

‘what matters is what works’ (Sanderson 2002)

The need for practice-based policy making in sport



- **Erik Puyt & Arnoud van de Ven**
- **HAN University of applied sciences**
- **POLIS conference, Papendal, 30 november 2018**



Sport stimuleert!

Naar een optimale inzet
van uw sportkapitaal

VISIEDOCUMENT
LOKAAL SPORT- EN
BEWEEGBELEID



Beter benutten van sport in het sociaal domein

Inspiratiedocument met stappenplan

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Bijlagenrapport Werkwijze naar type buurtsportcoach

De buurtsportcoach als nieuwe professie

Bijlagerapport bij evaluatierapport (Van Lindert, Brandsema, Scholten & Van der Poel, 2017)
met subsidie van het ministerie van VWS

Bake Dijk & Alien van der Sluis

Hanzehogeschool Groningen, Lectoraat Praktijkgerichte Sportwetenschap

Anneke von Heijden-Brinkman

Fontys Sporthogeschool, Lectoraat Move to Be

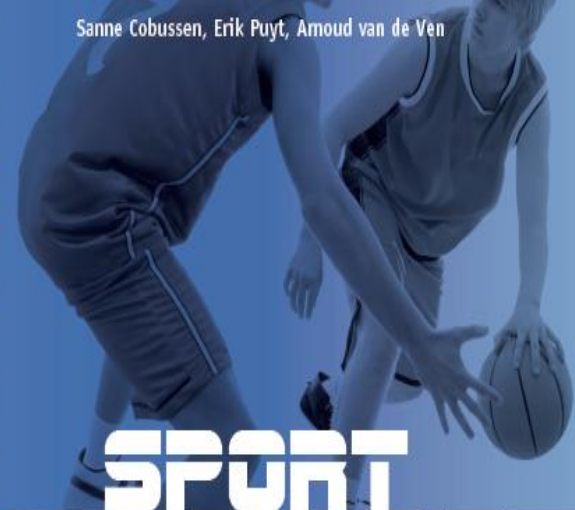
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Sportbeleid
in Nederland

Sanne Cobussen, Erik Puyt, Arnoud van de Ven



SPORT BELEID in Nederland

Van vereniging tot rijksoverheid

Two important changes

- From NPM naar PVM
- Sports plays more and more an important role in other sectors, b.e. Positive health (our case study)

From NPM naar PVM

From:

- New Public Management: the performing government (government-> society)

To:

- Public Value management: the cooperating government (society -> government)
Policy making at the front line

(Stoker, 2006)

Consequences: network governance

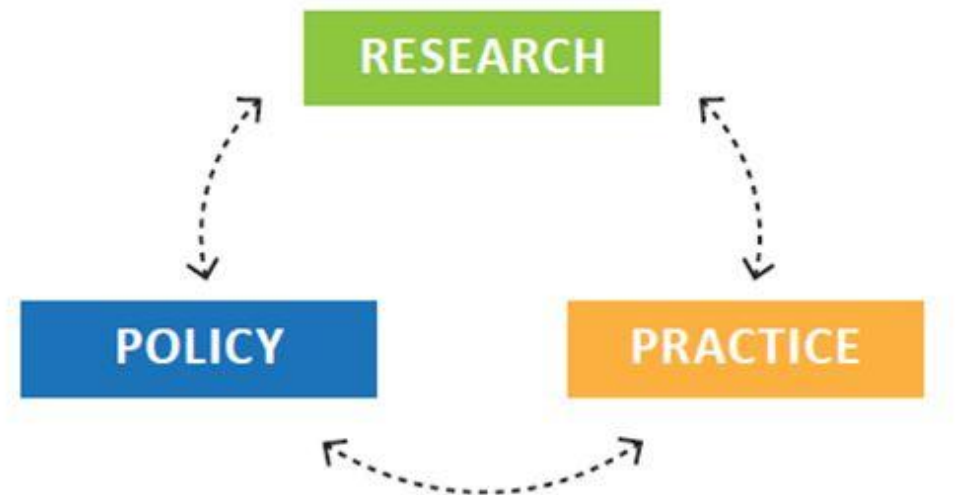
- A joint policy approach to develop effective interventions for complex social systems.
- The need for network capabilities of frontline workers to develop and maintain relationships.
- The frontline worker as key figure within the network

Problems

- How to measure the effects of sports policy implementation on the front line?
- No clear insight in the contribution of sports activities to the achievement of the policy goals.
- No clear view on the effective ingredients (*knowledge of 'what works'*, Sanderson 2002) of sports policy interventions.

