



Policy & Practice Annual Report 2018



Policy & Practice
St Chad's College, Durham University

Policy&Practice

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Policy&Practice is a multidisciplinary research group based at St Chad's College, Durham University. Our full-time academics, research associates and fellows are committed to the promotion of social justice in the United Kingdom and beyond.

Policy&Practice is the banner under which this work is communicated to a wider community of interest. The College is committed to undertaking research, policy analysis and evaluation that makes a difference to the way policy makers and practitioners carry out their work, aimed ultimately at increasing the benefit gained by the people for whom they work. We do this through applied research and evaluation for a wide range of private sector organisations, independent charitable foundations, national and local government, charities and other non-profit organisations.

Our work is heavily embedded in the North of England, but we do not confine our work to this area. Several national and international studies have been undertaken over the years in continental Europe, the United States, South Africa and Japan. What we hope to do is to use our learning to help increase our scope for understanding complex social, economic and political issues and our ability to help people tackle challenges in a positive, pragmatic and effective way in new contexts.

Events & Debates

The Comprehensive University

St Chad's College Lecture, Thursday 18 October, 'The Comprehensive University: why we need to rethink academic selection in higher education', chaired by Professor Fred Robinson of Policy&Practice.

In this hard-hitting lecture, Tim Blackman, a serving Vice-Chancellor, called for a much less hierarchical higher education sector. He demonstrated how this could benefit students, the quality of learning and social mobility and, most importantly, Tim made a case on how to get there.



His report... 'The Comprehensive University' can be downloaded here: https://www.hepi.ac.uk/wp-content/uploads/2017/07/Hepi-The-Comprehensive-University_Occasional-Paper-17-11_07_17.pdf

Tim Blackman is Vice-Chancellor of Middlesex University and Professor of Sociology and Social Policy. He is a Fellow of the Academy of Social Sciences.

Institute for Local Governance Seminars

Policy&Practice organised a series of seminars in 2018 for the Institute for Local Governance. Events included

- Tackling loneliness in Northern England, Newcastle, December 2018.
- Whose town centre is it anyway? Darlington, November 2018.
- Securing a future for community business, Hartlepool, October 2018.
- The resettlement of migrants and refugees, Middlesbrough, September 2018.
- Working well with the voluntary sector, Durham, March 2018.
- The power of arts and heritage to deliver regional investment, Newcastle, March 2018.
- The Role of arts and heritage in social and economic regeneration, Darlington, January 2018.

Young People & Society Study Group

The group met in June 2018 to discuss the theme of social mobility from very different angles.

Professor Simon James, Department of English Studies, Durham University on *Dickens's Myths of Childhood*, considered theories of autobiographical memory in relation to literary texts by Charles Dickens. In particular, it was concerned with the importance to Dickens of adult mnemonic connection to childhood, and the role of the Blacking Factory in narratives of Dickens's own personal and career development.

Professor Tony Chapman, St Chad's College on *Narratives about the successful life transitions of young people in County Durham*. The presentation discussed new evidence on the provision of support to young people in County Durham by public, private and third sector organisations – and challenged the notion that young people from poorer communities lacked aspiration.

Kanji Tanimoto seminar on Corporate Social Responsibility Management in Japan

Professor Kanji Tanimoto from Waseda University, Tokyo, spoke on the topic of '*The Institutionalization of Corporate Social Responsibility Management in Japan*'.

The seminar took place on Thursday 18th January in St Chad's College.

The seminar discussed how pressure on corporations to attend to CSR has increased in Japan over the past decade and a half. Professor Tanimoto argued that it is not an easy task to incorporate CSR into management processes on the basis of his study of large companies including Toshiba.



Kanji Tanimoto is Professor in Business and Society at the School of Commerce, Waseda University, Japan.

Completed Research projects in 2018

National Youth Agency's 'Our Bright Future' evaluation



Professor Tony Chapman and Dr Stephanie Rich have completed an evaluation of the National Youth Agency's *The Environment Now* programme funded by the Big Lottery's 'Our Bright Future' initiative.

The project involved young people developing environmental projects which use digital technology to enhance their impact. Funding was awarded to undertake 50 projects devised and run by young people who were supported by a comprehensive programme of mentoring and training to develop their understanding of environmental sustainability, employability skills and digital ingenuity.

