIS, accessed January 2019: <https://www.nomisweb.co.uk/census/2011/KS201EW/view/2092957699?cols=measures>

^{viii} This compares to wards such as Wharfedale and Worth Valley where less than one per cent of the population identifies as having an Asian background (0.21% and 0.31% respectively). 2011 Census data, accessible via NOMIS, accessed January 2019:

<https://www.nomisweb.co.uk/census/2011/KS201EW/view/2092957699?cols=measures>

^{ix} The One City project was evaluated against four short-term outcomes: 1) Greater BME community engagement in Bradford City football club, 2) Increased opportunities for all Bradford residents to come together, 3) Developed clear pathway into football for BME young people and increased opportunities for BME young people to progress in football, 4) Increased football skills and confidence in young people.

^x The BSBT Community Coordinator (CC) was interviewed as a wider stakeholder for the project. The CC supports group with their BSBT funding application and project implementation. They also seek to build an understanding of the harms and extremism causes within a borough and identify groups running projects that could work toward countering harms and extremism.

^{xi} Monitoring data included: i) attendance numbers at pre-match sessions and number of pre-match sessions held; ii) numbers of supporter groups established iii) total attendance numbers at the Development Centre and the number of sessions held. The project did not collect demographic data including age, gender or ethnicity limiting the extent of analysis possible based on this information.

^{xii} The completion measure is a subjective assessment by Ipsos MORI based on the extent to which the project has achieved its intended outputs or not – scored as follows: not achieved; partially achieved; achieved; exceeded (for outputs); and inconclusive where 'inconclusive' is defined as: there is no sufficient, or contradictory, evidence to provide a suitably robust assessment of outcomes or outputs.

^{xiii} The ethnicity of these participants is unknown.

^{xiv} The original project proposal anticipated starting delivery in August 2017 in line with the football season. Due to delays in receiving funding, the project started four months later than this in December 2017.

^{xv} Such as returning to future matches or taking part in a stadium tour

Main report

1 Introduction

1.1 Overview

The independent research agency, Ipsos MORI, has been commissioned by the Home Office and M&C Saatchi to conduct a series of in-depth evaluations across several projects receiving Call 2 Building a Stronger Britain Together (BSBT) grant funding. This report provides findings from an evaluation of Bradford City Community Foundation's BSBT project, **One City**, which ran between December 2017 and December 2018.

Bradford City Community Foundation ('The Foundation')¹ is the official charity of Bradford City Football Club (FC), which aims to improve the health and wellbeing of the local community through football and other sports. The charity was established in 1988 and is based in the Bradford City FC stadium. The Foundation's activities include football and multi-sport coaching, encouraging community participation in the club, and building skills, knowledge and resilience in children and young people through programmes including the National Citizen Service² and Primary League Primary Stars³.

1.2 About the BSBT funded project

The Foundation received BSBT Call 2 grant funding of £34,010 to set up the One City project. The yearlong project sought to remove barriers to attending Bradford City FC matches for people of all ages and genders from Black and Minority Ethnic (BAME) communities. It aimed to do this by **increasing participants' sense of belonging to the community and providing opportunities for all Bradford residents to come together** at football matches, increasing mutual understanding both within and outside of football. The project had three core strands of work:

1. **Establishing four new Bradford City supporter groups:** In partnership with the BEAP Community Partnership⁴, the project planned to set up four new supporter groups, encouraging ongoing participation and engagement with the football club. BEAP Community Partnership was responsible for recruiting and supporting the groups from existing community organisations across Bradford, encouraging them to attend matches and to participate in wider supporter group networks. Supporters groups could attend matches through the pre-match sessions described below.
2. **Hosting 20 pre-match family fun sessions:** The Foundation planned to provide free match day tickets and host groups of beneficiaries recruited via local charities and community groups to introduce them to football and Bradford City FC. Having match day hosts accompany groups of all ages before the match, during the game and after it had finished was intended as a way of breaking down barriers to participation in the club and providing a positive match day experience.
3. **Setting up the Grange Interlink Development Centre:** The Foundation established a new development centre at the Grange Interlink Community Centre in Bradford to provide football training and encourage young people of

¹ More information about Bradford City Community Foundation can be found on their website, accessed January 2019:

<https://www.bradfordcityfitc.org.uk/>

² Bradford City Community Foundation National Citizen Service, accessed January 2019: <https://www.bradfordcityfitc.org.uk/ncs>

³ Bradford City Community Foundation Premier League Primary Stars, accessed January 2019: <https://www.bradfordcityfitc.org.uk/premier-league-primary-stars>

⁴ The BEAP Community Partnership exists to focus on meeting the needs of the local community in Manningham, Bradford. Specifically, it provides services to address high levels of deprivation and disadvantage in the neighbourhood, in particular the Bangladeshi community, and engage with local people helping them to form and action their own agendas for positive change. More information can be found on their website, accessed January 2019: <http://beapcp.co.uk/>

all abilities, genders and ethnicities into football. This replicated the model used by an existing Bradford City FC Development Centre, which provided training in a different part of Bradford.

The project was co-ordinated by a project manager, who oversaw three project leads delivering on each of the project strands set out above. Beneficiaries could participate in a single activity, or multiple strands of the project on an ad hoc basis - they did not need to register for a wider programme of support. The project did not follow a targeted approach to recruitment, hoping to attract a diverse range of charities working with non-White British beneficiaries. The approach to recruitment is explored further in the process evaluation below (Section 4). As such, the project did not use targets for the ethnicity of participants.

1.3 The context for the project

Bradford has significant numbers of residents from minority ethnic communities with only 67% of the population identifying as 'White British' compared to 85% in England. In contrast, 27% of Bradford residents identified as 'Asian' or 'Asian British' compared to less than 8% in England in the 2011 Census⁵. The city has seen significant changes in the ethnic origins of residents, with nearly 15,000 more people born in South Asia living in the area in 2011 compared with 2001 (an increase of 2 percentage point from 10% in 2011 compared with 8% in 2001)⁶. This compares to a fall in the number of people living in Bradford who were born in the UK, with 83% of residents born in the UK in 2011, a decrease of 5 percentage point from 88% in 2001. Bradford's population is dominated by younger age groups. Bradford has the third highest proportion of under 16 year olds in England after the London Borough of Barking and Dagenham and Slough Borough Council, with 30.2% of the population aged under 20 compared to 24% for England as a whole⁷.

Communities from similar backgrounds tend to live in similar areas of Bradford. For example, in Toller 80% of the population identifies as 'Asian' or 'Asian British', including 4% 'Indian', 72% 'Pakistani', 1% 'Bangladeshi' and 3% 'Other Asian'⁸. Manningham and Bradford Moor wards also have significant Asian communities with 77% of residents in both wards identifying as 'Asian' or 'Asian British'. This compares to wards such as Wharfedale and Worth Valley where less than one per cent of the population identifies as having an Asian background (0.21% and 0.31% respectively)⁹. Furthermore, according to local media, spectators at Bradford City FC matches have witnessed racism and hate crime, with some members of BAME communities feeling as though the club is not a place for them¹⁰. This is particularly significant given the location of the football grounds in Manningham, a largely Asian community.

"When you look around the crowd, it hasn't always represented Bradford as a [diverse] town, Bradford as a [diverse] city." – Project stakeholder

The One City project fits into wider efforts by the club to reach out to all communities across Bradford and break down perceived barriers to participation. For example, the club has established a prayer room in the grounds so that fans do not have to leave the stadium to pray, and in April 2018, it launched an Inclusion Advisory Group bringing together members

⁵ 2011 Census data, accessible via NOMIS: <https://www.nomisweb.co.uk/census/2011/KS201EW/view/2092957699?cols=measures>

⁶ 'Ethnicity in Bradford' <https://ubd.bradford.gov.uk/media/1348/ethnicity-in-bradford.pdf>. Percentages rounded up to zero decimal place.

