

# Model City London

## Phase 3 Progress Report

An interim report on MCL impacts & achievements, at  
November 2020

The MCL Evidence & Learning Team

NDTi



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## Summary

This report gives an update on the progress of Model City London (MCL) between April and October 2020 in terms of delivery and the continuing impact of the COVID-19 pandemic. It describes the evolving picture of engagement, reach and experience over this period; and shares the learning from a series of reflection and capacity building sessions with Coalitions and others which were held over the Summer and Autumn of 2020.

Five broad themes can be seen from these ongoing experiences of community building, project delivery and participation in sport and physical activity:

1. The **impact of the pandemic** on grantees and Coalitions continues to cause individual and community hardship and challenges for delivering opportunities for connection through sport and other activities. However, the strong foundations established during the first 12-18 months of MCL have helped to create strong bonds and trust between local organisations and communities, and have also helped to alleviate some of these hardships and enabled a different kind of delivery over the last 6 months.
2. **Coalitions and many grantees are adapting their delivery approach and engagement continues to increase.** The cumulative figures and patterns of engagement in different opportunities created through the MCL programme are encouraging and demonstrate a vibrancy which the pandemic may be denting but has not diminished. There are concerns about the impact of a second national lockdown which is not reflected in these figures, and which will only become evident once the final reports are available in 2021.
3. At the same time, grantees are growing more confident in **capturing the difference they are making to beneficiaries' lives** through MCL. At this point in their journey they are able to share positive stories of the difference a wide variety of activities and opportunities for engaging is making for different people in the three Coalition areas. They have revisited their own indicators and data sources to ensure that a realistic picture of change can be shared in their annual reports in December.
4. Evidence is also continuing to increase about the **positive changes that individual grantees and Coalition members are experiencing, as well as about stronger partnership working** in the three areas.
5. While the achievements of grantees are consolidating, progress is fragile, given the backdrop against which MCL is being delivered; and Coalitions and grantees are anxious about the **future sustainability** of the work they are undertaking together.



## 1. Introduction: a pivotal point in the Model City London journey

*Model City London aims to empower local communities to tackle self-identified local issues. By working in this way, the partners hope to build trust and an authentic connection to the selected programmes. It also means applying a truly local, relevant and tailored approach to help tackle complex social problems*

(source: MCL website, <https://www.laureus.com/modelcity>)

Model City London (MCL) is at a pivotal point in its journey of place based change through sport and physical activity, interrupted by COVID-19 and poised to resume and reshape delivery in light of the changing contexts affecting communities and organisations. This short report provides an updated picture of Model City London experiences and insights from the last six months, ahead of the final distillation of different sources of evidence that is scheduled for next Spring.

### 1.1 A reminder of MCL and what we are exploring through this evaluation

The Model City approach to community building and development differs from traditional funding and capacity building approaches which often impose pre-determined decisions and investments. Commonly referred to as 'The Drop' approach, these more conventional methods for funders, where decisions are taken prior to engagement or guidance from the local community, are in contrast to 'The Scaffold' approach which is how Model City works - where the community identify the social issues that need addressing, and Laureus (through community based coordinators and an enabling central team) provides the structure through funding and capacity support.

The emphasis in the Scaffold approach is on community and Coalition building that moves at the pace of local communities and partners working together to agree how to address locally determined priorities. This collaborative approach can be seen throughout all decisions including what is delivered and funded to achieve local outcomes, and in the way that impacts and achievements are surfaced, captured and evaluated.

A large part of the Model City approach involves evaluating progress and exploring evidence and experience to learn about what has worked and more importantly what hasn't worked. The evaluation and learning support to MCL has been three-fold:

1. Development of evaluation and collective impact frameworks for each Coalition and for MCL as a whole
2. Ongoing support to continually use, refine and learn from applying these frameworks especially at a local, Coalition level
3. Synthesis of emerging and evolving evidence from Coalitions, grantees and wider MCL teams and partners to address specific questions relevant to each phase of the work.

In short, this is a formative and summative approach that both helps to build and understand the story of MCL whilst working alongside those delivering the Programme at all levels. Evaluation activities have been designed to be undertaken alongside and embedded within local community and Coalition developments, in four phases of work, outlined in **Figure 1**:

Figure 1: MCL Evaluation Phases



So far, two evaluation reports have been produced (each immediately followed the end of the preceding phase of delivery/activity), together with a range of supporting materials and resources for each Coalition and the Programme team. The **Phase 1** and **Phase 2** evaluation reports reflect the journey and the story of MCL so far, highlighting important lessons about the approach and style of community building and development through Sport for Good opportunities. **Phases 3** and **4** of the evaluation focus on the impacts and achievements through working in these ways, which will be captured as part of our reporting and shared learning activities in **Spring 2021**.

## 1.2 What have we learned so far, about what works? The picture in March 2020

This section summarises the key messages and lessons from the **Phase 2 Evaluation Report**, which focused on the MCL approach including what's working (so far), for whom and what's helping to bring about those changes. It emphasised the positive story of delivery through MCL in incredibly difficult circumstances, reflecting the strong foundations established during the first year of collaborative community building. These foundations, we argued, created the conditions for Coalition partners and grantees to effectively respond to COVID-19 whilst sustaining the MCL ethos and values of coproducing and building trust with local communities and organisations working together as part of this place-based social change programme. At the time of writing that report (May-June 2020), the following picture of delivery was evident:

- **26 projects had been funded from a total of £437,696 grants** – awarded through a collaborative approach using the vision and outcome frameworks coproduced with Coalitions
- **1,464 people had benefited** from participating in 20 out of the total 26 projects
- **Engagement levels across the Programme were increasing**, including:
  - A 19% increase in individuals engaged, from 388 in phase 1, to 465 by the end of phase 2
  - A 11% increase in organisations engaged 273 in phase 1, to 302 in phase 2
  - A 10% increase in the number of non-traditional sports based organisations engaged, from 123 in phase 1 to 136 in phase 2; and a similar increase for traditional sports based organisations (from 150 to 166).

We shared **five key messages** about what was enabling these achievements, i.e. the key ingredients of the Scaffold approach that epitomises MCL:

1. MCL values, approach & working style make a key contribution
2. The right people, in the right role can make a huge difference
3. Collaboration is powerful and for many a new experience
4. The COVID-19 pandemic presents opportunities, not just difficulties
5. An embedded approach to evidence and opportunities for continuous learning

We **recommended that the following actions be prioritised** to ensure the ongoing success and sustainability of the Programme's approach:

- Make these values and underpinning principles an explicit part of the Model, to guide ongoing and future Model City developments.
- Hold onto the people and roles that have proven to be fundamental to the Programme's success; continue to support and develop them, and consider succession planning now beyond the pilot programme period.
- Build on the early benefits experienced by grantees as well as participants – to ensure these can be extended to and enjoyed by others in and beyond the Coalitions.
- Learn from the positive responses to delivering MCL in extremely challenging times, whilst addressing the identified challenges in order to remain agile and resilient.
- Maintain and build on the approach and place based focus, including making time and space for ongoing reflection and learning about what works and how across the Programme as a whole.

The report **highlighted the following experiences and stories** that reflected the journey of each Coalition at this point in time. These were drawn from contributions from participants, grantees, wider Coalition members and the supporting team at Laureus.

