

INQUIRY REPORT

Evidence from London Greenhouse

London Greenhouse

1. Introduction to Greenhouse

The Greenhouse charity was founded in 2002 when Michael de Giorgio, who was a successful businessman and whose son had been mugged, decided that he wanted to give something back to society. He went to the police, saw a need, and set up Greenhouse as a multi-sports pilot project to give young people on a local housing estate something positive to do in the school holidays.

Using the sports facilities at St Paul's School, an independent school in West London, the pilot programme helped troubled teenagers with support from the Metropolitan Police. The programme started with table tennis but then followed demand for other sports. It was so successful and so much in demand that it continued over the following years and merged with Table Tennis for Kids ["TTK"].

Michael de Giorgio, who is still the Chief Executive of Greenhouse today, quickly realised that rather than transporting young people from London's disadvantaged areas to private schools in more affluent areas he needed to bring sport to the young people. Therefore, in 2004, Greenhouse moved into schools, launching full-time table tennis programmes in disadvantaged London communities before merging with Bethwin Community Football Club in 2005.

Since then Greenhouse has continued to grow, thanks to the generosity of its supporters, with the belief that it needs to provide more opportunities and role models to many more young people. Today, Greenhouse runs 41 programmes across 9 of the 11 most disadvantaged boroughs in London, working with around 7,000 young people each week.

These programmes include:

- 27 full time secondary school based programmes;
- 9 Special Educational Needs school based programmes;
- 3 school based clubs; and
- 2 community clubs.

Greenhouse uses sport as a tool to engage and develop young people in disadvantaged London communities. Greenhouse puts inspirational coaches into schools and community clubs to work with 8 to 18 year-olds across different sports: football; basketball; table tennis; volleyball; judo; swimming; tennis; athletics; and multi-sports for young people with special educational needs.

Greenhouse empowers young people in London's most disadvantaged communities to realise their potential through high quality, intensive sports programmes delivered by inspirational coaches. All of the Greenhouse coaches are specialists in their fields and include current and past Commonwealth competitors and numerous coaches who have represented their country and coached at national level. However, more importantly, the coaches are selected and supported to be highly effective role-models and mentors, able to engage and develop the young people who most need their support. They are then embedded into a full time programme based in a school or community, where they work week after week, year after year, with the same young people.

This approach of developing coaches to be both technically excellent and able to mentor young people has gained support from the Duke and Duchess of Cambridge and Prince Harry through their Royal Foundation. Greenhouse has developed the Coach Core programme, a sports coaching apprenticeship that trains young people to use sport as a tool for development. The first 20 trainees, who are former Greenhouse participants, are expected to graduate from the pilot apprenticeship by June 2014. Three of these apprentices are training as basketball coaches.

The coaches run full-time programmes, working with the young people before, during and after school and in the holidays. This means that they can intensely engage the young people over long periods of time and for a number of years as they move through the school.

The programmes are open to everyone but the coaches also target young people most in need of support, such as those struggling with their education or behaviour. They set high expectations of self discipline, attitude and time keeping.

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By working full time in schools and in the community Greenhouse coaches develop strong relationships with the young people. They help them to improve their health and fitness whilst mentoring them to improve their engagement with their education and community.

Through the Greenhouse programmes the coaches try to deliver three major outcomes:

- Improved effort in their education, leading to better educational achievement;
- Improved engagement with their community (avoiding negative influences such as crime, drugs, anti social behaviour); and
- Improved health and wellbeing (a reduction in obesity, better health and happiness).

The Greenhouse team is spread out across the city with its coaches spending their time based in the schools they're placed in. The Greenhouse head office is in Shepherd's Bush with Greenhouse London Football Club (formerly Bethwin Community Football Club) being run from an office in Peckham.

Getting all employees (88 full-time, 68 part-time and 118 volunteers) into the same room takes some doing and the organisation is still growing, with more programmes being added across the city. Some of the employees play sports, some not so much, but they all wear the kit with pride.