⁷ Census 2011 accessed January 2019: <https://www.nomisweb.co.uk/census/2011/KS102EW/view/2092957699?cols=measures>; Bradford District Council 'Population' accessed January 2019: <https://www.bradford.gov.uk/open-data/our-datasets/population/>

⁸ 2011 Census data, accessible via NOMIS, accessed January 2019: <https://www.nomisweb.co.uk/census/2011/KS201EW/view/2092957699?cols=measures>

⁹ Ibid.

¹⁰ Football 365, accessed December 2017: <http://www.football365.com/news/setting-an-example-bradford-city-and-its-bangla-bantams>

of different local communities to advise the club on how to make football and the Bradford City stadium more accessible for fans of all backgrounds¹¹.

1.4 Project objective: outputs and outcomes

The One City project aimed to deliver **project outputs** which it identified as supporting the BSBT macro outcome: *"increased sense of belonging and civic participation at the local level"*¹². Individual **project level outcomes** were also identified by the project as set out in the logic model presented in Figure 1.1. This logic model¹³ was developed by Ipsos MORI in partnership with the Foundation and BEAP Community Partnership. The logic model has informed the evaluation approach and data collection activities.

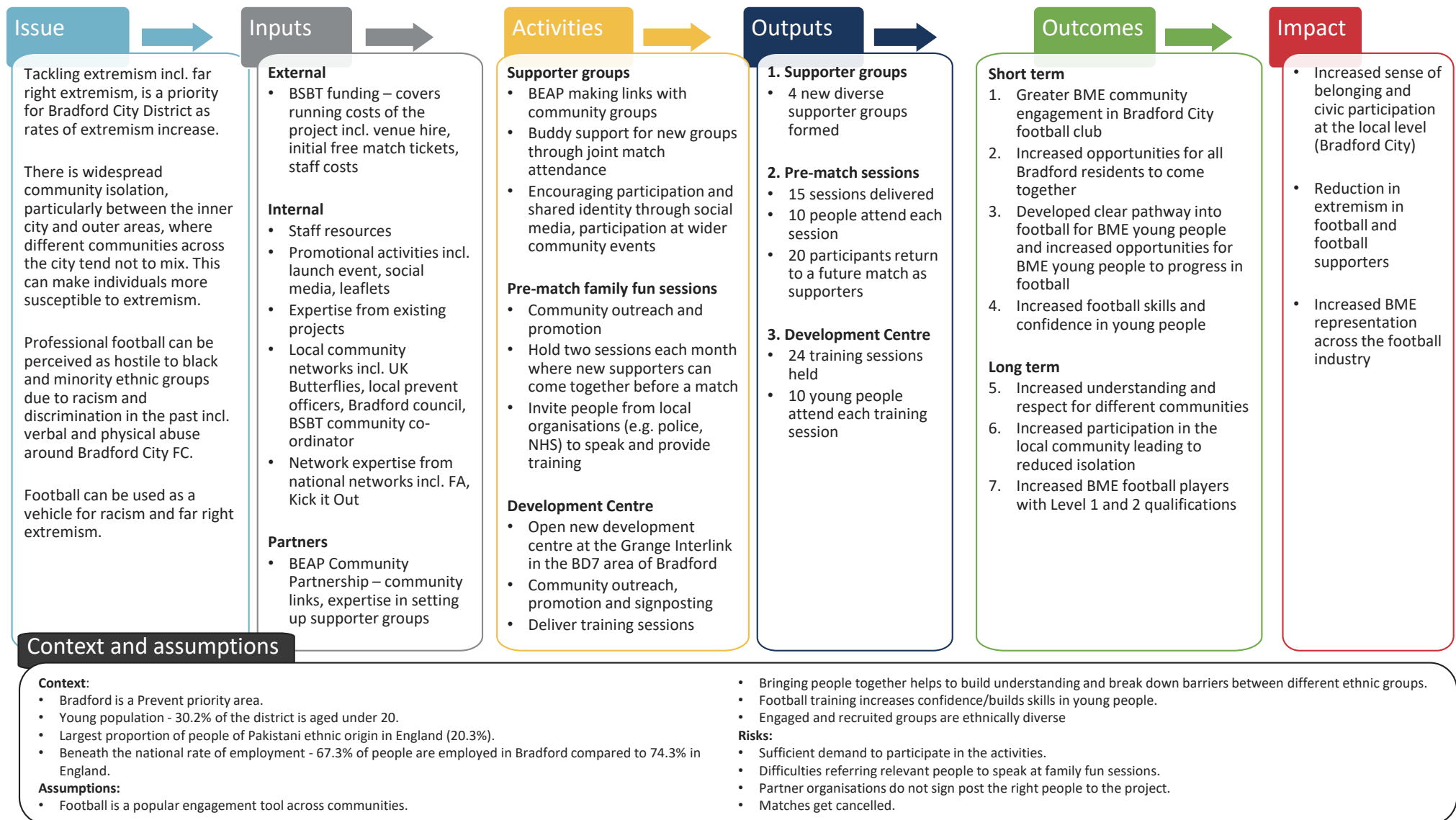
The evaluation ended in January 2019, one month after the project finished delivering its activities. This has prevented an assessment of the longer-term outcomes from the project. As such, the evaluation focusses on assessing the outputs and short-term outcomes (1-4) set out in the logic model.

¹¹ Bradford City FC 2018, 'Bradford City Launch the Inclusion Advisory Group' accessed January 2019: <https://www.bradfordcityfc.co.uk/news/2018/april/bradford-city-launch-the-inclusion-advisory-group/>

¹² Macro outcomes are a set of outcomes that have been developed by Ipsos MORI (and agreed with the Home Office) that represent the BSBT programme overarching outcomes that all BSBT projects and initiatives must ultimately contribute towards in the longer-term. BSBT has three macro outcomes: (1) fewer people holding attitudes, beliefs and feelings that oppose shared values; (2) increased sense of belonging and civic participation at the local level; (3) more resilient communities. Projects are asked to identify the macro outcome they most closely align with at the application stage.

¹³ A logic model is a diagrammatic representation of a project which depicts the various stages required in a project that are expected to lead to the desired outcomes; in this case attending football matches or football training sessions to increase BME community engagement. It was hoped this would help to break down the barriers to participation in football and at Bradford City FC specifically, and increase understanding between different communities. The logic model is used to inform the evaluation approach; specifically, what needs to be measured to determine whether outcomes are being met, and how. Note that this evaluation did not seek to test the longer-term impact of the project.

Figure 1.1: One City project logic model



2 Methodology

The evaluation of the One City project takes a **theory-based approach** to understand whether the project activities have led to the expected outputs and outcomes presented in the intervention's logic model (see Figure 1.1). Due to the evaluation timeline completing one month after project delivery ended, the evaluation focuses on the assessment of short-term outcomes of the project only. Limitations to the evidence it was possible to gather – as set out below – should be kept in mind when interpreting the findings of this report with the evidence presented being *indicative* of the progress made by the project toward delivery of its intended outcomes.

Findings are principally drawn from qualitative consultations with project delivery staff across the project's three strands of work (development centre, pre-match sessions, supporter groups) with four interviews carried out with project leads of the Development Centre and Supporter Groups (one in April 2018 and one in November-December 2018 in each case). A further interview was carried out in November 2018 with the pre-match sessions project lead. The evaluation also consulted charities who supported end-beneficiaries' engagement, and with the Bradford BSBT Community Coordinator and the operational Manager for Bradford City FC.

Evidence directly from end-beneficiaries was limited to that drawn from five in-depth interviews with young people who attended the Development Centre (all carried out in April 2018), and two focus groups with the Bangladeshi ladies' supporter group. It should be noted that the focus group participants, while they intended to do so, had not yet attended a match as part of the One City project at the time of the groups.

The evaluation also drew on basic **monitoring information**, collected by One City project and shared with Ipsos MORI, reporting on the total number of participants attending each activity¹⁴.

The original evaluation design included quantitative end-beneficiary data capture through use of a standard BSBT Project Participant Survey (PPS) questionnaire. While project staff – guided by Ipsos MORI – administered the PPS at family fun day sessions, for various reasons, too few questionnaires had been returned to Ipsos MORI at the time of report writing to enable meaningful analysis to be undertaken¹⁵.