#### For Sports 4 Change Barking:

- Projects were up and running before lockdown with early signs of change for individuals:  
*“Being able to support the juniors with their rugby sessions has helped me build up confidence and allowed me to come out my comfort zone in speaking to a group of peers. I’m a positive influence and their enthusiasm has reignited my love for rugby”* (16 year old coach)
- Grantees were thinking strategically about bid creation, collaboration and evaluation.
- Coalition members were exploring and learning together about how best to use the resources available to them.

### For Generations Active BFH:

- Excellent collaborative relationships were being experienced as a result of forming the Generations Active BFH Coalition, including small and larger organisations as well as local politicians. One example of the benefits experienced by Coalition members included a closer working relationship with the Hounslow Community Sport and Activity Network.
- Those grantees that were established before the first lockdown were able to adapt delivery. For example, Sport Impact commented that through working with schools, they were:  
*“...confident that the Model City project has created a strong community partnership that will continue to grow and support each other”.*
- Some grantees were working together to secure new funding for local initiatives.

### For Active Change Haringey:

- Participants engaged in local opportunities made available through MCL projects were feeling more confident, with improved self-esteem and wellbeing.
- Organisations and communities were growing their networks and creating new partnerships.
- Coalition / Steering Group members were making joint decisions, and demonstrating a shared, community purpose.
- Some projects were already delivering above their mid-term targets for engagement. The Markfield Project had achieved more than their engagement target of 66 people, and as they moved online during lockdown were confident this would continue. They also noticed that:  
*“One significant change is that women started to engage immediately in the online yoga classes we started on 22 April; this is promising as it is the first class we started. We will organise more classes and different activities that will create long lasting changes in women’s lives.”*

## 1.3 What now and what next?

The MCL Programme is nearing the end of its funded pilot period<sup>1</sup> and the evaluation programme is half-way through the delivery of our **Phase 3** activity. This **Phase 3** progress report therefore does three things:

1. Gives an update on where things are at in terms of delivery and the changing context within which MCL is operating
2. Focuses on the evolving picture of engagement, reach and experience over the latest 6 months from April to October 2020

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<sup>1</sup> The funding period for grantees is due to end in December 2020; however, two grantees (PHASCA and St Francis the Engine Room) have been granted extensions until March 2021, given the impact of lockdown #1 over the Spring and Summer months.

3. Shares the learning from a number of reflection and capacity building sessions held over the Summer and Autumn 2020, including workshops with Coalitions to explore what's emerging and how best to capture evidence of their own journeys as they approach the end of their funded delivery.

The data sources include:

- Updated engagement figures for this period;
- The updated log of impacts and adaptations through the COVID-19 log;
- Early information on awards and applications made to the MCL COVID-19 Response Fund;
- Feedback from Coalitions and grantees about their own journeys and experiences;
- Reflections from participants joining a series of reflection and capacity building sessions held over the summer and Autumn;
- Ongoing collection and sharing of change stories and examples;
- Interviews with members of the MCL Laureus team;
- Coalition's analysis of their change stories to date.



## 2. Key messages from the last six months (April-October 2020)

### 2.1 A changing context

It is fair to say that lockdown #1 spanning 23 March to 4 July 2020, has significantly marked this reporting period for MCL, bringing challenges, ongoing adjustments and uncertainty for everyone involved. Even when the first lockdown eased in July, ongoing restrictions including the number of people who could gather together and where, affected the delivery of MCL project activities. The start of the school summer holiday period from the end of July also impacted on those projects designed to deliver in schools during term time only.

In spite of these obstacles, Coalitions have continued to meet, engage and support project delivery and ongoing community developments. Engagement levels have continued to rise. Grantees have taken stock, and adapted their delivery, despite, in some cases experiencing significant hardship and difficulties. Coordinators have continued to support members and grantees throughout. Coalition partners have continued to collaborate, identify opportunities to join up, explore funding routes, open doors and support each other.

There are examples of positive stories and good outcomes for people engaging in the opportunities afforded through Model City; and there are lessons and highlights from partners about the difference that new partnerships formed through MCL have made for them, particularly compared to more traditional ways of working and resourcing new and ongoing developments.

Concerns and anxieties across the MCL community relate primarily to the future sustainability of the work they have started, a point that we return to in [Section 3](#).

**This section summarises the MCL learning headlines from April to October 2020.** It explores:

- The impact of the pandemic on MCL activities ([Section 2.2](#))
- What has happened for Coalitions and grantees in terms of:
  - Engagement and reach ([Section 2.3](#))
  - Their approach to delivery ([Section 2.4](#))
- The changes that MCL is achieving for beneficiaries ([Section 2.5](#))
- The changes for individual grantees, Coalition members and partnerships ([Section 2.6](#))

## 2.2 Delivery in an ever changing world: what is the continuing impact of COVID-19 on MCL?

This section summarises the range of issues and challenges faced by people in touch with MCL projects and partners; followed by how MCL grantees have responded and adapted their delivery during this period. More detailed analysis of all data sources available over the course of the MCL journey, will be undertaken for the final report in 2021.

**Common issues** faced by individuals and communities have included:

- Financial hardship which has impacted on people's ability to engage with some activities/opportunities during this period;
- Other underlying inequalities have been exacerbated e.g. lack of English language, and/or digital skills, and/or technology are all barriers to participating in online sport and physical activity or keeping connected via digital means. Some people (across ages /target groups) are not able to access information and activities online, and others have said they find it difficult to participate in online activities for other reasons;
- A combination of illness and the lack of support as a result of lockdown restrictions has affected who engages and how they engage, including people who live in residential care and/or those who were shielding who have not been able to participate at all;
- There are ongoing, and in some cases, increasing concerns about people's mental health and wellbeing as a result of increased anxiety, tensions, domestic abuse, loneliness and enforced isolation, which impact on people's energy, availability and motivation to engage and stay active;
- Some people continue to be impacted by travel restrictions as well as their own anxiety of using public transport, which reduces their ability to engage in face to face activities once these resumed after the initial lockdown period;
- Projects have also been affected by a period of reduced restrictions being followed by a second national lockdown, as some had resumed face to face working or were on the point of doing so, only for that option to be removed once again.

## 2.3 The range of Coalition building and engagement activities across the MCL Programme

**Coalition building and stakeholder engagement activities have continued** throughout this period, with numbers of individuals and organisations involved **showing a continuing upward trend. This is a significant achievement** considering the impacts of the national lockdown and ongoing restrictions to manage the COVID-19 pandemic. Key highlights include:

- A **54% increase in individuals engaged**: From 388 in **Phase 1**, to 465 by the end of **Phase 2**, to 717 at this point in **Phase 3** (a growth of 252 individuals during this 6 month period).
- A **32% increase in organisations engaged**: From 273 in **Phase 1**, to 302 in **Phase 2**, to 400 organisations at this point in **Phase 3** (98 organisations engaged between April and October 2020)
- A **31% increase in the number of non-traditional sports based organisations**: From 123 in **Phase 1** to 136 in **Phase 2** and now 179 at this point in **Phase 3**; and a **33% increase for traditional sports based organisations** (150 to 166 to 221).

It is important to remember that this 6 month period includes five of the six months of the national lockdown period which ran from 23<sup>rd</sup> March to the end of August 2020. It is therefore encouraging that in spite of the restrictions and challenges that the lockdown has brought, these ongoing trends of increasing engagement can be seen.