Investment of up to £10,000 was available to each of the project leaders which was co-funded by O2 Telefonica through their Think Big corporate social responsibility programme.

Sharing the responsibility: how to work successfully with the third sector

Public-sector bodies tend to share common values and approaches to policy, procedure and practice which shape ideas about what is 'possible' and 'desirable' when thinking about working with other sectors. These values and practices stem largely from the fact that they are large, complex, formal and publicly accountable organisations. Large organisations, by definition, have a complex division of labour and principles of professionalism are underpinned by shared values surrounding expertise and specialisation. As hierarchical and bureaucratic entities there are strong imperatives to ensure that practice is, as far as possible, continuous and consistent, and that services provided are apportioned fairly and are of equivalent quality or value.

Similarly, ways of rectifying complaints or correcting internal failures are embedded in organisational culture, structure and practice.

It is not, therefore, surprising that people who work in public-sector organisations such as local authorities or health organisations tend to internalise and take for granted such values and, in turn, often expect that their approaches to

practice should be understood, valued and complied with when working with people in third sector organisations

The problem is that most TSOs are *not* large, formal complex organisations. Often they do not share the values that underpin the structures and functions of public sector organisations. And many people in the third sector may feel that their organisations came into existence to tackle issues which had been ignored, neglected or even caused by the failure of big public-sector bodies.



Commitment to specific issues and causes often overrides 'generalised' objectives in the third sector. This is not a flaw in sector dynamics. Instead it merely reflects the strong sense of independence held by TSOs and their close focus on their mission. These

generalisations about differences in values may not be immediately obvious in inter-sector interactions – and most often interactions are quite good. But they can, all too readily, come to the surface quickly when problems occur.

In our report we say that there are ten ways that public sector organisations need to 'think again' about how to work with the third sector. And we have a good deal more to say about 'what not to do'.

What we say isn't that hard to do – and much of it people will recognise in their current practices. But keeping things simple isn't easy. And it's a big complicated issue that doesn't lend itself to soundbites – but we hope that for those who make the journey through the ideas we present – it might help to make relationships better for all concerned.

The report can be downloaded here: [ILG How to work effectively with the third sector](#)

Learning how to manage money

The results from an evaluation of the *My Money Now programme*, run by the National Youth Agency and evaluated by Policy&Practice has now been published.

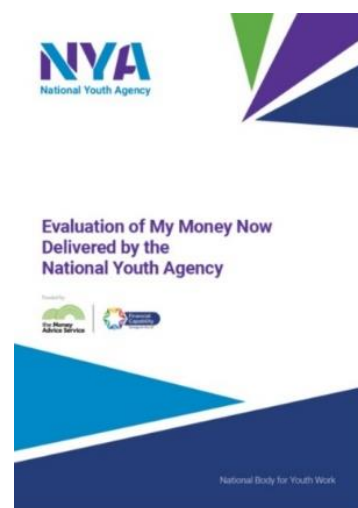
The My Money Now project was designed to help young people, aged 16-21 years, to improve their knowledge about financial matters and to help them make good decisions about finances in the future.

The programme delivered over 60 training sessions to nearly 600 young people across England.

The evaluation captured qualitative and quantitative evidence to show that the programme was successful in raising knowledge and understanding of financial issues and helped young people feel more confident about the way they planned to use their income.

More evidence on financial capability is available on the Money Advice Service Evidence Hub which can be accessed [here](#).

The full report by Tony Chapman and Stephanie Rich is available here. [Money Advice Service My Money Now Evaluation Report](#)



New Research Projects



Auckland Castle © Graeme Peacock

Auckland Castle Trust Heritage Lottery Fund Project Evaluation

Regeneration in Bishop Auckland

An extraordinarily imaginative regeneration project is currently underway in Bishop Auckland, the second largest town in County Durham and historic home of Durham's Prince Bishops. Professor Fred Robinson and Ian Zass-Ogilvie of Policy&Practice have been commissioned to evaluate the project and draw out lessons from its implementation.