2. The Greenhouse Mission

Greenhouse has a mission to develop social, thinking, emotional and physical skills for young people in London's most disadvantaged communities through high quality, intensive sports programmes delivered by inspirational coaches. In order to do this, the charity delivers the following support for young people:

Targeting the right population - Greenhouse programmes are based in communities where at least 70% of young people, aged 11 to 18, are living in poverty (as defined by the Income Deprivation Affecting Children Index), and in secondary schools where at least 30% of pupils are eligible for free school meals. Within secondary schools, the programme is available to all pupils whilst the coaches also work with the schools to target the young people most in need of support.

Providing a high quality, high intensity programme - Greenhouse programmes are full time, available 40 hours per week, 45+ weeks of the year. Training is available before (starting from 7am), during and after school, at weekends and during school holidays. Through this, Greenhouse aims for its participants to intensively engage in the programme for several hours per week, week after week, year after year, giving the coach the opportunity to make a significant difference in that young person's life. The programme is planned a half term in advance and must meet delivery expectations set by Greenhouse and its school partners at all times.

Run by an inspirational coach - The coach is not only technically excellent (minimum of Level 2 qualified in their sport) but also a strong mentor, able to become a leader and in the school and community, intensively engaging and developing young people through the medium of sport.

Set high expectations - In return for providing a high quality experience, the Greenhouse coaches set high expectations of the participants that must be met in the sports hall, the classroom and the community.

Focus on using sport to develop personal capabilities - Greenhouse uses sport as a tool for the holistic development of the young person. Through providing access to training, competition and trips, the coach aims to develop 12 core capabilities across the Social, Thinking, Emotional & Physical capability groups that will be required for that young person to both succeed in sport and their life beyond.

Using evidence to understand impact and improve - Greenhouse measures its participants' engagement on the Greenhouse programme as well as their well-being, their attitude towards themselves, their school, their peers and their community. The charity also tracks their progression in school (attendance, behaviour and attainment).

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Working intensively with the young people, a Greenhouse coach aims to develop the following capabilities through sports coaching and mentoring, enabling the young people to succeed in the sports hall, the classroom and beyond:

Social	Thinking	Emotional	Physical
Leadership	Problem Solving & Creativity	Self-Confidence	Physical Literacy
Teamwork	Planning	Resilience	Physical Fitness
Communication	Self-reflection	Self-discipline	Sporting Skill

3. Why Basketball?

The charity's biggest sport is basketball, and the organisation is proud to outline below some of the impact that has been achieved through basketball, including improvements in attendance and behaviour in school, leading to greater academic progression. Basketball is also Greenhouse's fastest growing sport, with demand from young people and schools far exceeding what Greenhouse can now deliver.

13 of the 27 Greenhouse secondary school programmes operating across London are for basketball and there is one school based basketball club - The Greenhouse London Pioneers Basketball Club. The Greenhouse London Pioneers club was originally founded as the London Pioneers Basketball Club, and was an excellently run Sport England 'Clubmark' club to whom Greenhouse sent the young people on its school programmes to broaden their basketball experience. Following a period of fantastic partnership that helped both organisations to significantly develop their basketball programmes, the club merged into Greenhouse in 2013.

Greenhouse secondary school basketball programmes are based in the following schools:

School Full Name	Borough	School Full Name	Borough
Bacon's College	Southwark	Raine's Foundation School	Tower Hamlets
Brampton Manor Academy	Newham	Bridge Academy	Hackney
Harris Academy South Norwood	Croydon	Kingsford School	Newham
Pimlico Academy	Westminster	Quintin Kynaston School	Westminster
Platanos College (Boys Programme)	Lambeth	St Gabriel's Community College	Lambeth
Platanos College (Girls Programme)	Lambeth	Clapton Girls Academy	Hackney
The Norwood School	Lambeth		

On the secondary school programmes, basketball training starts from 7am with breakfast sessions. The sessions are open to all young people in the targeted schools as are sessions run at lunchtime, after school, at weekends and during school holidays. During the school day, the Greenhouse coach runs peripatetic sessions for young people who have been identified by the school as most needing support. These sessions typically range from between 1-5 young people, giving the coach an intensive opportunity to work with the participants.