**Section 2.4** provides more detail about how the Coalitions, and importantly how the Community Coordinators, have maintained momentum and continued to collaborate during this period. One common experience is the continued time and energy invested in organising and participating in virtual Coalition Steering Group meetings and other workshops provided through the MCL Programme (including the debriefing workshops associated with the **Phase 2** evaluation report findings). Project grantees have also been supported by their Coalition colleagues and the Coordinators have sustained close contact with each of them over this period.

Examples in the following section illustrate how grantees have adapted their delivery to either maintain connections or in some cases reach new people and partners.

**Figure 2** below provides the details of the numbers of people, organisations and networks who have been reached, engaged and involved in the ongoing development and delivery of Model City London – **from inception of the Programme in September 2018 through to the end of October 2020 (a two year period)**. The figures shown are therefore cumulative, with those in brackets showing the figures that relate to the most recent 6 month reporting period, from April to October 2020.

**Figure 2: Coalition building and engagement figures across Model City London**

|  | Barking Sports 4 Change | Generations Active BFH | Active Change Haringey | All (all Coalitions in 1 room) | Total     |
|--|-------------------------|------------------------|------------------------|--------------------------------|-----------|
| Initial Community Engagement Workshops                     | 2                       | 2                      | 2                      | N/A                            | 6         |
| Youth Engagement Workshops                                 | 1                       | 1                      | 1                      | N/A                            | 3         |
| Funder Workshops   | 1                       | 0                      | 0                      | 1                              | 1         |
| Coalition Steering Group Workshops                         | 15 (5)                  | 16 (6)                 | 15 (5)                 | N/A                            | 46 (16)   |
| Wider Coalition Meetings                                   | 3 (1)                   | 3 (1)                  | 3 (1)                  | N/A                            | 9 (3)     |
| Event engagements  | 10 (2)                  | 8 (1)                  | 9 (1)                  | 1 (0)                          | 28 (4)    |
| Surveys/Feedback/Opportunities                             | 11 (3)                  | 9 (2)                  | 10 (2)                 | 4 (0)                          | 32 (7)    |
| EOIs (for grant funded projects)                           | 21                      | 18                     | 38                     | N/A                            | 77        |
| <i>Number of EOIs expected</i>                             | 20                      | 25                     | 40                     | N/A                            | 85        |
| <i>Number of project grants allocated</i>                  | 8                       | 8                      | 10                     | N/A                            | 26        |
| EOI's for the Laureus COVID-19 Response Fund               | 3                       | 5                      | 6                      | N/A                            | 14        |
| Number EOI's expected (the Laureus COVID-19 Response Fund) | 5                       | 6                      | 5                      | N/A                            | 16        |
| Laureus COVID-19 Response Fund grants awarded (so far)     | 1                       | 2                      | 2                      | N/A                            | 5         |
| Number of individuals engaged (in above activities)        | 188 (78)                | 218 (81)               | 283 (93)               | 28 (0)                         | 717 (252) |
| Number of organisations engaged (in above activities)      | 113 (45)                | 126 (25)               | 133 (28)               | 28 (0)                         | 400 (98)  |
| Non- Traditional Sport Based Orgs engaged                  | 43 (18)                 | 69 (9)                 | 59 (16)                | 8 (0)                          | 179 (43)  |
| Traditional Sport Based Orgs engaged                       | 70 (27)                 | 57 (16)                | 74 (12)                | 20 (0)                         | 221 (55)  |

## 2.4 How has MCL facilitated delivery and increased participation under COVID-19?

Feedback from Coalition members, including funded grantees and local partners, has indicated the key elements that have enabled ongoing collaboration and effective, adapted delivery during this period for the majority of MCL projects. These include key features that characterise the Scaffold approach associated with Model City locations, as follows:

- Regular communication and checking in with and among both grantees and wider Coalition members and partners;
- A supportive approach, especially highlighted as coming from Community Coordinators, that has helped people adapt their delivery and share their experience of doing this (e.g. moving activities online and/or resuming face to face delivery in ways that facilitate social distancing);
- Continuing with routine meetings such as Coalition Steering Groups and training events has helped to maintain the momentum of the Programme and encourage mutual support and exchange of ideas, networks, information and resources (see following paragraphs and Section 2.6 for examples);
- In some cases project funding has been flexed to enable expenditure on different items (e.g. technology to enable participation in online activities) and/or to defer activities to future dates extending beyond previously agreed reporting timelines.

The following paragraphs illustrate how grantees have adapted during this period to enable ongoing delivery wherever possible:

### Barking Sports 4 Change

Grantees have continued to test out and embed new ways of delivering their projects over the summer and have appreciated the support offered by Laureus in connecting them with others and helping them to respond to the pandemic.

**Local themes** include:

1. **Delivering different activities or delivering in different ways** to remain COVID-19 -secure. For example, **Barking and Dagenham Youth Dance (BDYD)** have delivered their dance sessions through Instagram Live and have also carried out Zoom mentoring sessions. **Thames Ward Community Projects** intended to deliver football coaching but adapted their project to deliver activities that allowed for social distancing, such as cycling and walking. Sessions are promoted via twitter and Instagram.
2. **Continuing to stay connected** with young people and families, sometimes through unanticipated routes. For example, **Future Youth Zone, Lifeline Projects and Barking Muslim Association Trust** joined a borough-wide COVID-19 response network, B&D Citizens Alliance Network. Through the network's food delivery scheme **Lifeline Projects** highlighted that they were able to stay in closer contact with the young people mentored through their MCL project.
3. **A wish to share experience and 'positive energy'** across projects, London-wide and with Model City Global partners. Most grantees have highlighted the value of sharing experience with each other and of giving and gaining support - not just within the Barking Coalition, but also with peers

in Haringey and Hounslow, as well as with Model City partners outside the UK. For example, **Essex Cricket in the Community** have described the benefits for them of: *regular contact with the Community Coordinator to swap best practice and also hear of what is happening across the City and beyond on ways to engage and support community groups* [Project Lead].

## Generations Active BFH

Grantees are continuing to adapt their projects and delivery approaches against the background of the pandemic. However, even when restrictions are lifted, some concerns remain about taking part in sport. Community outreach activities have also been affected by COVID-19. However, MCL continues to forge strong connections between organisations and to build skills and resilience among grantees and Coalition members.

**Local themes** include:

- 1. Adapting flexibly to the changed context** through making best use of online approaches alongside a gradual reintroduction of face to face working as this becomes possible. For example, although initially the **Tale be Told** Coordinator was not confident in her ability to move the project's activities online, by November the organisation was delivering regular online fitness sessions running at least three times a week. They delivered online family fitness sessions for four weeks in May, as well as two successful and well-attended virtual running/walking events. Also, they have started face to face delivery of fitness sessions at Bedfont CC (paused in November because of the second national lockdown) and have been delivering a socially distanced Couch to 5K programme since September.
- 2. Ongoing safety concerns among individuals and organisations** are affecting the delivery of some projects, even when the regulations allow a return to face to face activities. For example, although **Feltham Police and Community Boxing Club** adapted their project to deliver online fitness sessions, it was difficult to maintain a focus on boxing, as a contact sport. However, once restrictions were lifted in September and face to face training sessions could resume, the club found that *'the very strict guidelines that the government have imposed on our sports has led some members expressing that they do not wish to return to training in the current climate.'* Similarly, when schools reopened, they continued to operate within strict guidelines, which barred external organisations from delivering sessions within the school. For the grantees that planned to deliver their projects in school settings, the reopening of schools has not yet allowed them to deliver their projects as initially envisaged.
- 3. COVID-19's impact on community outreach** activities, which many grantees had planned to undertake. A key priority for GA BFH was to raise the profile of MCL in the area so that local people were aware of and valued the project, contributing to an increase in pride in the area, as well as increased activity levels. Grantees such as **Autism Hounslow** had planned a programme of outreach to community groups and schools, which had to be abandoned when the pandemic struck, and their focus shifted towards online delivery of Shintaido sessions.
- 4. Building community networks and organisational resilience** through connections across grantees and Coalition members. For example, over the summer **the Reach Foundation** has collaborated with other GA BFH grantees and Coalition members (**Brentford FCCST, No Shame in Running, Project Turnover, Feltham Police and Community Boxing Club**) in supporting their projects and signposting participants to other local support provided by these organisations (e.g. other football activities and

mentoring support provided through Brentford FCCST). **Tale be Told** has now become a CIC as the Coordinator has increased her skills and confidence through being part of MCL, which means that the organisation is likely to have a more sustainable future.