In 2010 the Church Commissioners decided to sell the famous Zurbaran paintings hanging in Auckland Castle, the Bishop's palace. Following a strong campaign to keep the paintings in the area, and after protracted negotiations, the paintings were bought by art collector and philanthropist Jonathan Ruffer. Not only did he buy the paintings, but also the redundant Castle and, subsequently, land and buildings in the surrounding area.



Auckland Tower © House of Hues

All of this is held by a charity, The Auckland Project, set up by Mr Ruffer. The Auckland Project is now developing a major visitor attraction comprising the restored Castle and the Zurbaran paintings, a Faith Museum, art galleries, a walled garden, restaurant and hotel. Linked to this is another new initiative, the popular Kynren night-time show, a pageant performed by over a thousand local volunteers.

The intention is that this should be a 'catalyst' promoting and enabling the social and economic regeneration of the

Bishop Auckland area and its local communities. It is a remarkable example of culture-led regeneration, and particularly unusual in being promoted through philanthropy. It is a big project, currently expected to cost at least £130 million.

Fred and Ian are evaluating those parts of the scheme which are also supported by the Heritage Lottery Fund – including the Castle, Faith Museum and community engagement activities. But in practice their remit is broader than that; they are seen as 'critical friends', offering their support and expertise to the project's staff.

Fred says: *"It's a real privilege being part of one of the biggest – and certainly one of the most interesting – regeneration projects in the country. We've spent a lot of*

time alongside the staff who are working hard to turn an ambitious vision into reality. I think we've been able to be helpful and supportive. Ultimately we will be able to tell the story of how this difficult and unusual project was conceived and implemented – and assess its impacts on Bishop Auckland."

The evaluation work will conclude in 2020.

Trading interactions amongst community businesses in Bradford, Hartlepool and Middlesbrough

Professor Tony Chapman and Dr Tanya Gray have started a new project for the **Power to Change Research Institute** on trading interactions amongst community businesses in Bradford, Hartlepool and Middlesbrough.

The aim of the research is to explore the extent to which community businesses build beneficial relationships with other community businesses – thereby strengthening each other's financial situation and deepening their contribution to local economy and society.



Examples of such interactions may include opportunity signposting and appraisal, customer referral, inter-trading, sharing facilities or kit, partnership bidding for grants or contracts, skills-exchanges, media and public relations initiatives, informally sharing the burden of roles in representation on boards and committees, and so on. These interactions may produce indirect or direct financial benefit.

Knowing how and why some CBs successfully build and sustain positive working relationships with other CBs will help gauge the scope for and benefits to be gained from intensifying positive, trusting and mutually beneficial trading relationships. In disadvantaged areas, where there may be fewer private sector businesses, such interactions could produce significant economic and social benefit by retaining resources within the community.

The research began in March 2018 and will conclude in April 2019 with a series of reports and events to communicate the key messages.

Third Sector Trends

Third Sector Trends is a longitudinal study which was established in 2008. It is the longest running research programme of its kind in the UK. The work will continue from 2018-2020 thanks to the support of the Community Foundation serving Tyne & Wear and Northumberland.

The study informs voluntary and community organisations, cooperatives, community businesses and social enterprises about the wellbeing and direction of the sector. Its results are also widely used by policy makers and funding bodies.

The original aim of the Third Sector Trends study, when commissioned by Northern Rock Foundation, was to



examine the structure and dynamics of the third sector in North East England. In 2015, the Community Foundation assumed responsibility for the study and its legacy and took it forward working with JRF, Garfield Weston and IPPR North.

The work has included both quantitative and qualitative analysis and in the early stages involved the Universities of Durham, Teesside and Southampton.

The TSO1000 survey

The longest running aspect of the study is its biennial survey of the sector which will enter its fifth iteration in 2019. This large-scale study now collects data from right across the North of England allowing for in-depth analysis of more than 3,500 respondents. It is expected that, in addition to the North East England study, the research will continue in the North West and Yorkshire and the Humber in 2019.

The TSO50 study

A second strand of the work is a longitudinal study of a cohort of 50 third sector organisations in North East England. This began in 2010 and has continued to 2018. Analysis of this very detailed study will proceed in 2019 alongside the survey work.