Please see Appendix 1 (Table A1.1) for more detail on the number of consultations carried out across each project strand, along with monitoring information shared with Ipsos MORI. Appendix 3 includes the research tools used (i.e. discussion guides).

¹⁴ Monitoring data included: i) attendance numbers at pre-match sessions and number of pre-match sessions held; ii) numbers of supporter groups established iii) total attendance numbers at the Development Centre and the number of sessions held. The project did not collect demographic data including age, gender or ethnicity limiting the extent of analysis possible based on this information.

¹⁵ At the time of writing, 7 participant survey questionnaires had been received by Ipsos MORI. Ipsos MORI consider that data from a minimum of 20 project participants is required for inferential statistical analysis to be valid.

3 Key findings: outputs and outcomes

3.1 Outputs

Overall, the One City project has achieved or exceeded four of its six target outputs. It has also partially achieved the output to establish four new supporter groups. This is something the project lead hopes to continue to do beyond the project. Table 3.1 summarises the target output measures, final outputs achieved and corresponding completion measure based on Ipsos MORI's assessment. Additional explanations supporting the way in which completion measures have been assigned are provided in the 'output achieved' column.

Table 3.1: Outputs achievement

Target output	Output achieved	Completion measure ¹⁶
4 new supporter groups formed	4 supporter groups have been identified that are interested in establishing a Bradford City supporter group, 3 of which have attended a football match. The groups are formed of beneficiaries from a range of different backgrounds and include both adults and children: <ul style="list-style-type: none"> Bangladeshi women's group (did not attend a match) West Bowling Bantams from the West Bowling area of Bradford A Polish supporter group Barkerend Bantams from the Barkerend area of Bradford Note that BEAP Community Partnership has not yet worked with each group to support them to attend multiple matches and build a unique identity as Bradford City supporters. Hence this output is assessed as partially achieved.	Partially achieved
15 pre-match sessions delivered	15 pre-match family fun sessions delivered with a mix of adults and children from a range of backgrounds, genders and ages attending each.	Achieved
10 attendees at each session (total 150 participants)	The number of participants at each pre-match family fun session ranged from 4 to 40. A total of 248 participants took part in pre-match sessions during the year. Although ten participants did not attend each session as the size of groups ranged from four to 40 participants, the total number of attendees during the year exceeded the target total.	Exceeded
20 participants return to a future match as supporters	The project has not kept in touch with participants therefore there is no data on whether participants will return to a match in the future.	Inconclusive
24 Development Centre sessions held	39 training sessions for children and young people were held during the year.	Exceeded
10 young people attend each training session	108 young people attended a session at least once during the year. This includes 16 BAME young people who continued attending training sessions throughout 2018.	Achieved

3.2 Outcomes

Based on the evidence captured through qualitative consultations and basic monitoring information, the evaluation is limited to drawing conclusions about the achievement of the project's short-term outcomes. The evaluation provides some evidence for the achievement of these outcomes as set out in Table 3.2 below. Although there is limited evidence

¹⁶ The completion measure is a subjective assessment by Ipsos MORI based on the extent to which the project has achieved its intended outputs or not – scored as follows: not achieved; partially achieved; achieved; exceeded (for outputs); and inconclusive.

overall, it can still be said that the project has, to an extent contributed towards the BSBT macro outcome *"increased sense of belonging and civic participation at the local level."*

Table 3.2 summarises each short-term project outcome followed by a completion measure. Each short-term outcome assessment is explained in further detail below. Note that with the absence of quantitative data, all outcomes have been assessed using the end-beneficiaries, staff, and staff representatives' qualitative feedback (see Appendix 1, Table A1.1). These conclusions should be regarded as indicative given the limitations of the evidence collected.

Table 3.2: Outcomes achievement

Target activity	Target short term-outcome	Completion measure ¹⁷
Pre-match sessions Supporter groups	1. Greater BAME community engagement in Bradford City football club	Inconclusive
Pre-match sessions Development Centre Supporter groups	2. Increased opportunities for all Bradford residents to come together	Partially achieved
Development Centre	3. Developed clear pathway into football for BAME young people and increased opportunities for BAME young people to progress in football	Achieved
Development Centre	4. Increased football skills and confidence in young people	Achieved

Outcome 1: Greater BAME community engagement in Bradford City football club

Qualitative interviews with project delivery staff and staff from charities whose beneficiaries attended pre-match sessions provided some indirect evidence towards the achievement of this outcome. However, due to the limitations of the project monitoring information, which did not capture the ethnicity of beneficiaries or follow up with them after attending the session, there is insufficient evidence to confirm the achievement of this outcome i.e. the evidence is **inconclusive**.

Pre-match sessions

Interviewees reported that BAME participants involved in the project felt a greater sense of community engagement and connection with Bradford City FC. Meeting participants before the start of a match, teaching the group football chants likely to be sung in the stadium and explaining the rules of the game were all regarded by project staff and staff from charities support beneficiaries as ways of breaking down the barriers to attending a match. Staff involved in the pre-match sessions emphasised how this can reduce the sense of intimidation and nervousness previously held by participants. Instead, welcoming groups by providing goodie bags and a programme acts as a way of building a connection to the football club, helping to give the impression that Bradford City FC is a place for them. In total, 248 beneficiaries attended pre-match sessions during the year including groups from BAME backgrounds recruited via charities they were already engaged with, a group of Polish participants, and a group of Norwegian students¹⁸. However, limitations in the monitoring

¹⁷ The completion measure is a subjective assessment by Ipsos MORI based on the extent to which the project has achieved its intended project outcomes or not – scored as follows: not achieved; partially achieved; achieved; exceeded; inconclusive. Appendix 1 offers a definition for each measure, indicating how completions were assigned.

¹⁸ As noted in section 1.2 'About the BSBT funded project', the project did not have a systematic recruitment approach, instead relying on a 'catch all' approach with an all-encompassing engagement approach with supporting charities. It then hoped that such approach would attract the diversity desired in White and non-White British beneficiaries, including BAME participants. Supporting charities worked with end-beneficiaries from Bangladeshi, Polish and Norwegian background.

data collected by the project means it is not possible to breakdown the numbers of BAME participants or comment on the full diversity of the communities engaged as this data was not collected by the project.

"They get a free day out, get to feel a part of something - it's a break from reality, bit of normality from the chaos. Let's go to a football match and forget everything." – Delivery staff

Staff representatives of charities who brought together beneficiaries to attend the match also described how they have subsequently received requests to go to future matches from attendees. One interviewee emphasised the symbolic power of finding out about a prayer room inside the stadium, seeing this as evidence for participants that the club welcomes people from different backgrounds. Having a match day host to take care of the group, show them around and make them feel special was seen as particularly important for getting to know the club and making participants feel at home. Staff emphasised that participants would have been unlikely to go to a match on their own before the pre-match session, recognising the value of having a host for making participants' first experience of a Bradford City football match conducive to future engagement. There was a sense that participants - including those newly involved in the supporter groups - would now feel comfortable going to a match in the future, knowing what to expect and how to behave. For example, they would now understand how other Bradford City fans are likely to respond to a goal being scored and could now join in the celebrations.

"It gave people that experience to try it again themselves on their own." – Staff representative, attended a pre-match session with beneficiaries

However, it is important to note that the recruitment approach for the pre-match sessions was largely based on existing links to local charities and community groups meaning that participants who took part in the sessions were not targeted in a systematic way. Although there was a focus on linking up with charities working with BAME communities, there was no formal assessment of need or the ethnicity of beneficiaries recruited including whether participants had been to a football match before or felt intimidated or anxious about entering the Bradford City stadium. Recruitment was instead based on existing links to local organisations and through charities that got in touch following the launch event (described further in Section 4). As such, it is not possible to tell whether participants would have attended matches without the project beyond anecdotal evidence from staff that this is the case and there is no quantitative data on the number of BAME beneficiaries that attended matches due to the project.