## Active Change Haringey

Grantees have experienced challenges and adversity, but despite this, are adapting their delivery to support local communities in difficult circumstances. One grantee (BEH) Mental Health Trust has unfortunately concluded they can no longer continue as part of the MCL programme during this period, for organisational reasons outside of the COVID-19 pandemic. The remaining 9 grantees are exploring and developing ways of engaging existing participants and discovering a more diverse range of participants through adapting their delivery arrangements.

**Local themes** include:

- 1. Supporting individuals, families and local communities** has helped people feel less lonely and isolated and reduced other risks e.g. from rising family tensions and domestic abuse. **KWEMO** adapted their delivery of weekly activities and used their funding to purchase tablets for 17 women who were unable to access any online activities. They are now running weekly zoom yoga and Zumba classes and using different platforms to keep connected with local people, provide information and updates on safety guidelines and wider community support. As a result, they have been able to capture ongoing impacts for participants including:
  - 100% reported enjoying the classes
  - 88% feeling happier and fitter as a result of participating
  - 63% feeling less lonely
  - 97% feeling more confident.
- 2. Adapting delivery to stay connected and motivate people** to remain engaged and active has enabled a more diverse audience for some grantees, as some individuals have found it easier to participate in online activities compared to face to face opportunities. **ARCA Generation** are running face to face and virtual mentoring sessions for young people, and find they prefer the virtual option. Having a variety of online activities and platforms so people can choose the one that suits them and flex according to changing circumstances has been important for other projects. **WeMoveDance** has found they have been able to engage a broader, more diverse mix of participants, commenting that: *“While we lost some of our initial participants in the Dance Leadership qualification, we have actually seen a growth in the overall number of young people we have been able to engage since the summer and into the Autumn term. We have also seen some areas for impact emerge more strongly than before lockdown (e.g. building community between different groups of young people from different schools over the summer holidays, with our now qualified dance leadership group working to form their own company).”*
- 3. Scaling back ambitions to be able to sustain delivery** during and post lockdown has been a necessary step for some grantees in maintaining safety and confidence in local activities. **Phoenix Community Care’s Football United/You vs You project** has been running weekly Zoom games sessions and sending weekly WhatsApp texts to young people to check in and keep connected during lockdown. When the first lockdown eased, they were not able to run face to face sessions for as many people as originally anticipated but used social media to ask young people what they

wanted. They found most wanted to participate in tournaments and games face to face, so have designed a programme for smaller groups. They have had to use different venues whilst football grounds and pitches were closed, which impacted on some attendance figures – e.g. if people had further to travel to get to local parks, scheduling activities when the same places were being used for a number of other activities.

4. **Being part of a collective** and feeling part of something bigger than individual organisations has proved invaluable during this time. Mutual support from different Coalition members and ongoing communication and encouragement from the Community Coordinator have provided a lifeline for smaller partners and grantees. **WeMoveDance** has teamed up with **Tottenham Community Sports Centre**, to apply for funding through the MCL COVID-19 Response Fund, resources that the Community Sports Centre would not otherwise have been able to access.

## 2.5 Learning from stories and examples of change - changes for beneficiaries

Coalition members including grantees were invited to a series of capacity building workshops run by NDTi and relevant Community Coordinators, focusing on generating evidence through stories. This included story sharing and analysis activities during which participating Coalition members told each other their change stories (including at individual, community and personal levels), and then worked together to identify common themes.

These sessions revealed not only the power of story-telling and the use of stories as an evidence source, but also highlighted important changes and what is helping to bring about change for those within Coalitions, as the following screen shots of the workshop analysis sessions illustrate:

Figure 3 Themes from **Barking Sports 4 Change**

| 1. What changes occurred?  | 2. What are the Big Themes?   |
|--|---|
| <ul style="list-style-type: none"> <li>Delivering skating sessions- one person mentored in school with interest in skating. Very anxious. Through mentoring and skating she is now ambassador teaching other young people to skate, less anxious, more confident.</li> <li>Ability to go into schools (through funding)- reaching new people and opening up engagement with rugby</li> <li>Learning how to reach out and better engage with groups new to sport (cricket)</li> <li>Community empowerment- leads of the project, increased confidence in people’s leadership, increased levels of trust.</li> <li>Individual changes - examples of how individuals become more confident through mentoring and engagement in sport – life changing</li> <li>Long journey of a group through sport- women’s cycling project – being tenacious and adaptive if things don’t work straight away. Pictures shared on social media – happiness of group members</li> </ul> | <ul style="list-style-type: none"> <li><b>Visibility of programme</b> = parents and neighbours getting engaged (this is also part of the story). Spreading the word.</li> <li><b>Learning from positives and negatives:</b> e.g. important to talk about struggles as well as successes (e.g. impact of COVID-19 working with fewer young people than before)</li> <li>Being able to see bigger picture beyond specific individual involvement</li> <li>Understanding of <b>how trust develops</b></li> <li>Wider <b>benefits of extending engagement and skills</b> development (what opportunities lead onto)</li> <li><b>Sharing stories and journeys</b> shows how far we’ve come</li> <li><b>Benefits of collaboration</b>, knitting together ideas – especially during pandemic.</li> </ul> |

Figure 4 Themes from **Generations Active BFH**

| 1. What changes occurred?  | 2. What are the Big Themes?  |
|--|--|
| <ul style="list-style-type: none"> <li>• Sense of purpose</li> <li>• Sense of pride &amp; achievement</li> <li>• Increased self-worth and confidence</li> <li>• Wider friendship group</li> <li>• Sense of place, within the community</li> <li>• Increased trust – building participants trust (in us); and between groups collaborating together (through MCL)</li> <li>• A sense of in this together – non judgmental</li> <li>• Increased positivity and feeling empowered – “rediscovered my mojo” (compared to previous ways of doing things)</li> <li>• Feeling inspired to try new things – adapting during COVID-19</li> <li>• Being motivated by other people’s experiences – seeing changes in people we’re working with</li> <li>• New relationships between people – having a positive impact on people’s lives</li> <li>• Long history of how things used to be – changes started to happen from the start of BFH</li> </ul> | <ul style="list-style-type: none"> <li>• Changes for <b>different people and from different perspectives</b></li> <li>• <b>Empowering people</b> to make positive choices and changes in their lives</li> <li>• <b>Building resilience</b> – for participants and those delivering projects</li> <li>• Sense of <b>community &amp; cohesion</b> – creating something together - “totally life-changing connecting with different people”</li> <li>• <b>Increased choice and control</b> for people – greater self determination</li> <li>• <b>Importance of trust</b> – between individuals and organisations</li> <li>• Creating the <b>right conditions/environment</b> for these things to happen – for project delivery, the approach (enables trust to grow)</li> <li>• Significance of <b>Zaneta’s role</b> – enabler, relationships, facilitating</li> <li>• <b>Transparency</b> of intent, approach, decisions.</li> </ul> |