The role and impact of charitable foundations

Additionally in 2019, a study of the third sector from the point of view of charitable foundations will take place. This research, which will include 15-20 charitable grant making foundations based in or beyond the North East region, will examine the approaches taken to funding and will pay special attention to its likely impact on localities throughout the region.

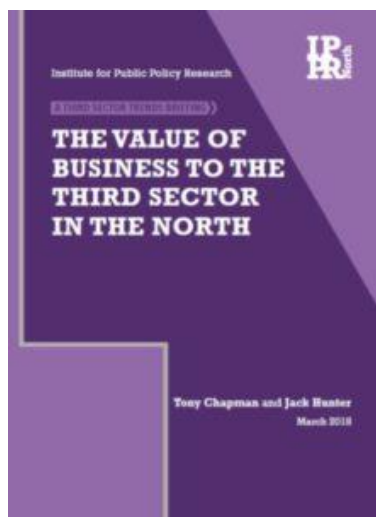
The study has produced many reports which are available at this web address:

<https://www.communityfoundation.org.uk/knowledge-and-leadership/third-sector-trends-research/>

Third Sector Trends Reports 2018

The contribution of business to the local third sector

IPPR North published a report in March on the contribution business makes to the local third sector based on the longstanding Third Sector Trends study. The report, written by Professor Tony Chapman (St Chad's College, Durham



University) and Jack Hunter (IPPR North), shows that: 'businesses in the North of England make a "significant contribution" of £1.9bn to charities and other voluntary organisations.

Nearly 70% of third sector organisations in the North receive some form of financial support from business, but the voluntary sector prefers businesses' cash over their in-kind support. IPPR North's Jack Hunter said:

"Business in the North make a significant and valued contribution to the third sector, but businesses need to get much smarter in how they support charitable activity. One-off volunteering events might be easy to arrange and encourage teambuilding, but they tend to have limited value on the ground – instead charities get the most benefit from a long-term and sustained relationship with businesses."

And as Tony Chapman said:

"Many charity and business leaders may be surprised by the volume of financial and in-kind support given on social issues such as poverty. If the contribution of business remains largely invisible, then less of it will happen than could be the case. This research opens the door for more debate on where business can make a difference at the local level."

The report can be downloaded at this address: <https://www.ippr.org/publication/third-sector-and-business>

How do community businesses compare with other community & voluntary organisations?

People are often confused by the complexity of civil society. For example there are so many ways of describing what is sometimes known as the 'third sector', 'voluntary, community and social enterprise sector' or 'civil society sector'.

This problem is compounded when we try to define specific types of organisations. Community business is a case in point: how are these organisations defined, and how do they differ from others such as social enterprises or community or voluntary organisations?

This report, published in October, looks at where community businesses sit within this wide range of organisational types and draws a distinction between them and other third sector organisations (TSOs) which engage in trading or those which have no reliance on earned income.

The report helps readers to recognise what is special about community businesses, how they contribute directly to their localities and what opportunities and challenges they face compared with other types of TSO.

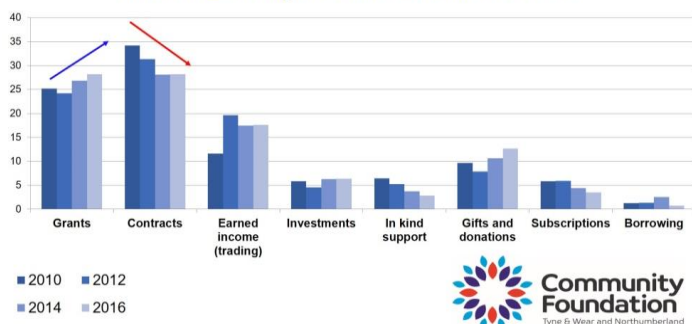
The report presents data from the 2016 Third Sector Trends study which covers the whole of the North of England. It is a large long-running study with more than 3,500 responses of which 612 survey respondents (17% of the sample) were identified as community businesses.

As a category of organisations, community businesses tend to be larger than other TSOs (60% have income over £100,000 compared with just 27% of general charities that earn some of their income). They tend to have been established more recently (47% since 2000 compared with 35% of general charities that earn income). Community businesses are more likely to work in urban areas, and particularly deprived urban areas.