The coach also organises basketball matches, competitions, and trips, including an annual trip to an international basketball camp in Bosnia. These opportunities are used to reward the most committed participants who are constantly meeting the expectations set by the coach and the school.

Beyond the school programmes, Greenhouse also offers access to basketball training and competition with the London Greenhouse Pioneers. This provides Greenhouse school programme participants and the local community with access to training and competition in the Central Venue Leagues and the National leagues.

The London Pioneers Greenhouse Basketball Club runs from the following sites:

Location	Borough	Location	Borough
Quintin Kynaston School	Westminster	Lampton School	Hounslow
Haverstock School	Camden	Clapham Leisure Centre	Lambeth
St Augustines	Westminster	Academy Sport	Westminster
City of Westminster College	Westminster	Little Venice Sports Centre	Westminster
Pimlico Academy	Westminster	Platanos College	Lambeth
Harrow High	Harrow	Clapton Girls Academy	Hackney

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Greenhouse is committed to expanding its work in basketball as the sport naturally attracts the young people with whom the charity can have the greatest impact, and keeps them engaged all the way through to adulthood, giving the coaches the greatest possible opportunity to make a significant difference in their lives. Basketball is also Greenhouse's most successful sport for engaging girls.

Although not the main focus of the programme, some young people are already going on to succeed in basketball, with several representing their country at youth level and three participants currently abroad on international basketball scholarships.

Jorone Taylor-Lewis, Volunteer Club Director at London Greenhouse Pioneers, believes that basketball disproportionately attracts inner city youth, especially those at greatest risk of falling between the cracks of society.

Why is this? There are obvious links to hip-hop culture, music and fashion, and basketball is cool. Cool gets people through the door but what makes them stay?

Basketball is unique in that all five players are called upon to play both phases of the game, offensively and defensively. All five players on the court are required to be proficient at the fundamental elements of the game, making it able to blend both team play and individual expression. Basketball requires a quick mind and problem solving skills. To the untrained eye a basketball game can look like organised chaos, but under the surface it is a synchronised dance between five people, moving together...in a moment exploiting their advantage offensively and seconds later defending their weaknesses. These characteristics help keep participants coming back. That stickiness allows us to have multiple bites at the proverbial apple to gain their trust and provide positive influence. However, the game alone doesn't keep the young people coming back consistently.

4. Why Greenhouse?

Why did Jorone Taylor-Lewis get involved as a volunteer in Greenhouse? He played college basketball in the USA and on his return to London in 2006 he was keen to share his knowledge, experiences and insight. He wanted to give something back to the game that had facilitated so many of the positive experiences in his life. He struggled to find a club that shared his beliefs in how the game should be taught and delivered. There was no club in London that provided an end-to-end, development-focused programme. Other clubs geared up for just winning. He felt that winning games and championships should be by-products of a successful programme rather than the definition of a successful programme.

More crucially, he found an acute lack of great coaches in London, and he could find no clubs that held coaches to account for their own personal professional development, much like they held their players to account.

In 2008, he met two coaches from Greenhouse schools programmes who shared his philosophies. They had also recently started a club with support from Greenhouse.

After a spell playing in the senior team he decided to get more involved having seen what Greenhouse was about from the inside. Greenhouse is about great coaches, it prides itself on ensuring that coaches are both technically proficient and engaging. It was this culture of accountability, discipline and coaching excellence that attracted him and convinced Jorone to donate his spare time and expertise.

5. The Role of London Greenhouse and the Pioneers Basketball Club

Jorone Taylor-Lewis believes, "*Great game + Great coaches = Positive Outcomes*".