Figure 5 Themes from **Active Change Haringey**

| 1. What changes occurred?  | 2. What are the Big Themes?   |
|--|---|
| <ul style="list-style-type: none"> <li>• Access to two venues/activities – more accessible (costs, less intimidating)</li> <li>• Participants better informed of what’s available locally</li> <li>• Greater access to equipment to be active e.g. cycling</li> <li>• Opportunities to try something new</li> <li>• Increased confidence</li> <li>• Sense of belonging</li> <li>• Sense of achievement</li> <li>• Increased happiness</li> <li>• Resilience and risk taking – trying new/other things (as above re opportunities)</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Increased awareness</b> – of venues, costs – changing ability to participate esp. around costs</li> <li>• People wanting to be <b>active together</b>, with friends and family – social element is key</li> <li>• Key impact is about being <b>better informed</b> – of what’s available, opportunities, how to access them (reducing barriers to participation)</li> <li>• Relationship between <b>venues/places and local community</b> improving – important for sustaining opportunities</li> <li>• <b>Widening participation</b> for different groups in local communities – venues thinking / understanding how to reach out &amp; engage local community</li> <li>• Big theme around <b>confidence</b> – came about as a result of consistent support, encouragement to try new things, trust in those supporting</li> <li>• <b>People achieving things</b> they didn’t originally think they would</li> </ul> |

Following these sessions, we also explored the cross-Coalition themes to surface the key changes experienced in people’s own words and perspectives. A visual summary of these Programme wide themes is shown in the word cloud in **Figure 6** below. It is striking to note the emphasis on increased



the more isolated and disadvantaged members of the community. In recognition of the benefits of the collaborative approach of GA BFH, the Coalition is named as one of the partners in this initiative. One of Age UK Hounslow's Trustees draws attention to the benefit and advantage of the Coalition in the proposal, commenting that:

*"One significant change to the proposal is the move from supporting geographically situated mini hubs towards working in partnership with two organisations that have demonstrated far reaching benefit to the western end of the borough over the past 7 months. We would like to work with Reach Academy (a MCL grantee in this area) and Generations Active BFH (a funding initiative in the western end of Hounslow delivered by Laureus Sports for Good in partnership with Nike and The London Mayor's Office). Beneficiaries connected via Reach Academy and Model City will exceed the numbers who would have engaged with us via the original 'Mini Hubs' proposal".*

**Barking Salvation Army** - *"Barking Salvation Army have been heavily involved with Model City London from hosting the hall space, to our youth coordinator's journey as the **Barking Sports 4 Change Coalition**] vice chair. It has been a great year with Model City, with all their support and guidance especially from Samir. One of the Barking Salvation Army's outreach projects is Konverse dance crews where we use movement and dance to support young people and adults. We felt very welcomed when we first met sometime in 2019 and we were one of the first members to join the steering group. The best part was meeting new organisations or actually speaking to organisations you have heard of before but never interacted with. As well as getting to know people who work with certain brands such as Converse!! Which was awesome. Barking Model City has been a big help connecting us with funding bids recently that we thought may have not been accessible to us. It has also enabled us to network and build relationships with local groups that we weren't aware of. But most importantly [through] guidance, in many different areas that can help develop our goals to better help our community".*

**TKO Boxing / The Community Project** - *"Model City has really opened our eyes to think about the bigger picture and how we can really drive change in **Barking**. Previously we were focusing on primarily delivering our key offering to just our members and it is now clear that we have further routes to connect with even more of our local community. We now understand some of the beginner steps that we can start implementing now to act as a great foundation enabling us to see fantastic results in the future. In addition, over the past 6 months we now feel we have the network and support to increase our reach via collaboration with other key organisations virtually on our doorstep."*

**Mercurial Sports** - *"Since being involved with **Barking Sports 4 Change**, Mercurial Sports has been able to access individuals and organisations that would otherwise have remained unknown locally. We have also benefited this year from information around funding and events. All useful for small to medium size projects. The pilot has more than anything built a strong sense of ownership, support and community for organisations working in the field of Sports for Development (SfD) especially in this challenging year."*

## 2.7 Ongoing capacity building and development of a Collective Impact Framework for MCL

The transition from **Phase 2** to **Phase 3** of the evaluation reflects a shift in focus from learning about the journey of change towards a greater emphasis on the actual changes and how they have come about. To facilitate this shift, a series of debriefing workshops were held for the MCL Programme team, partners and each Coalition in August and September 2020.

As well as reflecting on the key findings and lessons from **Phase 2** (of the evaluation), these sessions enabled Coalition members, grantees and partners to revisit their local Vision and Outcome maps to

determine whether the outcomes originally identified were still relevant; to reflect on the changing local and national contexts (not least in the light of COVID-19); and update both the Outcomes and also which grantees are contributing to which of these renewed outcomes. For some Coalitions, the changes were subtle but important shifts in emphasis; for others the changes reflect important learning about changed priorities in light of the ongoing pandemic including pre-existing issues being brought to the fore. Examples of these changes are shown in the highlighted, pink text below in **Figure 7**.

**Figure 7: Revised Coalition Outcome Areas**

| Barking Sports 4 Change Outcomes   | Generations Active BFH Outcomes  |
|--|--|
| <ol style="list-style-type: none"> <li>1. More people are engaged in sports &amp; physical activity (e.g. participating, jobs, volunteering).</li> <li>2. A strong, vibrant community coalition is leading, influencing and supporting social change through sport and physical activity.</li> <li>3. Happier, healthier &amp; resilient young people.</li> <li>4. The most excluded residents have a stronger voice (and an organised voice).</li> <li>5. Better relationships between boys and men and women and girls to raise aspirations and as a starting point reduce the risk &amp; harm from violence and crime.</li> </ol> | <ol style="list-style-type: none"> <li>1. A wide range of different partners are working together and with the community to achieve our sustainable shared aims.</li> <li>2. Well-supported peer mentors and role models are in place and playing an active role in encouraging others to take part.</li> <li>3. People involved in Model City projects feel confident and inspired to make better choices and try new things, knowing that we are all working together to keep ourselves safe.</li> <li>4. People in the wider community are more active and feel better about themselves and the area and see that Model City is helping to build resilience.</li> </ol> |

The updated **Vision and Outcome maps** including which grantees are contributing to which outcomes, are shown in **Appendix 1**.

Each set of Outcomes has also been mapped back to the overarching MCL outcomes from the Programme Vision for Change. This has generated a streamlined coding system for all outcomes relevant to the Programme. **Figure 8**, below, summarises these connections and the outcomes for each Coalition. (Note the reference to outcome numbers for Coalition outcomes in this table reflect those that are used within the Vision & Outcome maps rather than the new coding system).

A related activity during this period, has been intensive work behind the scenes to ensure that the Salesforce database used to capture both grant level and monitoring and evaluation information for MCL grantees reflects the coding system that connects each Coalition’s outcomes to the overarching Programme outcomes. This will be used for the annual reports being developed by grantees due for submission in December 2020 (or March 2021 for those grantees awarded an extension).