Collaboration with BEAP Community Partnership



"It is really important that they [Bradford City FC] create networks and go out to the community. If you are not asking people to come along, they are not going to come. Invite them and come as a family. It's a great way for the family to bond and be proud of your city, your community." - Delivery staff

Figure 3.1: View from outside the BEAP Community Partnership building, with the Bradford City FC stadium in the background

In addition to the pre-match sessions, the project has involved close working between Bradford City Community Foundation and the BEAP Partnership, a local charity located next to the stadium. Although the two organisations did

have a relationship before the One City project, this has deepened through the work specifically building a relationship between the Bradford City operations manager and the head of the BEAP Partnership. BEAP now sits on the Inclusion Advisory Group set up by the club, helping to ensure all Bradford City fans including those from BAME backgrounds can access the club. This ongoing relationship is likely to contribute to future BAME engagement.

Outcome 2: Increased opportunities for all Bradford residents to come together

The limited evidence from interviews with delivery staff, staff representing charities whose beneficiaries attended pre-match sessions, and participants at the Development Centre, combined with the absence of monitoring data on the ethnicity of participants, lead the evaluation to assess this outcome as **partially achieved**.

Pre-match family fun sessions

Attending a football match was regarded by delivery staff and wider stakeholders as an effective way of bringing all Bradford residents together. Football matches were seen as being appealing across different communities and cultures, and as an activity that does not require English language skills, making it an effective way of bringing different groups together.

However, individual pre-match family fun sessions often did not mix groups from different communities at the same match. This is as recruitment took place via local charities, with often only one group from a charity attending each match due to the limited number of tickets. For example, one group consisted of beneficiaries from the Anchor Project - a local charity working with asylum seekers and refugees. Furthermore, the evaluation did not capture findings from participants after they had attended a match through the project meaning it is not possible to assess how participants felt during the session and whether the project has led to further opportunities for different groups to come together. Nevertheless, stakeholders and delivery staff stated that the pre-match family fun sessions brought Bradford residents together by providing opportunities for the different groups to interact with fans. This was regarded as having a positive impact on project participants by giving them the confidence to attend future matches and reduce the intimidation they may have previously felt when encountering Bradford City fans on match days across Bradford. In addition, the project was regarded as having an impact on other fans at the stadium by project stakeholders and delivery staff, increasing a shared perception that the club is for all Bradford residents. Delivery staff described White British fans sharing scarves and programmes with project participants, wanting to make the group feel welcome as they recognised a large group of BAME people with a match day host explaining the game to them.

***"As the local white community see more people coming from BAME communities, they get used to seeing that and their behaviour and attitudes towards those groups tends to change as well."* – Project stakeholder**

Development Centre

There is also evidence from interviews with children and young people attending the **Development Centre** that the training helped to bring people together from across different Bradford communities. Participants saw the training sessions as a way to meet new people and make friends. The sessions brought together a diverse group of players including those from BAME and White British backgrounds, and refugee children, although participation was predominantly male. In addition to football skills, the training placed an emphasis on team work and respecting each other on the pitch, something which participants felt translated to their interactions and behaviours outside of football.

***"They teach respect as well. Not only football but outside football as well. Like if someone goes over, then go and help them, see if they're alright."** – Under 11, BAME, Development Centre participant*

***"We're all the same. If we like football, we're basically kind of the same person."** – Under 11, White British, Development Centre participant*

Supporter groups

Furthermore, delivery staff and partners said the project has built new connections between staff at the Bradford City Community Foundation and BEAP Partnership with other local charities that have taken part in pre-match sessions or supporter groups. Fostering these relationships may also result in greater opportunities for different groups of Bradford residents to come together in the future. For example, the project lead at the BEAP Partnership has started discussions with the organisers of the Polish supporter group to run multi-faith activities with them in 2019.

Outcome 3: Developed clear pathway into football for BAME young people and increased opportunities for BAME young people to progress in football

Development Centre

There is evidence from interviews with participants at the **Development Centre** that shows this outcome has been **achieved**. A key aim of the Development Centre was to encourage more BAME young people into football, by demonstrating the routes into the profession. The project lead delivering the training acted as a talent spotter, referring high performing players onto other opportunities, thus providing a route into professional football. Over the year, four players were referred to the Bradford City Elite Development Centre, the step before the Bradford City Academy which trains players to prepare for a career in elite football, demonstrating the creation of a pathway into football from the Development Centre. The project lead has also created new links with local junior clubs including Alpha United and Queensbury Celtic junior clubs to provide additional pathways for players at all levels to continue playing matches beyond the Development Centre. Participants stated their desire for a career in football as one of the reasons for attending the Development Centre, illustrating how the training has increased the opportunities for young people, including those from BAME backgrounds, to progress in the sport. Overall, 16 BAME young people took part in the training, attending multiple sessions throughout the year, and 108 young people attended at least one of the 39 sessions held during the project.

Outcome 4: Increased football skills and confidence in young people

Development Centre

There is evidence from interviews with participants at the **Development Centre** that it has increased the football skills and confidence reported by children and young people taking part in the training sessions. Developing football skills was a key motivation for participating in the sessions and something which children felt they were achieving through training and practicing with others. Beyond this, participants also felt they were improving their fitness, developing social skills and making new friends.

"I'll get loads of ideas from them, about football and how to improve your skills." – Under 11, BAME, Development Centre participant

"Before all this I was that one kid who would never talk to anyone [at the football sessions]. I've got used to seeing people and talking to them. They are from really different backgrounds to me." – Over 11, BAME, Development Centre participant

4 Key findings: process evaluation

4.1 Project implementation

Delivery slippages from delays to funding and adverse weather affected the momentum of the project: The One City project faced significant delays to delivery resulting in shifting timelines and a greater concentration of activities in the second half of the project from August 2018. The delay to the receipt of BSBT funding, which the project expected to receive before August 2017 but did not receive until December 2017, meant the project could not launch in line with the 2017/18 football season as originally planned. This led to the project running across two football seasons, with a large break over the summer when there were no Bradford City football matches taking place. Stakeholders and delivery staff perceived this had a negative impact on project delivery in the following ways:

- **Recruitment of participants to matches had to be paused over the summer**, creating a delay before they could attend matches at the start of the new 2018/19 season.
- Initial recruitment **activities had to take place over the winter months when attending a football match is less attractive** due to the cold and wet weather, and evening matches taking place after dark.
- Initial matches were subject to **cancellations due to adverse weather during the winter**, meaning the momentum of the project was slowed in the early stages.

The adverse weather in early 2018 had a significant impact on project delivery with six matches cancelled in the first half of the project predominantly because of the snowy weather and a waterlogged pitch. This resulted in the pre-match sessions being concentrated in the second half of the project, making the match day hosting more challenging for delivery staff due to the increased size of the groups. This was often over 20 people, double the anticipated group size of ten at each match.

The weather also affected the establishment of supporter groups, as several groups were booked to attend matches which were cancelled: These groups had to wait until November 2018 to attend a match, slowing the process of establishing a bond with Bradford City FC and a sense of identity for the group. Fundamentally, this resulted in **none of the supporter groups attending more than one match or participating in wider supporter group activities such as setting up social media feeds or attending away games**. These are activities the project lead hopes to work towards in 2019, emphasising how it takes time to establish a group identity and requires attendance at several matches before the supporter group becomes fully established. This has been difficult to achieve within the one year of funding provided.

***"It takes time to build that [social media presence], at the start you're not going to build a social presence or talk about it with your friends. Once you've been to two or four matches that's when you'll be part of it, feel that identity."** – Delivery staff*

Marketing and recruitment relied on local networks and did not take a systematic approach to identifying the intended participant groups: Promotion for the One City project took place through a **launch event** held in December 2017, leaflets shared at Bradford City community events and when project leads spoke in schools (example leaflets for the launch event and the wider project are provided in Appendix 2). **Social media also played a key part in marketing activities** – particularly for the Development Centre – with information shared on Twitter, Facebook and Instagram. Several connections were made through these recruitment routes. However, the project was also **reliant on the personal networks of the project leads and their BSBT Community Co-ordinator** to reach out to local charities as a way of accessing people wanting to attend a match. Groups from these charities then attended pre-match sessions with a member of staff.