He is passionate about the London Greenhouse Pioneers Basketball Club and how it fits into the wider picture. It connects participants from the Greenhouse schools programmes across London, and the players strike up friendships that they otherwise wouldn't have, cutting across postcode geography and socio-demographics.

The club provides a competitive arena for young boys and girls to stretch themselves, pitting themselves head-to-head against their peers both in London and across the UK.

Being a part of London Greenhouse Pioneers requires effort and commitment in all facets of the game, whether in practice, on court playing in games, or supporting team mates from the bench; and to be good at the game of basketball takes thousands of hours of work.

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The most dedicated of the club players often find little time to be idle outside of their school work, and the more talented players get opportunities to play at regional and junior international level, travelling across Europe and playing against future professional and senior international players.

To be a good Greenhouse coach also takes time and a commitment to improvement. All of Greenhouse's head coaches are full-time basketball coaches, the overwhelming majority based in Greenhouse schools. This is very unique at junior club level in the UK. They are assessed periodically, have access to training and development, and are provided mentors for themselves as would be found in any other professional environment.

Greenhouse's work has created elite level players, but not by design. Greenhouse has helped them find opportunities at programmes in Slovenia (Union Olimpija - Eurocup), Italy (Angelico Biella - D2 ITA) and the USA (Kimble Union Academy - HS & Lehigh University - NCAA D1).

Greenhouse does not simply celebrate these young people. It celebrates when its former players achieve their potential academically and go on to study at university, and it celebrates when they get internships that lead to jobs and fulfilling careers. Greenhouse says, "*In our eyes they are all successful, for our goals are higher than ten feet.*"

6. Costs and Funding

Greenhouse is expecting to spend £612,000 in the next year on direct costs related to delivery of basketball, and this could rise by a further £200,000 in 2014/15 depending on the outcome of several bid processes in which the charity is currently engaged.

The basketball programme as a whole is currently funded by 3 main sources:

- A corporate supporter who provides 49% of annual expenditure, making them the lead sponsor for our basketball programme;
- A gift fund run by a major corporate organisation for its senior staff, that provides 16% of support for basketball, focussing on East London programmes; and
- Direct contributions from the secondary schools who are each expected to make a significant contribution, totalling 32% of expenditure.

Greenhouse also currently receives £15,000 per annum of public sport funding.

As a charity, Greenhouse relies on philanthropic funding and school contributions and has built its work in basketball with no significant support from public funding sources, meaning that it has been almost completely unaffected by the recent cuts. However, Greenhouse believes in the power of basketball to engage and develop young people, and it is keen that a solution is found whereby recent events do not adversely affect the funding that some young people rely upon to engage in basketball.

Basketball is so important to Greenhouse and the role it is playing in engaging and developing young people in disadvantaged communities across London.

7. Metrics

In the academic year 2012-13, Greenhouse's basketball coaches delivered 43,422 hours over 28,034 sessions across the 13 school basketball programmes and the Greenhouse London Pioneers. Across these programmes 1,334 young people averaged 2.1 hours of engagement each week over 44 weeks of delivery.

During the 2011/12 academic year, Greenhouse worked with 5,099 young people across 38 full time school programmes and five community programmes.

On average, each child receives 4.5 hours of coaching each week for an average of 33 weeks per year.

8. Impact

Annual external evaluations show that within a year of being on a programme young people attend more school, behave better and outperform their school peers. They are also happier, more confident, fitter and healthier and have more friends than when they started.

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This is despite a third of them usually having been referred to Greenhouse because of their behaviour and attendance problems.

Education

- School attendance - Greenhouse participants are now spending an extra 2.24 days in school per year.
- Behaviour - Greenhouse participants are better behaved and receive less poor behaviour reports. They understand the importance of behaving well.
- Grades - Greenhouse participants outscore their peers in National Curriculum Points progress in English and Mathematics.