Practice-based policy making

- Systematic collection of data (bij frontline workers)
- About policy implementation (contribution to goals)
- Leads to well informed policy decisions
- Feedback & improving is part of the job



Needs of frontline workers

- Research on the effects of the sports activities to prove the added value of sports policy goals.
- Short evaluation cycles to make it possible to adjust the implementation;
- Communities of practice (Wenger, 2010) in which best practices can be exchanged;

Short evaluation cycles

- Policy that 'learns': 'reflexive social learning' informed by policy and program evaluation (Sanderson, 2002)
 - Challenge 1: Outcomes are hard to measure
 - Challenge 2: Attribution is hard to prove
- Monitoring and evaluation becomes integrated in the operation of the front line workers

Research

- **Development of feedback and improvement cycle:**
 1. performance data
 2. knowledge of how policy interventions achieve change in social systems (evidence)
 3. providing an understanding of how policies work.
- **Case Haarlemmermeer:**
 - Improvement plans per theme (*improvements*)
 - The justification of the resources used (*accountability*)



Onze werkwijze wordt bepaald door onze professionals in de lokale praktijk bij verenigingen, op scholen en in de wijk.

Zij zorgen ervoor dat de kracht van sport en bewegen ingezet wordt om leefwereld en leefomgeving van inwoners te verrijken.

Four stages

1. Developing action plans
2. Collecting feedback using a shared perspective
3. Improving
4. Analysis

Necessary preparation

Developing the shared perspective





Cornerstones for Positive health

- Physical functioning
- Daily routine
- Mental health
- Social participation
- Meaning
- Quality of Life



The complex work of the frontline professionals

From the survey among community sports coaches (van Lindert, Brandsema, Scholten & van der Poel, 2017) it appears that these frontline workers in sports have to deal with the local policy goals of well-being, education, safety and health in combination with sports.

Sports as a policy goal can only be effective if two conditions are met:

- A. There is an integrated approach for the frontline professionals
- B. The implementation of the policy can be evaluated on a short term.

For condition A it is required to have similar paradigms for the professionals in various departments, like that is provided by the new concept of *Positive health*. It is important for the stakeholders to discuss about the basic concepts such as “public policy”, “deliberation”, “legitimation”, “accountability” (Di Marchi et al, 2013, p.1).

For B it is necessary to look at the effects of the approach as experienced by participants, professionals and stakeholders. There are two problems here (Sanderson, 2002: 11). The first problem concerns that the size of the impact may be difficult to measure at an acceptable confidence level. The second problem is that of ‘attribution’; how can the effect of the measures be related to the policy intervention and isolated from other influences?

Study design

Interviews were conducted with local professionals to determine in which way they develop their approach to reach the –for them new –set of goals.

A. The local policy goals were greatly varying from:

- Children that get no attention at home and dwell on the streets
- Participation of elderly in society
- Sedentary lifestyle among youngsters and adults.

B. To determine the effective ingredients of the policy making, the professionals were asked to explain how they choose their approach.



Results case study

Case study in the Haarlemmermeer is executed in 2018. Interviews were conducted with 20 community sport coaches (CSC). All CSC had developed an action plan to contribute to a specific policy goal. Two rounds of interviews were held:

1. Based on open interviews the model for collecting feedback was designed.
2. Using this model the CSC were requested – based on feedback – to improve their action plan.

The text fragments were code using the MaxQda programm

This method is designed to facilitate a systematic approach to improve the daile operation and secondly the collecting of data for further analysis.

Policy goals:

- Positive health in daily life
- Living environment
- Support Structure



Operation that leads to outcomes

- Activities
- Contribution by CSC
- Working conditions

Conclusions

The analysis of the work of the CSC showed three things:

- First, the use of the concept of Positive health provides a paradigm which facilitates communication between professionals from various policy areas. Various policy goals were integrated in the activities of the CSC's.
- Second, the concept of Positive health provides a way and effective approach for using the power of sports.
- Third, the concept of Positive health helps to develop an effective approach and evaluate the effectiveness in a very short term policy cycle and facilitates discussion between professionals and participants, professionals and stakeholders, professionals and employers and between employers and local policy makers.

Research questions

- What are the (methodological) conditions under which robust evidence could be obtained?
- the key evaluation question in explanatory terms: *‘what works for whom under what circumstances, and why?’* (Sanderson, 2002: 19)

Follow-up after the pilot

- The next years over hundred professionals will start with the method practice-based learning and improving
- How can we use this data about the experienced effectivity for policy-making on various levels of aggregation?
- How can we co-operate to further develop the art of practice based policy research?

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