"There's a reliance on people like myself to make connections with other communities. The Community Foundation on its own would find it difficult to connect with all the different communities in the area."

- Project stakeholder

Although a wide range of participants took part in the project and delivery staff believe they reached the intended participant groups, **recruitment was not conducted in a systematic or targeted way to ensure it reached those least likely to engage with Bradford City FC**. For example, the Bangladeshi ladies' supporter group based at BEAP Community Partnership had previously attended matches at Bradford City FC in 2017. Although this may be less significant for the supporter group strand designed to build a closer relationship between participants and the club, it demonstrates how some groups of participants were included in the project because of their existing links with the organisations delivering the project rather than because there was an assessment of need. In this way, there was no clear process for ensuring participants had not previously been to a match or felt anxious about going to the stadium. Furthermore, the project did not use demographic eligibility criteria, or collect monitoring information on this, meaning that participation was not restricted to those from BAME backgrounds who were a key target of the intervention and the focus of one of the project's outcomes. This limits the ability of the evaluation to assess the impact of the project on its target outcomes as there is no clear baseline. It is also difficult to assess whether there are groups of participants or areas of Bradford that were not reached through the project.

Participants had low awareness of the project: Participants involved in evaluation activities from the Development Centre and the Bangladeshi ladies' supporter group had a limited recognition of the 'One City project' and its three strands of activities. The pre-match sessions and supporter group activities were co-ordinated between the delivery team and leads in local charities. This meant the delivery team lacked a direct link to end beneficiaries, limiting the opportunities for follow-up and resulting in communication challenges. For example, the match day host struggled to get in touch with late running groups on match days as they did not have full contact details for the group. This also meant that beneficiaries did not have a full understanding of the project they were involved in, depending on how a staff lead had communicated the project, and did not access other strands. For example, participants in the Bangladeshi ladies' supporter group did not recognise the name of the 'One City project' or the concept of a supporter group. Instead, they were happy with the opportunity to attend football matches or related activities such as going on a tour of the stadium with the Lady Imps Supporters Association¹⁹. As such, the project was predominantly seen as a way for community groups to access football tickets - something appreciated by these groups as a new activity to take their beneficiaries to.

4.2 Mechanisms of impact

The three project strands worked with beneficiaries in isolation, with participants often only taking part in a single intervention: Beyond children and young people attending multiple training sessions at the Development Centre, participants tended to engage with the project through a single activity, often attending only once. In this way, the nature of the project as a single intervention significantly limited its ability to measure the target longer-term outcomes due to the limited opportunity for follow-up. Stakeholders suggested that the intervention was unlikely to change long-term perceptions or behaviours based on participants attending a single football match without any follow-up.

¹⁹ The Lady Imps Supporters Association is the female supporters group for Lincoln City Football Club

"If someone has been to a football match once for the first time ever, would you expect them to get a ticket? Maybe they need to go a couple of times through the programme." – Project stakeholder

Delivery staff and stakeholders reported that they would include follow-up activities if they were to deliver the project again, such as a tour of the Bradford City stadium grounds and opportunities to learn about the Club's history. Creating additional opportunities to work with groups of participants on a longer-term basis would increase the likelihood of relationships developing with the club. This could contribute to greater BAME attendance at football matches beyond the project by building a more diverse fan base that is willing to purchase tickets and attend matches off their own back.

"For this season, we've had a different group at every session. I wouldn't do that [again], I'd maybe have three groups to come to more than one match." – Delivery staff

Although the One City project consisted of three strands of activities, there was little co-ordination between the pre-match sessions and supporter groups on the one hand, and the Development Centre on the other. Staff at the Development Centre spoke at one pre-match session about the football training, leading to a few young people joining the training after attending a match. However, this did not take place frequently and it is not possible to assess the impact of attending both activities due to the lack of monitoring data collected across the project strands. In this way, there was very little collaboration or sharing of insights between the activities involving attendance at Bradford City FC matches (pre-match sessions and supporter groups) and the football training element.

Football was an effective engagement tool, particularly with men: As described in Section 3, attending football matches was perceived by delivery staff and staff at local charities as an effective way of engaging local communities. In particular, stakeholders and staff representatives appreciated football as a way of **engaging men** who may be otherwise harder to reach through more common community activities such as cooking or arts and crafts. This provided a useful way for local charities to engage with men, allowing them to build further links with this group, thus emphasising the value of football as a community engagement tool. Likewise, staff representatives recognised the value of hosting activities on a Saturday, when other local services are often closed.

"It gave us a foot in the door, gave us a launch pad for having conversations with men." – Staff representative, pre-match sessions

Although there is some evidence that attending a football match brought groups together, the pre-match sessions **did not involve mixing different groups of participants** (from different charities) or any formal interactions between Bradford City fans and attendees. Delivery staff emphasised that bringing different groups together would make the logistics of the sessions more difficult to organise, requiring additional members of staff to act as hosts to ensure each group had the attention required. It was also felt that mixing groups would not always be appropriate depending on the group. For example, the project lead felt that it would not be possible to mix a group of Bangladeshi women with a group of Sudanese men due to cultural barriers. As such, the opportunities to learn about different cultures or bring all Bradford residents together beyond being present in the same stadium were limited.

While the free football tickets were greatly appreciated, staff representatives emphasised how the **cost of getting to the stadium can also be prohibitive** for some of the people being supported by their charities, including refugees and those on low incomes. Support for paying or arranging transport to the grounds could help mitigate this on future projects.

5 Conclusions & recommendations

5.1 Outcomes achievement

This evaluation provides some indicative evidence that the One City project has successfully met its short-term outcomes, at least to some extent (noting the limitations of data collection outlined, and the challenge in assessing longer-term outcomes). This is indirect evidence that the project has used its BSBT funding to support activities expected to deliver the BSBT macro outcome **“increased sense of belonging and civic participation at the local level”**.

Several **success factors** have contributed to the achievement, or partial achievement, of the project’s target outcomes. In particular, football is perceived as an effective engagement tool that can attract diverse groups of participants to come together and participate in a local activity with support from a match day host. This is valued by charities interested in building links with a local football club. It can be particularly effective as a way of engaging with men who may be less likely to participate in other activities being offered by local organisations in the community. Evidence from the project also suggests that football training may be an effective route to teaching skills and building confidence in young people, as well as bringing people from different communities together and providing a route to a career in football. The project has also cemented a relationship between the BEAP Community Partnership and Bradford City Community Foundation which is hoped will continue after the project ends. BEAP Community Partnership has been invited to take part in the Inclusion Advisory Group at Bradford City FC and both organisations are planning future work together. Likewise, the links with other community groups have been beneficial to both partners building their collective networks.

However, the project also faced **challenges**, particularly in relation to funding delays and match cancellations due to poor weather in early 2018. This meant the project did not run in line with the football season, reducing the momentum of activities as described in Section 4. Further, the ad hoc nature of the project meant beneficiaries often only participated in a single activity, limiting opportunities to reinforce new attitudes towards Bradford City FC or to bring different groups of residents together beyond being in the same stadium. There were also considerable limitations to the project’s data collection and monitoring processes which did not capture information on the ethnic background of participants, or whether they had attended other project activities or returned to matches after the project ended. Better co-ordination between project leads and direct access to end-beneficiaries could help overcome this in future projects and would be recommended to build the evidence base around the efficacy of the model. For example, collecting greater monitoring information including basic characteristics such as gender and ethnicity, pre/post evaluation activities with end-beneficiaries and learning feedback loops to build an understanding of what is working between delivery staff and project participants would support improvement.