Health and wellbeing

- Discipline - Greenhouse participants understand the importance of arriving on time.
- Confidence - Participants feel more confident and happy most of the time. They have a better ability to cope with problems.
- Fitness - Greenhouse participants understand the importance of being fit and leading a healthy lifestyle.
- Motivation - Participants feel motivated to do better in the sports hall, the classroom and beyond.

Engagement with the community

- Making friends - Participants are able to make more friends and have many friends the same age.
- In their community - Greenhouse participants are thoughtful, understand the importance of respecting adults and feel part of their community.

Relationship with their Greenhouse Coach

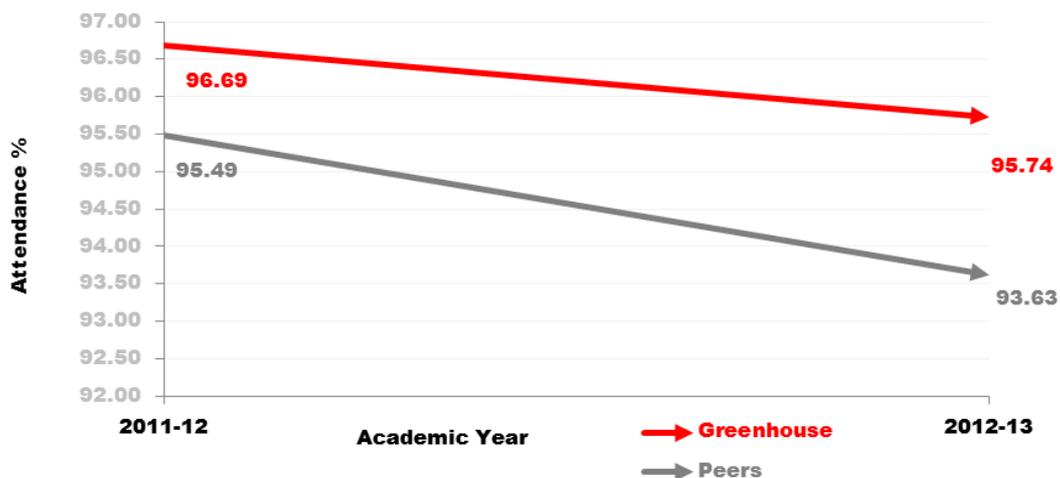
- 98% of participants 'agreed' or 'strongly agreed' that their coach is an excellent coach.
- 94% of participants 'agreed' or 'strongly agreed' that their coach is an excellent mentor.
- 90.8% of participants 'agreed' or 'strongly agreed' that their Greenhouse programme is excellent.

Greenhouse has just concluded the analysis of its impact data relating to the 2012/13 academic year. The results are as follows:

School Attendance Progress - Greenhouse versus All Peers

Greenhouse requested submission of data from its school partners in 2013. The request was for data regarding all pupils at the school, with details anonymised for those pupils who were not registered on the Greenhouse programme.

Figure 1 below shows the school attendance of Greenhouse participants compared to their school peers. On average, Greenhouse basketball participants had 4 days less absence from school in 2012/13 than their school peers.