Finally, developments around building a Global Model City partnership have taken shape during this period, resulting in a new learning community involving Model City locations across the USA (Atlanta and New Orleans), England (Haring, Barking and Hounslow in London), France (Paris) and India (New Delhi). This learning community will continue to evolve as each Model City location evolves, including MCL as the pilot journey in England comes to an end. Coalitions and grantees involved in MCL have already started to experience benefits from being involved in this wider learning community, as illustrated elsewhere in this report. Paris and New Delhi are also benefiting from the experiences of each MCL Coalition both in terms of the community building developments and in relation to their approach to building, generating and using evidence of what works to feed into these developments.

Figure 8: MCL Programme & Coalition Outcomes

| MCL OUTCOMES  | Generations Active BFH (Hounslow)  | Active Change Haringey  | Barking Sports For Change  |
|---|--|---|--|
| <b>1.1 More socially connected and have a sense of belonging</b>  | Outcome 4: People involved in MC projects in BFH feel confident & inspired to make better choices & try new things, knowing that we are all working together to keep ourselves safe (4)  | Outcome 4: Children & Young People are more socially connected through sport (4)                        | Outcome 5: Better relationships between boys & men, women & girls, to raise aspirations & as a starting point for reducing the risk & harm from violence & crime (2) |
| <b>1.2 Empowered to lead change in their community</b>  | Outcome 2: Well supported peer mentors & role models are playing an active part & encouraging others to do the same (6)  | Outcome 1: Community organisations and groups are working together, using sport for better outcomes (9) | Outcome 4: The most excluded residents have a stronger (& organised) voice (4)   |
| <b>1.3 More active and healthier, happier and more resilient</b>  |  |   | Outcome 3: Happier, healthier & resilient young people (4)   |
| <b>1.4 Experiencing better education, employment and vocational prospects</b>   |  | Outcome 3: Sport & physical activity create more opportunities for education & employment (5)           | Outcome 1: More people are engaged in sport & physical activity (7)  |
| <b>2.1 Feel more connected, safe and valued (i.e. happier/wellbeing/greater levels of trust)</b>  | Outcome 3: People in the wider community are more active and feel better about themselves and the area, and see that MCL is helping to build resilience and recovery (7)   | Outcome 5: Families and neighbourhoods are more involved in their communities (4)                       |  |
| <b>2.2 Are benefiting from a diverse range of opportunities/options/facilities for sport &amp; physical activity</b>                                  |  | Outcome 2 Everyone is creating / using spaces & facilities effectively (7)                              |  |
| <b>2.3 Are more active and involved through a variety of roles</b>  |  |   |  |
| <b>3.1 Sports and non-sports organisations are working together to identify and respond to community need</b>   | Outcome 1: A wide range of different partners are working together & with the community to achieve our sustainable shared aims (8)   |   | Outcome 2: A strong vibrant community Coalition is leading, influencing & supporting social change through sport & physical activity (1)                             |
| <b>3.2 Through increased knowledge of what works, the Sports development sector is strengthened and able to deliver to improve social integration</b> | <i>All grantees in each of the Coalitions are working towards this overarching outcome, i.e. this is the sum of all the above outcomes/impacts. So all 8 Hounslow grantees, all 9 Haringey grantees and all 8 Barking grantees are working towards this overarching MCL outcome.</i> |   |  |



### 3. What next – for MCL and for the evaluation?

**Phase 3** of the evaluation continues into the New Year and will be completed in **March 2021**. This includes the following activities, designed to reflect both the emphasis on outcomes and impacts experienced by participants/beneficiaries, grantees, Coalition members and local partners, the Laureus Programme team and wider MCL partners:

- Ongoing support to Coalitions and Coordinators to track their journeys and impacts using the five layers of evidence and other MCL tools
- MCL Partner, Programme team and Coordinator interviews
- Virtual fieldwork visits to/with each Coalition area, involving interviews and focus group discussions with a cross section of those involved in the local journey and delivery of funded projects
- Ongoing change story collection, collation and analysis
- Review and analysis of annual report data from funded grantees
- Producing a Coalition story board using triangulated evidence relating to each MCL area
- Sharing these storyboards and overarching themes and lessons with Coalitions, prior to our final Phase 4 activities in April and May 2021.

**Phase 4** of the evaluation runs **through April and May 2021**, and focuses on pulling together a synthesis of all sources of analysed evidence in order to address the evaluation questions and produce the summative evidence of what works and what has been learned about the MCL approach.

At the same time as this focus on evidencing change and reflecting on the important lessons about what has enabled those changes to happen, the MCL Programme and Coalition teams will continue to collaborate and deliver their local Vision and Outcomes. It is important to highlight here the ongoing backdrop of uncertainty and challenges associated with COVID-19, not least the impact on project delivery and timescales for completion. There are many achievements and examples of successful delivery highlighted in this progress report, but there are also significant challenges which Coalitions are grappling with right now - not least their understandable fears about sustaining and embedding what works in local community systems, infrastructures and cultures given the disruptions they have experienced throughout 2020. Whilst each Coalition is exploring options for ongoing partnership arrangements beyond the pilot phase, there is a shared priority across the Programme for an agreement to be reached about continuation funding and an extended timeframe beyond March 2021, to enable projects to resume some kind of “new normal” and a sustained pattern of delivery post lockdown 2.