Although the One City project did involve a longer-term intervention to increase engagement between BAME communities and the club through the supporter groups, there is limited evidence of the success of this approach due to delays in establishing the groups and the limited feedback from participants. As such, a key area of learning from the supporter groups is the extended length of time required to build a relationship with a club which may require longer than a year to establish. This may suggest the benefits of a staggered approach where groups initially take part in a programme of pre-match sessions, before starting to establish a supporter group. This would allow a project to start building a relationship between participants and a club before moving to activities that require greater engagement and personal contribution. This would ensure participants have a clear understanding of the project and what it means to be

part of a supporter group, and provide greater opportunities to collect monitoring information about participants and/or conduct evaluation activities. Written materials and resources for participants could also support this understanding.

5.2 Sustainability of the project

The One City project has not secured further funding for its activities at the time of writing (Jan 2019) meaning the project manager is unable to continue delivering the project. It will not be continuing to host pre-match sessions or build additional supporter groups without future funding. However, the BEAP Community Partnership will continue to work with the four supporter groups established through the project to build their collective identity, including by identifying future matches to attend and inviting them to wider events such as the Bradford City Community day and the Kick It Out day of action. These groups will be supported by Fans for Diversity²⁰, a national organisation with links to the project team.

The Development Centre has become self-sustaining by attracting sufficient numbers of participants at each training session to cover the costs of running the centre. The money raised allows the team to cover the cost of venues, coaches and volunteers, and support children with free training if they cannot afford to come on their own. The stated commitment of Bradford City FC to increase the diversity of its fan base and the club's strong buy-in to the project, means delivery staff are hopeful there will be further opportunities for those from BAME backgrounds to attend matches. However, at the time of writing (January 2019) there were no concrete plans for this. Instead, the club is monitoring the diversity of ticket holders and will continue to explore ways of making the club more accessible to all local communities.

5.3 Replicability of the project

Stakeholders and delivery staff agreed that the project - specifically the pre-match sessions - could be replicated at other football clubs looking to build relationships with the local community. Replicability is only advisable if the project puts measures in place to address the monitoring and evaluation shortcomings to enable greater evidence collection for the intervention and takes a strategic approach to recruiting participants from minority backgrounds. Stakeholders place an emphasis on the following key characteristics for making this a success:

1. **Existing links to local community organisations** are required for recruiting and co-ordinating participants ahead of matches. These links can be built directly with local charities or via other organisations including the council.
2. **Having a plan for poor weather or match cancellations** so that the project can remain on track and avoid damaging relationships through the disappointment caused by the cancellation.
3. **Aligning the project start with the football season** so momentum can build as the football club progresses through the year and avoid a long break over the summer. However, poor performance during the season can result in lower levels of engagement and a reduced atmosphere at the club if fans are disappointed.
4. **Providing free transport to the stadium as well as free match tickets**, as the cost of reaching the stadium can prohibit the participation of certain groups or charities without the funds to get there.
5. **Exploring opportunities for follow-up sessions** so that beneficiaries are engaged beyond a single football match.

²⁰ An organisation working with supporters, governing bodies, leagues and clubs to drive positive change in football through supporter engagement at every level of the game. <http://www.fsf.org.uk/>

5.4 Scalability of the project

There are no plans for the project to scale up within the Bradford area. Any further scaling would be limited by the reach of the club to the surrounding areas due to the close ties of the project with Bradford City FC and the capacity for the club to provide free or low cost tickets. More than 30 participants at each match would also require additional staffing to host the group.

The findings from this IDPE will be integrated into the overall analysis and synthesis of the wider BSBT programme in order to establish to what extent the project as a whole has contributed to an increased sense of belonging and civic participation at the local level.

Appendices

Appendix 1: Methodology and technical note

Evaluation Methodology

The evaluation methodology presented in this report ranks at Maryland Scale level I as it is based on post-intervention observations and does not contain data from a comparison or control group not exposed to the intervention²¹. Data was collected using qualitative research methods at two points in time: in April 2018 and in November - December 2018. This was supplemented with monitoring information collected by the One City project manager and shared with Ipsos MORI in January 2019 after the project had finished.

The original evaluation design included a quantitative element using the pre/post project participation survey (PPS) with English speaking adults at pre-match family fun sessions to triangulate the qualitative research findings. At the time of writing, Ipsos MORI had received insufficient completed PPS questionnaires to support the analysis of this data as only 7 questionnaires were returned. This small sample size (less than 10) meant statistical analysis was not viable, reducing the robustness of the evaluation results as the qualitative findings have not been triangulated with quantitative evidence.

Table A1.1 below sets out the evaluation tools and the audiences involved in the evaluation. Appendix 3 includes the discussion guides used with each group.

Table A1.1: One City project evaluation tools

	Development Centre	Pre-match sessions	Supporter groups
End-beneficiaries	April 2018: Single interviews with: <ul style="list-style-type: none"> • 3x children aged under 11 • 2x children aged over 11 	N/A: it was not possible to speak to end-beneficiaries at the pre-match sessions as the project did not collect contact details for the beneficiaries as recruitment took place through local charities.	April and November 2018 2x focus groups with the same women from the Bangladeshi ladies' supporter group. Note, this group did not attend any matches during the project.
Staff representatives from local charities feeding beneficiaries to the project	N/A: Children were recruited through social media and via parental referrals not local charities.	November and December 2018: 2x interviews with staff representatives from local charities whose beneficiaries attended matches/ attended with the group.	N/A: the project lead was unable to set up an interview with a supporter group 'lead' responsible for establishing the group often through an existing community group/network.
Delivery staff	April and December 2018 : 1x interview with project lead + short follow up consultation	November 2018: 1x interview with project lead	April and December 2018: 2x interviews with the project lead

²¹ Sherman et al (1997)

Wider stakeholders	November 2018: 2x stakeholder interviews with: <ul style="list-style-type: none"> Bradford BSBT Community Coordinator Operational Manager for Bradford City FC
Monitoring information	<ul style="list-style-type: none"> Number of pre-match sessions held Number of Development Centre sessions held Number of matches attended by supporter groups Number of attendees at pre-match sessions Number of attendees at Development Centre sessions

Strengths and weaknesses of the evaluation design

Strengths

- Evaluation activities were conducted with individuals involved in each of the three strands of the project, providing a good coverage across all three activities. Interviews were conducted with staff representing charities that attended matches with end-beneficiaries where it was not possible to speak to end-beneficiaries themselves.
- Stakeholder interviews provided valuable insights into the wider context of the project, helping to provide a sense of the bigger picture to the evaluation.
- The evaluation encompasses basic monitoring information data (count of participants across activities) providing an additional source of evidence.

Weaknesses

- The Maryland Scale could have been improved with the inclusion of the standard BSBT PPS, which is designed to get a quantitative read of end beneficiaries' views pre- and post- intervention. Ipsos MORI received a total of just seven incomplete combi-PPS questionnaires, and thus has not been able to include the data in its analysis.
- As most of the beneficiaries involved in the project only attended a single activity, the ability to follow-up with participants was limited as the project team did not have contact details to reach them. This resulted in a limited number of end-beneficiaries being included in qualitative data collection and thus findings about the impact of the project should be interpreted with caution.
- This lack of follow-up with participants also meant the evaluation could not assess whether participants returned to future matches as supporters, one of the project's key outputs.
- The evaluation timeline prevented exploration of the long-term outcomes of the project due to the evaluation completing shortly after the project ended. There may be future impacts on beneficiaries and organisations such as Bradford City FC which could be assessed in the future. For example, if the number of tickets bought by people from BAME backgrounds increases next season.
- The monitoring information did not account for basic personal characteristics of participants. Obtaining data on ethnicity and gender would have informed the evaluation on the project's success to reach out and engage with BAME and non BAME participants.

- A significant weakness of the evaluation is the reliance on qualitative data from delivery staff and staff working at charities rather than consultations with end-beneficiaries. The robustness of the conclusions drawn in this evaluation could be improved by triangulating views from different stakeholders.