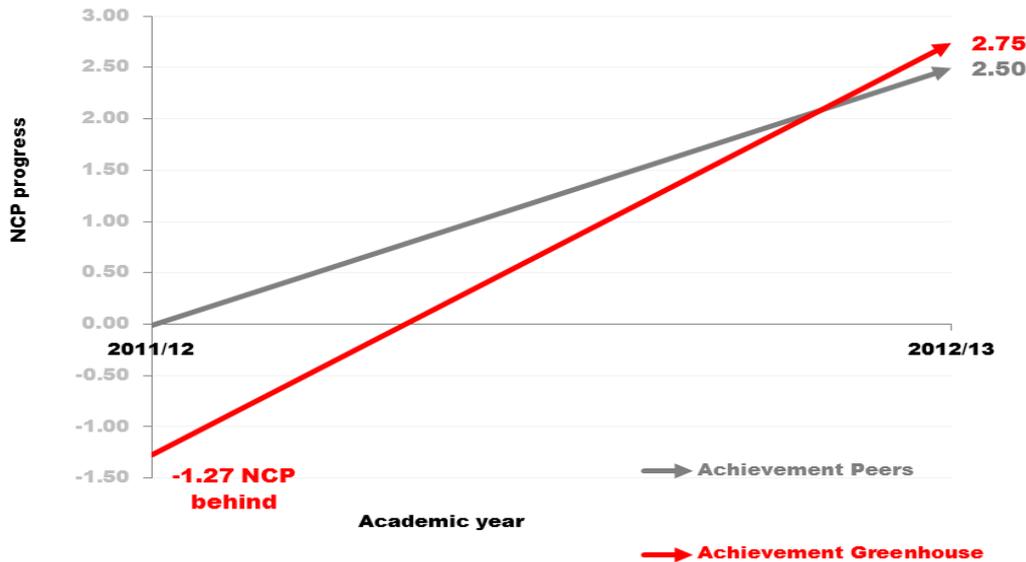
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School Behaviour

Schools each measure behaviour using different methodologies, making it impossible to produce an aggregate result across all basketball school programmes. However, Greenhouse analyses the data on a school by school basis to understand individual programme performance. In 2012/13, the improvement in behaviour was greater for Greenhouse participants than their school peers in every school.

Attainment in English and Maths

Greenhouse gathered data for English and Mathematics attainment for both its participants and school peers for the 2011-12 and the 2012-13 academic years. As displayed in Figure 2 below, Greenhouse participants ended the 2011/12 academic year behind their peers and are now ahead in English and Mathematics.



Well-being

In order to understand the well-being of its participants, Greenhouse conducts a survey of their attitude towards themselves, their school, their friends and their community. The 2012/13 questionnaires included 3 main tools that are used broadly across the social sector. These were:

- NPC's Child Well-being Questionnaire;
- The Cantril "Quality of Life Ladder", scored from 0-10; and
- The EuroQol EQ-5D Visual Analogue Scale, asking "How good is your health today?" with scoring from 0 to 100.

Self

Figure 3 below displays the responses received from the young people regarding themselves. Answers regarding physical health, self-discipline and resilience are strong, although building self confidence will be an area of focus for Greenhouse coaches moving forwards.

Physical Health	June 2013 % Agree
Training with Greenhouse has made me feel fitter	95%
It is important for me to be fit	98%
How good is your health today? (0-100)	78
Self-Discipline	June 2013 % Agree
It is important that I behave well	98%
It is important that I arrive on time	95%
It is important that I respect adults	95%
When I do something I do it well	81%
Teamwork	June 2013 % Agree
I often think about the feelings of others around me	83%
Self Confidence	June 2013 % Agree
I feel my life has a sense of purpose	89%
I find life really worth living	94%
My life has meaning	90%

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*Feeling worried, sad or unhappy? (% feeling very worried)	1%
A lot of things about me are good	90%
*I can't do anything right	8%
In general, I like being the way that I am	89%
I do a lot of important things	76%
Overall, I have a lot to be proud of	88%
I can do things as well as most other people	82%
*Overall I am no good	9%
Other people think I am a good person	75%
I am as good as most other people	77%
I feel positive about myself most of the time	90%
In general, where on the ladder do you stand? 0-10	7.3
Resilience	June 2013 % Agree
I usually manage one way or another	90%
I keep interested in things	89%
I feel motivated to do better	95%
I am good at coping with problems	83%

School

Figure 4 below displays the responses received from the young people regarding their school. It is clear that Greenhouse plays an important role in their school experience, although some of the results indicate that some still remain unengaged with their education.

School	June 2013 % Agree
Greenhouse has made me happier in school	91%
It is important that I work hard at school	98%
I like being in school	81%
*I wish I didn't have to go to school	19%
I feel safe at school	80%
I enjoy school activities	89%
School is interesting	77%

Friends

Figure 5 below displays the responses received from the young people regarding their friends. Generally, participants are reporting good relationships with their friends, although the 16% who claim that their friends are mean to them will require some further investigation.

