MAYOR OF LONDON

Phase 1 (2018-2020) Evaluation of the Mayor's Sport Unites Programme in London

Initial Status Report

(January 2018 – December 2019)

inFocus

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Acronyms

ToC	Theory of Change
GLA	Greater London Authority
NEET	Not in education, employment or training
MEL	Monitoring, Evaluation and Learning
SIM	Social Impact Measurement
YLF	Young Londoners Fund
SfSI	Sport for Social Integration
EOP	End of Project

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Executive Summary

inFocus has been contracted by the Greater London Authority to undertake the evaluation of Phase 1 of the Mayor of London's flagship Sport Unites community sport investment programme. This executive summary constitutes an abstract of the findings at this stage of the evaluation. The report does not present findings by Sport Unites outcome areas but, rather, illustrates the overall picture of how the Sport Unites Programme has formed to date, what it intends to do/ achieve and how far it has currently come towards achieving its' goals – both from a project output perspective and a Grant Management perspective. Overleaf is an infographic which highlights the headline quantitative findings.

Investment is categorised into four Programme Areas:

- Sport for Social Integration (Total investment: £2.8m)
- Active Londoners (Total investment: £1.25m)
- Young Londoner Fund (YLF) (Total investment: £3.0m)
- Workforce & Capacity Building (Total invest: £1.75m)

Following a period of consultation, the main outcome pathways for the Sport Unites Theory of Change were defined and refined as follows:

- Decreasing inactivity levels
- Improving mental health
- Reducing serious youth violence
- Supporting those not in Education, Employment or Training (NEET)
- Reducing social isolation
- Increasing social mixing
- Building capacity to deliver community sport (Actors and Organisations)
- Building capacity to deliver community sport (Systems)

inFocus has developed a Social Impact Measurement (SIM) Workbook to assist grantees in future, to plan their data collection and to report their progress and results to the GLA more consistently. Grantees will in future be able to provide all their data in one place and allow GLA grant managers to view progress via mutually agreed reporting periods for outputs (activity and beneficiary focused data) and any agreed outcomes.

Methodology

This section of the report outlines the formative methods employed to generate this first status report. A summary of the methodology for the overall evaluation is outlined in Appendix 2, including the scope of intended data sources, the approaches taken to: sampling, the summative evaluation and assessing cost-effectiveness.

There were significant limitations in compiling the data for this report as 58% of all projects had started and ended their delivery before inFocus was appointed or any formal reporting mechanisms had been put in place. There are significant data gaps, as a large proportion of the new / ongoing projects' data is currently not available, or yet to be collected. This has meant that the analysis of the reports has been done without reference to any start-up / baseline information. In many cases, data accuracy could not be verified or did not align to the Sport Unites categories recently devised - especially in terms of demographic and 'completer' information. It is envisioned that this will change as Phase 1 progresses and projects become more consistent in their reporting, along with 'deeper dive' case studies becoming available to validate and triangulate with other self-reported findings. In subsequent reports we therefore anticipate some of the results reported will change, as a more accurate data picture emerges.

Formative Findings

This section outlines the current findings under each Programme Area. The findings begin with a summary of the Sport Unites investment programme areas (sections 3.1 – 3.7), excluding data on Workforce grant streams as they are yet to come online (with the exception of Thought Leadership events). These findings are then broken down by individual Grant Stream under each Programme Area and set within the context of their respective outcome pathway.

- Project Details – in total, 213 grantees have been awarded grants to run projects during the reporting period with a total spend of £6,081,556 up to December 2019. This figure does not include management costs and some grantees have not been confirmed and are not reflected in this figure. 58% have already ended delivery of their activities and only 84% of these have reported on their activities to date.
- Project MEL – Out of those that did submit reports, 85% reported information relating to their monitoring and evaluation processes. 97% reported that they had formal monitoring and evaluation

processes in place with 86% aligning to the Sport Unites ToC.