## Appendix 1: Vision & Outcomes Maps

Figure 9: Barking Sports 4 Change Vision & Outcomes Map

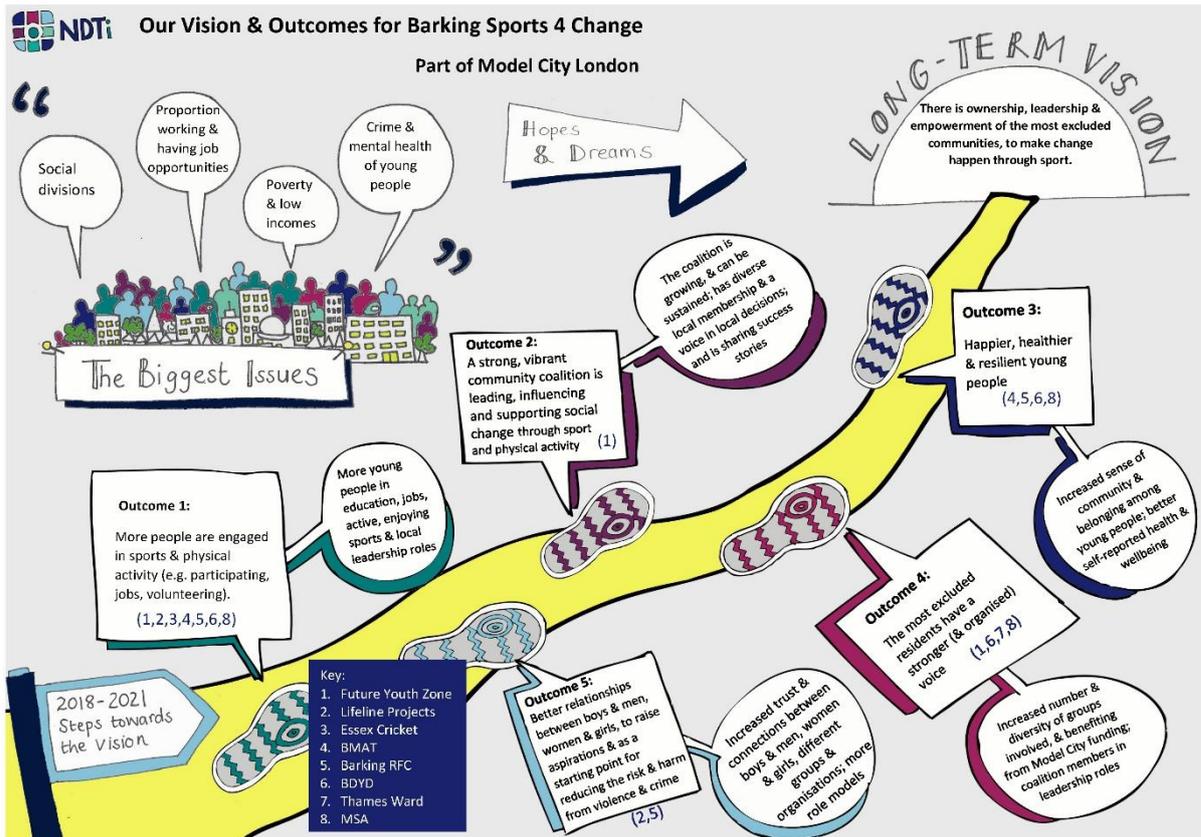


Figure 10: Generations Active BFH Vision & Outcomes Map

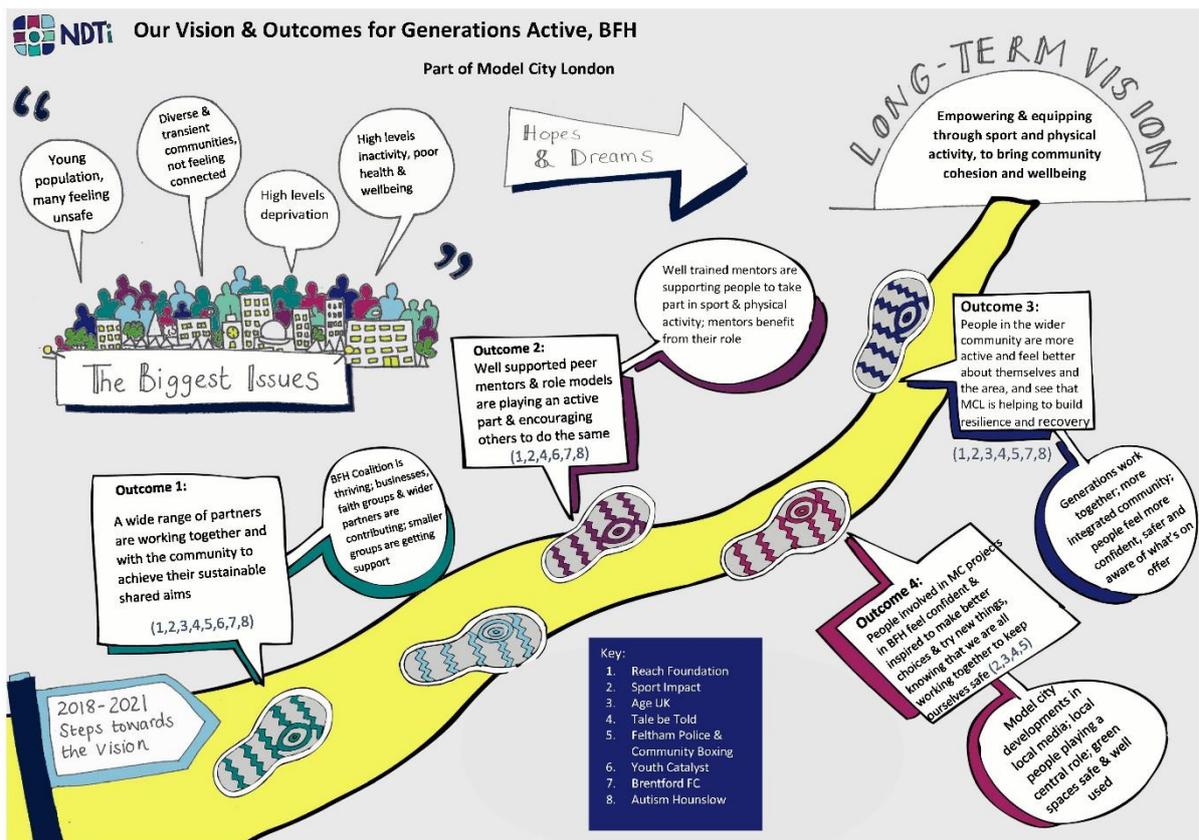
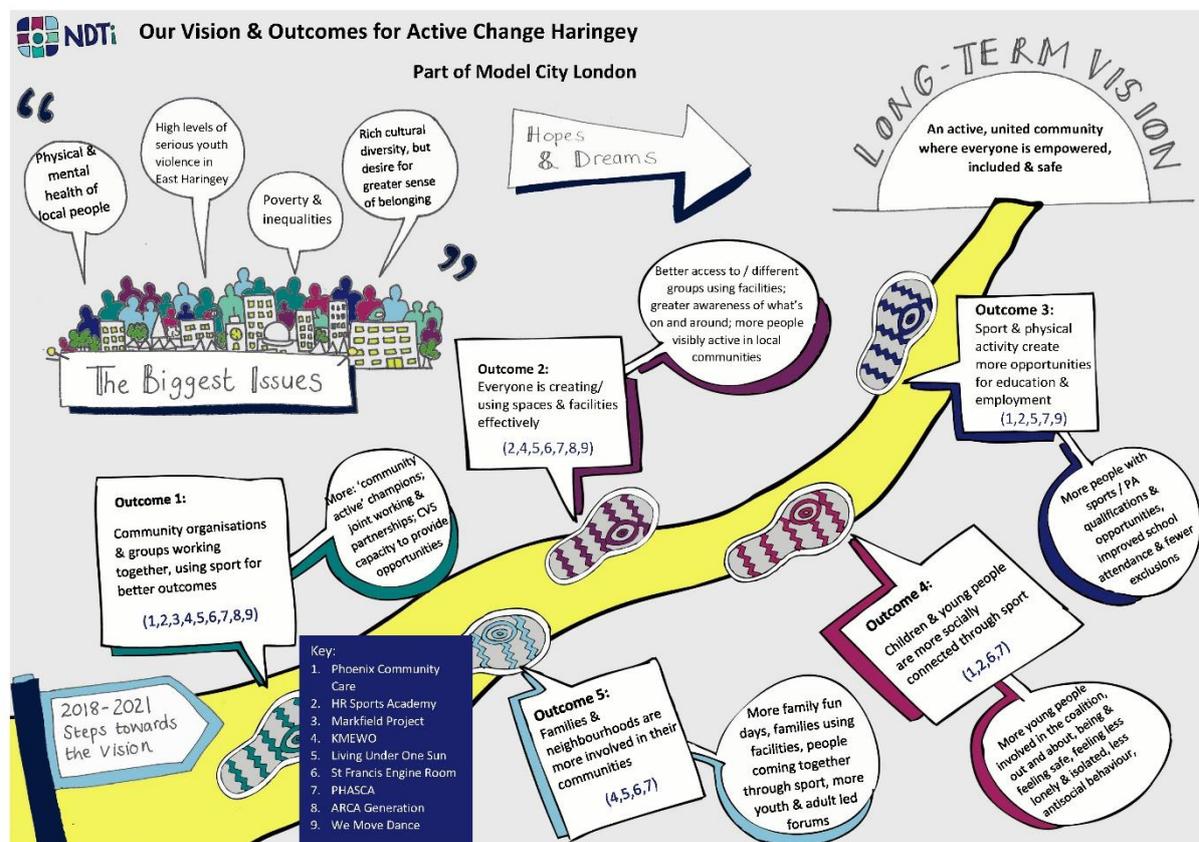


Figure 11: Active Change Haringey Vision & Outcomes Map





## Appendix 2: MCL Capacity Building & Training Calendar

In direct response to capacity building/training discussions at Steering Group meetings a survey was conducted with MCL Coalitions in July 2020, to help identify their capacity building needs and what further support they would require to better equip and support them with ongoing project delivery during and post COVID-19.