Friends	June 2013 % Agree
My friends treat me well	91%
I have a lot of fun with my friends	95%
*My friends are mean to me	16%
My friends are great	90%
My friends will help me if I need it	89%
I am able to make new friends	93%

Community

Figure 6 below displays the responses received from the young people regarding their community, which is the biggest area of concern. There is clear dissatisfaction from participants with their local community.

Community	June 2013 % Agree
Greenhouse is important in making me feel happier in my community	88%
Adults in my area treat young people fairly	66%
*I wish I lived somewhere else	21%
I like where I live	75%
There are a lot of fun things to do where I live	57%
*I wish there were different people in my neighbourhood	32%

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9. Sustainability

The sustainability of Greenhouse’s programmes relies on the continued engagement of its schools and supporters. 100% of the schools are expected to continue the programme into the next financial year, and the programme is set to grow by at least 5 programmes in 2013-14.

Greenhouse’s philanthropic supporters have all committed to long term contracts that we seek to renew 18 months ahead of maturation. However, the future of the £15,000 in public sports funding is unclear.

10. Testimonials

The following section outlines some case studies of young people who have attended the Greenhouse programme.

Nathan

Below is a link to a speech by Nathan, a former a Greenhouse basketball participant, who talks about what Greenhouse means to him and how the charity has changed his life from a child on the verge of expulsion from school to straight A’s at A-Level and a scholarship to study and play basketball in the US:

<https://www.youtube.com/watch?v=06LTZFbamwo>

Dami

Below is a link to a case study of Dami, a basketball participant on one of Greenhouse’s East London basketball programmes: <http://www.greenhousecharity.org/dami/>

Jules

Below is a video link for former a former participant named Jules who now studies and plays basketball on a scholarship at Olimpija Ljubjana in Slovenia. His coaches believe he is 2 years from an NBA contract:

<http://www.youtube.com/watch?v=eRgFoXGjR4M#t=4>

11. Endorsements

The biggest endorsements of the programme are the intensity of the engagement by its participants and the schools’ commitment to investing in the programme year after year, along with the incredible long term support from its funders.

Greenhouse also asks its participants each year about what they think about the programme. The following results are from June 2013:

My coach is an excellent coach	My coach is an excellent mentor	The Greenhouse programme is excellent
97%	94%	94%

The following sets out some quotes regarding the Greenhouse programme:

“Greenhouse introduced a culture of excellence in our school. For many pupils, that was the first time they had encountered excellence. We have since worked to adopt that excellence across the school, and Greenhouse has played a fundamental role in changing the culture of the school”. A Head teacher

“I can’t believe we dithered about taking on the Greenhouse programme. It has completely transformed the feel of the school.” A Deputy Head Teacher

“Luckily for me, I was given the opportunity at a very young age to lead a different life, a better life, a life of which I’m proud. This opportunity came with the introduction to my lifelong Greenhouse coach and mentor Predrag; undeniably the best coach in the business.” Nathan, an 18 year old former participant

You can find more endorsements in Greenhouse’s 10 year review at the following link:

<http://www.greenhousecharity.org/wp-content/uploads/2013/07/The-Journey.pdf>

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12. Conclusion

In conclusion, the work done at Greenhouse shows that basketball can attract the seemingly most difficult to reach and deliver the positive outcomes that society values.

Greenhouse prides itself on having great coaches, who are passionate about the game, committed to the young people they serve and accountable for their actions and quality. Passionate coaches make for engaging teachers of the game, providing a gateway into the lives of the young people to inspire them.

It is no coincidence that basketball is the biggest, fastest growing and most impactful programme. Elite players have been created as by-product, not by design, through talented players being given lots of high level coaching from full-time basketball coaches.