Interpretation of findings

Qualitative research is illustrative, detailed and exploratory. It offers insights into the perceptions, feelings and behaviours of people rather than quantifiable conclusions from a statistically representative sample. Much of the evidence in this report is based on participants' recall and their perceptions of the project and local issues. It is important to remember that even though some perceptions may not be factually accurate, they represent a reality for participants and, as such, are vital in understanding their attitudes and views, and thus the effect and impact of the project on them.

Qualitative data is extracted from notes inputted into an analysis grid where all feedback is systematically inputted. There is one grid for each type of audience consulted. The grids follow the structure of the topic guide enabling the identification of relevant quotes for each element of the outcomes and process evaluation. Quotes in this report are verbatim, and are provided for illustrative purposes only. They have been anonymised.

The assessment of outcomes in this evaluation report relies on qualitative data largely originating from delivery staff, staff working at charities and wider stakeholder (BSBT CC). This means that assessment of outcomes is anecdotal and second hand rather than based on analysis of data captured directly from project participants.

Outputs and outcomes achievements

Ipsos MORI undertook a reason-based assessment of the project's success in achieving its intended outcomes based on consideration of the evaluation evidence generated. There are five measures that this assessment can take and that have been consistently applied throughout the individual project evaluations for BSBT. These measures are based on the definitions below.

Table A1.2: Definitions of achievement measures

Achievement measure	Definition
Not achieved	The evidence indicates that the output/outcome has not been achieved
Partially achieved	There is some evidence to infer some of the output/outcome may have been achieved. For outcomes, this may refer to a direction of travel that may lead to the outcome realisation but does not tangibly support its achievement. Or it may refer to diverging results in the quantitative and/or qualitative data collected.
Achieved	There is evidence to conclude that the output/outcome has been achieved. Both the quantitative and qualitative data confirm outcome achievement.
Exceeded – for outputs	This refers to output where monitoring information shows projects exceed their target outputs.
Inconclusive	There is no sufficient, or contradictory, evidence to provide a suitably robust assessment of outcomes or outputs.

Appendix 2: Project marketing materials

Figure A2.1: Launch event flyer



Figure A2.2: Project flyer



**BUILDING
A STRONGER
BRITAIN
TOGETHER**

**ONE BC CITY
AFC
THE BANTAMS**

**Bradford City Community Foundation
Working with BME Communities**

**To Build A Stronger
City Together**

Attention Bradford BME Community!

- Are you new to football?
- Interested in attending a free match including pre match welcome and introduction?
- Or interested in setting up a BCAFC supporters group within your community?

If so please email paula.helliwell@gmail.com for further information.

Home Office

**COMMUNITY
FOUNDATION**

Appendix 3: Evaluation and research tools

Discussion guide: Service users at the Development Centre

Thank participant for taking part.

Introduce self, Ipsos MORI.

Text in italics refer to interviewer notes.

Introduce research

- We are conducting an evaluation of the One City project as part of the Building a Stronger Britain Together, to find out how well it is working and how it can work better.
- The discussion is completely voluntary and they are free to decline to answer any question or to stop the interview at any time. They will be at no advantage or disadvantage as a result of their decision about taking part.
- Talk through participant information sheet (read this through if necessary) with both the service user and the case worker (if applicable). Make sure that they understand all of the details of this and if they're prepared to go ahead.
- Reiterate voluntary nature of interview and they are at no advantage or disadvantage if they decide to take part.
- Reiterate confidentiality and anonymity – we will protect their identity as far as possible but it may be possible to identify them in outputs due to the small number participating. Only project level data will be shared with the Home Office.
- Ask their permission to record the interview, ensuring that all recordings are securely stored under the Data Protection Act and the research team are the only people who will listen back to the recording.
- Turn on recorder.

Introduction

Be aware that participants come from a range of different backgrounds; it may not be appropriate to ask service users who they live, or whether they work.

- What do you like about living in Bradford?
- What do you like about football?
 - o What do you enjoy?
 - o What don't you enjoy?

Please use the content below as a set of core prompts and include additional project related activities / issues / discussion points to the below section

- When did you start coming to training here?
- How did you find out about it?

Probe: word of mouth, parents, engagement activities incl. open day in December, social media pages, website page?
- What made you want to join in?
 - o Was anything exciting, surprising, made you feel nervous?
 - o How easy was it to join? What did you/parents have to do?
- Have you been to any other football clubs/ training?
 - o What was this like?
- Have you ever been to a football match at Bradford City?
 - o What did you like about it?
 - o What got in the way?

Participation

Please use the content below as a set of core prompts and include additional project related activities / issues / discussion points to the below section

- Do you like playing football at the Development Centre?
 - o What do you like about it?
 - o Is there anything you don't like about it?
- How does it make you feel?
 - o Is anything exciting, surprising, made you feel nervous?
 - o Confident?
- What did you know about the project before you started?
- What have you been doing at the Development Centre?
 - o What has taking part involved?
 - o What have you enjoyed the most? The least?
- What have you learnt?
 - o New skills?
 - o Leadership skills?
 - o What kind of support have you received?
- Have you, or your family, taken part in any other One City activities e.g. Development Centre football training, pre-match family fun sessions, supporter groups?
 - o What has it been like participating in the project?
- Has anything been more difficult about taking part?
 - o Language
 - o Travel
 - o Associated costs
 - o Location of project activities
 - o Timing of activities/ clashes with other responsibilities e.g. work, childcare
 - o Adverse reactions of other family members or of friends or others in their network
- Have you made any new friends?
 - o Did you know anyone before starting training sessions?
- How would you feel about going to a Bradford City football match?
 - o Have you been to watch them before?
- If you wanted to keep going to football training, do you know how you could do this?
 - o Are there any other opportunities in Bradford?
 - o Do you look up to any local football players?

Outcomes

Please refer to the outcomes identified in the outcome framework/logic model. The below are a set of example prompts – please only use these if you think relevant to your project.

- Overall, what has it been like taking part in this project?
 - o What has it taught you/ what skills have you developed?
 - o What have you learnt about Bradford City FC? And Bradford as a whole?
 - o What difference has it made to the way you think about yourself or other people?
 - In Bradford?
 - Bradford City supporters?
- In what ways do you think differently about your local area after attending the project?
 - o How connected do you feel to Bradford?
 - o To what extent do you feel you belong to the area?
 - o To what extent would you feel safe attending future football matches?
 - o In what ways has this changed?
- What do you think would have happened if you were not part of the One City project?
- Will you do anything differently because of the project?

- E.g. change how you behave in the area, attend future football matches, start volunteering, encourage others to get involved?

Impact

Please refer to the impacts identified in the project logic model. The below are a set of example prompts – please only use these if you think relevant to your project.

- Do you think you will do anything differently as a result of taking part in this project?

Wrap-up

- What do you feel could be improved about this project?
- Would they recommend the project to others?
- Do you think this project has had an effect on your local community? What effect?
- Anything else they would like to add about taking part in the One City project?

Thank and close. *Ensure service user takes participant information leaflet with Ipsos MORI contact details.*

Discussion guide: Wider stakeholders

Thank participant for taking part.

Introduce self, Ipsos MORI.

Text in italics denotes interviewer instructions.

Introduce research

- We are conducting an evaluation of the One City project as part of the Building a Stronger Britain Together, to find out how well it is working and how it can work better.
- The discussion is completely voluntary and they are free to decline to answer any question or to stop the interview at any time. They will be at no advantage or disadvantage as a result of their decision about taking part.
- Talk through participant information sheet (read this through if necessary). Make sure that they understand all of the details of this and if they're prepared to go ahead.
- Reiterate voluntary nature of interview and they are at no advantage or disadvantage if they decide to take part.
- Reiterate confidentiality and anonymity – all project level data will be shared with the Home Office. We will protect their identity as far as possible but it may be possible to identify them in outputs due to the small numbers participating.
- Reiterate that the information you provide will contribute to the evidence used by the Home Office to understand the impact of the BSBT programme, which may then feed into recommendations for future rounds of funding or support to your group
- Ask their permission to record the interview, ensuring that all recordings are securely stored under the Data Protection Act and the research team are the only people who will listen back to the recording.
- Turn on recorder.