- Staff Training – only 25% of projects reported on their capacities to deliver successful projects.
- Beneficiaries and Demographics – across all grantees 27,041 individuals signed up to Sport Unites activities with 83% completing activities. There was a lack of consistency in reporting demographics between different grant streams. The vast majority of participants were either aged under 16 (60%) or aged between 16 and 24 (17%). This was largely due to the London Youth Games. If we exclude the games, 30% were under 16, 30% aged between 16 and 24 but 33% of all participants age is unknown. 39% of participants were Black or from another minority ethnic group (BAME) with 31% reported as White although 38% of all participants ethnicity is unknown.
- Project Activities – 77% of grantees reported that they used multiple types of activities to achieve their aims and objectives with 97% stating that they ran regular sport or physical activity sessions.
- Outcome Data Availability & Quality – 46% of all grantees had data available for the report and 35% were still at the planning stage. Only 2% were unable to provide any data. The remaining projects were not required to report on their activities yet. Outcome data received was ranked for its quality / reliability as either high (0%), medium (8%) or low (38%) with over half of projects unranked as data has not yet been received.
- Outcomes Evidence – with the exception of the two capacity building outcome areas, all outcome areas were covered appropriately across all programme areas. YLF grantees concentrated on decreasing youth violence and NEET (99%), Sport for Social inclusion focused on increasing social mixing and decreasing isolation; and Active Londoners main concern was decreasing inactivity and improving mental health Whilst early in the overall evaluation, we were able to look at inactivity levels within the Active Londoners grant stream, with a drop in inactivity levels of 41% reported by projects that conducted a baseline and end-line assessment.

Conclusions

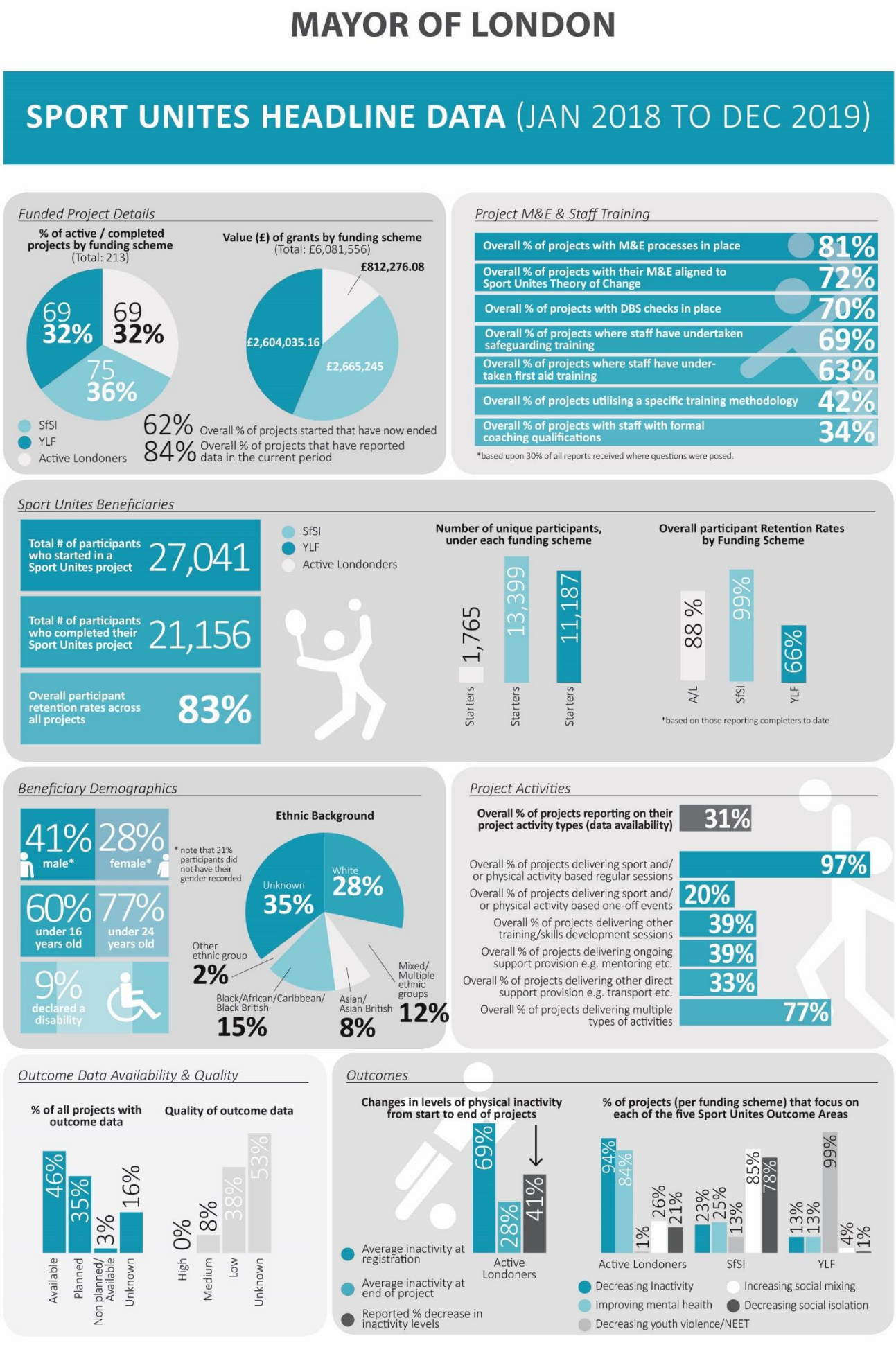
Section 4 concludes this Initial Status Report by focusing upon answering key orientation questions. These are posed in order to determine the extent the final evaluation questions of the overall evaluation of Sport Unites cane be answered by September 2020.