Coalitions have expressed a need for a balance of vocational and accredited training to support their Continuing Professional Development, with a greater emphasis placed on accredited training (51.4%), such as First Aid, Safeguarding and Child Protection, in particular for those who are qualified coaches and need to have those updated every 3 years as part of their NGB coaching membership, or to provide ongoing training for volunteers.

In discussion with Coalitions and delivery partners the Laureus Programme team constructed the **Training Calendar** below and are in the process of finalising dates where possible, which may be subject to change. A number of Coalition members who are qualified/experienced trainers have also offered to be involved in the delivery of localised training based on the survey findings, and these are being incorporated into the Training Calendar:

The results below, in an order of priority/response, will help shape the '**Training calendar**':

1. **Funding (sourcing income streams & bid writing)** - 22 responses/59.5%
2. **Volunteer / Coach Training** - 19 responses / 51.4%
3. **Mental Health / Trauma Training** - 16 responses / 43.2%
4. **Sport 4 Development - understanding the sector** - 11 responses / 29.7%
5. **Digital Literacy (e.g. IT Skills, use of Zoom etc.)** - 11 responses / 29.7%
6. **Budgets & Finance** - 10 responses / 27%
7. **Governance - Creating and running a community organisation** - 10 responses / 27%
8. **Safeguarding (including online delivery)** - 9 responses / 24.3%

## MCL TRAINING CALENDAR

| Date                          | MCL Area | Delivering Organisation                    | Event  | Places Available | Proposed Cost   | Accredited |
|-------------------------------|----------|--|--|------------------|-----------------|------------|
| Sept-20<br>(24/9/20)          | BS4C     | Mercurial Sports                           | S4D  |                  | £250            | NO         |
| Nov-20<br>(3/11/20)           | MCL      | SPORTED                                    | Governance - Get your governance right!  | 20               | £250            | NO         |
| Nov-20                        | ACH      | Wheely Tots                                | Digital Literacy (The Essentials (e.g. IT Skills, use of Zoom etc.))                     | 12               | £250            | NO         |
| Nov-20                        | ACH      | StreetGames                                | Safeguarding & Protecting Children   | 20               | £750            | YES        |
| Nov-20                        | ACH      | StreetGames                                | Mental Health First Aid  |                  | £750            | YES        |
| Nov-20                        | ACH      | KMEWO                                      | Harmful Practices (HP) awareness, including Forced Marriages, FGM and Faith based abuse; | 20-25            | £350            | NO         |
| 17/12/20                      | BS4C     | LBBD Safeguarding & Quality Assurance Team | E-Safety Workshop  |                  | FREE            | NO         |
| Dec-20                        | ACH      | Wheely Tots                                | Funding (Sourcing income streams & Bid writing)  | 12               | £250            | NO         |
| Dec-20                        | BS4C     | Street Games                               | First Aid  | 12               | £1355           | YES        |
| Dec-20                        | BS4C     | London Youth                               | Fundraising: Bid writing workshop  | 20-35            | £600            | NO         |
| Dec-20                        | MCL      | Sported                                    | Governance   | 20               | £250            | NO         |
| Dec-20                        | MCL      | London Youth                               | Budget & Finance   |                  | £600            | NO         |
| Dec-20                        | GA-BFH   | StreetGames                                | Mental Health First Aid  | 20               | £750            | YES        |
| Dec-20                        | MCL      | MCL/Coordinators                           | Virtual Sports Days Pilot  |                  | £750            | NO         |
| Jan-21                        | GA BFH   | Brentford FC                               | Funding (Sourcing income streams & Bid writing)  | 15               | £450            | NO         |
| Jan-21                        | GA-BFH   | StreetGames/Sports Coach UK                | Safeguarding & Protecting Children   | 20               | £750            | YES        |
| Jan-21<br>(23,30)             | ACH      | First Aid for Life                         | First Aid  | 12               | (£996)<br>£1355 | YES        |
| Jan-21<br>27/1/21<br>(12-3pm) | BS4C     | First Aid for Life                         | First Aid  | 12               | (£996)<br>£1355 | YES        |
| Jan-21                        | BS4C     | StreetGames                                | Mental Health First Aid  | 20               | £750            | YES        |

| Date                         | MCL Area | Delivering Organisation | Event                                  | Places Available | Proposed Cost   | Accredited |
|------------------------------|----------|-------------------------|--|------------------|-----------------|------------|
| Feb-21<br>18/2/21<br>(6-9pm) | BS4C     | First Aid for Life      | First Aid                              | 12               | (£996)<br>£1355 | YES        |
| Feb-21                       | BS4C     | StreetGames             | Safeguarding & Protecting Children     | 20               | £750            | YES        |
| March-21                     | BS4C     | Mercurial Sports        | Sport for Development                  | 15               | £250            | NO         |
| March-21                     | ACH      | London Youth            | Fundraising: Bid writing workshop      | 20-25            | £600            | NO         |
| Feb-21                       | MCL      | London Youth            | Working with young women workshop      | 20-25            | £600            | NO         |
| Feb-21                       | MCL      | London Youth            | Writing impactful reports              | 20-25            | £600            | NO         |
| Feb-21<br>(6, 13, 20, 27)    |          | First Aid for Life      | First Aid                              | 12               | £996            | YES        |
| March-21                     | MCL      | London Youth            | Finance for Non-Finance Managers       | 20-25            | £600            | NO         |
| March-21<br>(6, 13, 20)      | ACH      | First Aid for Life      | First Aid                              | 12               | £996            | YES        |
| Feb-21                       | MCL      | London Youth            | Youth Mental Health Awareness Training | 20-25            | £600            | NO         |
| Feb-21                       |          | EBBA                    | Basketball Level 1                     | 12               | £1200           | YES        |
| Feb-21                       |          | Football Association    | Football Level 1                       | 12               | £1800           | YES        |
| Feb-21                       |          |                         | Netball Level 1                        | 12               | £2760           | YES        |
| Feb-21                       |          |                         | Rugby Level 1                          | 12               | £1800           | YES        |
| Feb-21                       | ACH      | MCL/Coordinators        | Virtual Sports Day                     |                  | £4000           |            |
| Feb-21                       | BS4C     | MCL/Coordinators        | Virtual Sports Day                     |                  | £4000           |            |
| Feb-21                       | GA-BFH   | MCL/Coordinators        | Virtual Sports Day                     |                  | £4000           |            |
| <b>TOTAL COST</b>            |          |                         |  |                  | <b>£36,730</b>  |            |