Background and intro

Ask about:

- Background, role, organisation
- Role in relation to the One City project and Bradford Community Foundation
- Knowledge of the BSBT programme
- Involvement in counter-extremism work – if no involvement in CE work ask about wider safeguarding/ vulnerability work
- Overview of local counter-extremism work in the area

Awareness and knowledge of project

Please use the content below as a set of core prompts and include additional project related activities / issues / discussion points to the below section

- Would you be able to tell me a bit about your involvement in the project?
- And your relationship with Bradford Community Foundation?
 - o Check understanding/ relationship with the different partners > we want to get a sense of what the project said they will do to engage end-beneficiaries is happening and if so, to what extent i.e. community outreach generally and with the BAME community.
- What is your understanding of the project? (Why? Objectives? What activities? For whom?)
- What is your view on how the project was set-up?

Perception of the project rationale and scope and relevance

- To what extent do you agree there is a need for the project? Why?
 - o Probe into the clarity of pathways as to how an activity leads to outcomes the CC may mention. Look at the LM for reference.
 - o What particular local problems is the project addressing?
 - Probe on reducing extremism in football/ increasing sense of civic belonging in Bradford
 - o Is the project engaging the right participants? Why?

- Probe on way in which the project is working with different groups (e.g. children, Bangladeshi community, refugees)
 - Does s/he think it could be improved? If yes, how? Can s/he give examples?
- How well does the project fit with the local context? Why?
- How/to what extent does the One City project align with your own work?
- How does BSBT/counter-extremism work fit with their objectives?
 - Probe on how the anti-racism focus aligns with the BSBT outcomes e.g. increased respect and understanding for different communities/ increased participation in the local community

Project delivery

- What do you think are the strengths or weaknesses of the project?
- What are some of the delivery challenges the project has faced?
 - Probe on roles the people above hold – how does that seem to work and who does the CC get involved with? Is it the same person (continuity)?
- How well are different organisations partnering in order to deliver and/or disseminate the project?
 - Probe on dissemination approaches - how have they been engaging with other groups in the community/ other BSBT projects?
- Anything else to add?

Outcomes and impacts

Please use the content below as a set of core prompts and include additional project related activities / issues / discussion points to the below section

- To what extent do they feel that the One City project addresses the issues - engagement in the football club/ bringing communities together/ reduced isolation?
- What do they think some of the benefits of the project been on:
 - Service user/participants
 - The organisation delivering the project
 - Your organisation
 - Bradford - including football fans and the broader community
 - Bradford Football Club
 - Counter-extremist narrative
- Have you identified any unexpected outcomes as a result of the project?
- What do they think the longer term impact of the project will be on participants, local area?
- What needs to happen to ensure the project has a legacy in the local area?
- Is there an ongoing need for the project or similar ones?
- How replicable and scalable do they think the project is?
- What do they think would have happened without the project and BSBT funding?
- Is there any learning you think could be applied to similar projects in future?

Thank and close.

Discussion guide: Service users involved in the supporter groups

Thank participant for taking part.

Introduce self, Ipsos MORI.

Text in italics refer to interviewer notes.

Introduce research

- We are conducting an evaluation of the One City project as part of the Building a Stronger Britain Together, to find out how well it is working and how it can work better.
- The discussion is completely voluntary and they are free to decline to answer any question or to stop the interview at any time. They will be at no advantage or disadvantage as a result of their decision about taking part.
- Talk through participant information sheet (read this through if necessary) with both the service user and the case worker (if applicable). Make sure that they understand all of the details of this and if they're prepared to go ahead.
- Reiterate voluntary nature of interview and they are at no advantage or disadvantage if they decide to take part.
- Reiterate confidentiality and anonymity – we will protect their identity as far as possible but it may be possible to identify them in outputs due to the small number participating. Only project level data will be shared with the Home Office.
- Ask their permission to record the interview, ensuring that all recordings are securely stored under the Data Protection Act and the research team are the only people who will listen back to the recording.
- Turn on recorder.

Introduction

Be aware that participants come from a range of different backgrounds; it may not be appropriate to ask service users who they live, or whether they work.

- Tell me a bit about yourself – what they do day-to-day
- How long have they lived in the area?
- How do you feel about football?

Recruitment

Please use the content below as a set of core prompts and include additional project related activities / issues / discussion points to the below section

- How did they hear about the One City project [supporter groups]?
Probe: word of mouth, engagement activities incl. open day in December, social media pages, website pages
- Last time we spoke, you hadn't been to any matches as part of the project yet. Has that changed?
 - o What did you do?
 - o Was anything exciting, surprising, made you feel nervous?
 - o Have you been involved in similar projects in the past? [Probe for details incl. organisation, type of activity, location]
- Had you been to a football match before the One City project?
 - o What did you like about it?
 - o What got in the way?
- Have they taken part in or received any support from Bradford City Community Foundation or BEAP Community Partnership before?
 - o If yes - when did it start/ is it ongoing? What type of activities/ support? Frequency of support/ activities?

Participation

Please use the content below as a set of core prompts and include additional project related activities / issues / discussion points to the below section

- What information were you given before you went to a match?
- What has been involved in setting up a supporters group?

- Have you set up anything online?
 - Have you given yourselves a name?
 - What did you expect to do to take part?
 - Was anything exciting, surprising, made you feel nervous?
- How many matches have you been to so far?
 - What has taking part involved?
 - What have you enjoyed the most? The least?
- Are you planning on going to any more matches in the future?
- Would you go to a football match without the support from BEAP/ free tickets?
 - Why/ why not?
- Have you, or your family, taken part in any other One City activities e.g. Development Centre football training, pre-match family fun sessions, supporter groups?
 - What has it been like participating in the project?
- Have you experienced any difficulties in taking part in the project, and how much of a problem were these e.g.
 - Language
 - Travel
 - Associated costs
 - Location of project activities
 - Timing of activities/ clashes with other responsibilities e.g. work, childcare
 - Adverse reactions of other family members or of friends or others in their network
- Have you met anyone new through the One City project?
- Did you come along with existing friends or family members? If yes – how important was this in encouraging them to participate?
- What did you think of the location of activities?
 - How did you feel about attending the Bradford City football stadium?
- To what extent have you felt supported through the project? E.g. supported to attend football matches.
 - What kinds of support (if any) have you received?
 - Did they feel you could talk freely?
 - Is there anything else would help support you?

Outcomes

Please refer to the outcomes identified in the outcome framework/logic model. The below are a set of example prompts – please only use these if you think relevant to your project.

- How has taking part in this project affected you?
 - What has it taught you/ what skills have you developed?
 - What have you learnt about Bradford City FC? And Bradford as a whole?
 - What difference has it made to the way you think about yourself or other people?
 - In Bradford?
 - Bradford City supporters?
- In what ways do you think differently about your local area after attending the project?
 - How connected do you feel to Bradford?
 - To what extent do you feel you belong to the area?
 - To what extent would you feel safe attending future football matches?
 - In what ways has this changed?
- What do you think would have happened if you were not part of the One City project?
- Will you do anything differently because of the project?
 - E.g. change how you behave in the area, attend future football matches, start volunteering, encourage others to get involved?

Impact

Please refer to the impacts identified in the project logic model. The below are a set of example prompts – please only use these if you think relevant to your project.

- Do you think you will do anything differently as a result of taking part in this project?

Wrap-up

- What do you feel could be improved about this project?
- Would they recommend the project to others?
- Do you think this project has had an effect on your local community? What effect?
- Anything else they would like to add about taking part in the One City project?

Thank and close. *Ensure service user takes participant information leaflet with Ipsos MORI contact details.*

For more information

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About Ipsos MORI's Social Research Institute

The Social Research Institute works closely with national governments, local public services and the not-for-profit sector. Its c.200 research staff focus on public service and policy issues. Each has expertise in a particular part of the public sector, ensuring we have a detailed understanding of specific sectors and policy challenges. This, combined with our methods and communications expertise, helps ensure that our research makes a difference for decision makers and communities.