Talking point: beneath the iceberg of headline income statistics for the voluntary sector

Relative dependence on income sources by larger TSOs in North East England and Cumbria 2010-2016



The UK Civil Society Almanac published earlier this year argued that 'the biggest change, since 2000, has been from grants to contracts'. In bald financial terms, that might be true, in the case of government grants and contracts.

But the Almanac also shows that charities with income over £1m absorb 80% of all sector income (this is just 3% of all organisations in the sector). What Third Sector Trends shows is that most local areas do not host major charities, so we need to know what is happening to charities in general in relation to grants and contracts.

There's not much point in including smaller charities in this analysis because so few of them are involved in contracts (only 3% of charities with income below £50,000 do contracts, and just 16% of those with income between £50,000 and £250,000 do so).

When looking at larger TSOs with income above £250,000, which are more likely to do contracts, the evidence shows that the relative importance of **grant income** has actually risen since 2010, while reliance on contracts has fallen. Indeed, these sources of income are now level pegging in importance.

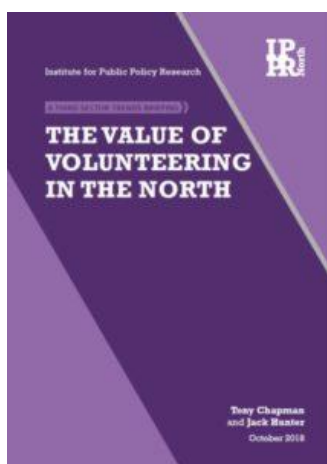
It is also interesting to note that reliance on other forms of earned income (such as self-generated trading activities) has increased since 2010. The importance of investment income has remained relatively flat, as is the case with gifts and donations. In-kind support and subscriptions have become less important too, in relative terms, while reliance on borrowed money is virtually insignificant. The full report can be found [here](#).

The value of volunteering

In October, **IPPR North** published a new report on volunteering in Northern England by Professor Tony Chapman, Policy&Practice and Jack Hunter, Senior Researcher at the Institute for Public Policy Research.

Based on research findings from the Third Sector Trends study, the report recognised that the volume of voluntary activity in the north is enormous – about 930,000 people regularly volunteer and deliver over 76m hours of work.

The bulk of volunteering is organised through tiny charities and groups. Those



with income below £10,000 produce about a third of all volunteering opportunities, and over two thirds of volunteering hours happen in small organisations with an annual income below £100,000.

The report shows that it's not just about the volume of time that volunteers give, it's about the 'quality' of their contribution and the 'depth' of the social impact it achieves. The bedrock of civil society is its core of small and informal groups where people have come together to make a difference to their local areas. Most of these organisations have no employees and their financial resources are often very limited. But they survive and thrive because of the hours of work put in by their unpaid volunteers.

Connections

Professor Kanji Tanimoto visits St Chad's in January 2018



In January 2018, Professor Kanji Tanimoto from Waseda University, Tokyo, came to Durham on a two week research visit to St Chad's College as a Visiting Professorial Fellow. In addition to the delivery of a seminar on 18th January in St Chads, he met colleagues from

Durham University Business School, Newcastle University Business School and Newcastle Business School (Northumbria University).

Meetings also took place with the Institute for Advanced Studies, Teikyo University and the North East Initiative on Business Ethics (NIBE).

Kanji Tanimoto is Professor in Business and Society at the School of Commerce, Waseda University, Japan. He recently was Visiting Professor at the Free University of Berlin, Cologne Business School and National Taipei University. Prior to joining Waseda, he was a professor at the Graduate School of Commerce, Hitotsubashi University. He received his doctorate in business administration from the Graduate School of Business Administration, Kobe University.

His research interests include the relationship between business and society, corporate social responsibility, social business and social innovation. He has published numerous books and papers.

His personal website is: <http://tanimoto-office.jp>.

Young People & Society Study Group

Academics at Durham University, from across a wide range of departments, institutes and colleges, have established a strong reputation for the study of young people and society. St Chad's College hosts an interdisciplinary study group of academics and post-graduate students who have shared interests in this field of work. The study group, which has 40 members and spans nine departments and institutes, meets three times a year to discuss current issues concerning young people and society.

The study of young people at Durham is approached from many disciplinary and inter-disciplinary perspectives including: anthropology, business studies, cultural studies, English literature, geography, health, history, politics, psychology, social policy, sociology, theology and youth & social work. The following key areas of interest show the range and depth of study which is currently being undertaken:

- Equalities: deprivation, social exclusion & marginalisation, ethnic diversity, gender & sexualities, disabilities.
- Environment and spatiality: migration, urban & rural society, conflict and disasters.
- Health and wellbeing: physicality, resilience & mental health, happiness & pro-sociality.
- Everyday life: culture & identity, consumption, leisure & sport, arts and culture, social media.
- Civil society: voluntary social action, civic engagement, politics & social movements, third sector interventions
- Social mobility: education & employability, paid work, virtual mobilities.
- Relationships: families & households, friendship & loneliness, domestic violence, life transitions & critical incidents.
- Research methodologies: comparative methods, visual sociology, autobiography, narratives, observation, quantitative data and analysis.
- Social policy: youth work, crime & antisocial behaviour, penalty, unemployment, health, housing and homelessness, welfare benefits.

The group welcomes members of academic staff and post-graduate students who are interested in the study of young people from any disciplinary or thematic perspective.

Making a difference

Saving Silverlink Bridge

The Friends of Pelaw Wood, assisted by Durham University students, are a voluntary group working with Durham County Council in the care of Pelaw Wood on the northern bank of the River Wear.

In the heart of the Wood is Silverlink Bridge, a steel footbridge built in 1938, with a span of almost 200ft over the Pelaw Beck. The northern abutment of the bridge, leading to Gilesgate, is onto land with former industrial use – a soft drinks factory had for many years used the site as a tip for unwanted bottles, some of which are now highly-prized and valuable.

The consequent illicit bottle-mining into the bank at high level, apart from constituting a danger to children, has led to a number of trees becoming destabilised, particularly those in close proximity to the bridge.



Attempts by Police, Council and volunteers to prevent

the mining have largely failed, due to a significant section of the land having no registered ownership.

For safety of the bridge and general public it became imperative that the unregistered land be clearly delineated and that subsequently it should become vested in Durham County Council and managed by the Friends of Pelaw Wood, under the Council's supervision.

Ian Zass-Ogilvie, a Research Fellow of Policy & Practice, is carrying this project forward on behalf of the local community.

Real goals for real people?



In recent years, debates on social mobility have been dominated by discussion about access to elite higher education institutions. The danger of this is that other routes to adult life can be dismissed, wrongly, as lesser achievements.

In this recently published article in *Discover Society*, Professor Tony Chapman, Director of Policy&Practice, and Honorary Professor of Social Policy in the Department of Sociology summarises the pitfalls of focusing too much on individuals' responsibility to commit to long-range social mobility at the expense of more appealing and realistic ambitions.

In the European philosophical tradition, equality is associated with social justice, liberty and citizenship, while in the United States the focus has been on meritocracy and self-determination to 'get ahead of the pack'.

Policy makers and practitioners in the UK, it is argued, are now moving in this direction – one consequence of which is that 'winners' see themselves as worthier than 'losers'.

Thus Theresa May's announcement on the steps of Downing Street that 'we will do everything we can to help anybody, whatever your background, to go as far as your talents will take you' (BBC News, 13th July 2016) has pejorative undertones. What happens to those who are judged to have less 'talent', 'ambition' or 'character'?

The article, together with contributions from several leading commentators can be accessed

here: <https://discoversociety.org/2018/10/02/real-goals-for-real-people/>

Citizens House Consett

Professor Fred Robinson and Ian Zass-Ogilvie were heavily involved in Durham County Council's asset transfer programme. They helped to broker the successful transfer of community buildings to local organisations and assisted them to develop business plans and funding bids.

The programme is now complete, but Fred and Ian have continued to support one of the organisations, Citizens House in Consett. Along with the County Council, they helped Citizens House secure funding from the Big Lottery to build a new centre. It hasn't been a straightforward or easy project but, at last, construction got underway in July 2018 and is due for completion in early 2019.

Fred commented: *'It's been a long process, but it will all be worth it when the new Citizens House is up and running. It will be a wonderful new facility for Consett. We'll carry on offering help and support to the Trustees.'*



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