- To what extent and how has the success of Sport Unites' 'direct delivery' programme been defined?
- How likely are we to be able to monitor and evaluate the success of Sport Unites' 'direct delivery' programme during Phase 1 of this evaluation (by September 2020)?
- To what extent and how has the success of Sport Unites' 'capacity building' programme been defined?
- How likely are we to be able to monitor and evaluate the success of Sport Unites' 'capacity building' programme during Phase 1 of this evaluation (by September 2020)?
- How many and for whom (in terms of people / communities / organisations) does Sport Unites intend to deliver a positive and meaningful benefit to in London?
- Who, in terms of people / communities / organisations, in London are most in need, and are likely to benefit the most from Sport Unites projects, and how aligned is Sport Unites to engaging with them?
- How have Sport Unites funded projects been designed and encouraged to date, to achieve relevant Sport Unites outcomes in a sustainable way?
- How has the Sport Unites grant scheme been designed and implemented to support the achievement of relevant 'project level' outcomes in a sustainable way?

Recommendations

Section 5 builds upon the conclusions section, with a set of immediate/ short-term recommendations concerning the Sport Unites Programme Design and Grant Management and Project Level Planning, Monitoring, Evaluation and Learning (MEL) processes and implementation plans. The recommendations are directed towards either GLA Project Managers, external Grant Management companies and / or the funded projects themselves, with the main purpose of improving the overall programme design, implementation and MEL processes in the short to mid-term.

Figure 1: Headline Data



1. Introduction

inFocus has been contracted by the Greater London Authority to undertake the evaluation of Phase 1 of the Mayor of London's flagship Sport Unites community sport investment programme. The programme launched in March 2018 and Phase 1 will see £8.8 million invested across London over the three-year period ending in 2021.

The programme combines traditional funding approaches with those that are informed and shaped by communities. Smaller grants support local grassroots projects, whilst longer-term investments help organisations deliver more ambitious projects that reach more Londoners and / or help to tackle challenging social problems. There are four Sport Unites programme areas with various grant streams of differing sizes under each area. The grant streams are detailed in Figure 2 and the programme areas are summarized below:

- **Programme Area 1: Sport for Social Integration** invests in projects and partnerships using sport and physical activity to improve social integration. (Total investment: up to £2.8m)
- **Programme Area 2: Active Londoners** focuses on inactive people and provides grants for initiatives that improve the physical and mental health / wellbeing of participants. (Total investment: up to £1.25m)
- **Programme Area 3: Young Londoners Fund (YLF)**. Part of a wider Mayoral initiative which supports projects that use sport and physical activity to help children and young people fulfil their potential – particularly those at risk of exclusion or getting caught up in violence, gangs or other criminal activity. (Total investment: up to £3.0m)
- **Programme Area 4: Workforce & Capacity Building** supports the other three programmes by building the capacity of the paid and volunteer community sport workforce, developing leadership and exchanging best practice. It also looks at using developments in 'Sport Tech'. (Total investment: up to £1.75m)

A new Theory of Change

Following consultation with both GLA staff and current grantees across a series of workshops, the main activities and outcomes pathways for Sport Unites were defined and refined (see Appendix 1), along with key assumptions implicit within the model, building upon prior work to develop a Theory of Change for the overall programme.

Table 2 outlines the types of activities that are being delivered: direct delivery (utilising sport and physical activity direct to participants); and capacity building activities (training and upskilling activities for the workforce to better deliver community sport)

Table 1: Types of Activity Delivered

Direct Delivery Types	Capacity Building Types
Sport and / or physical activity based regular sessions e.g. weekly football training / twice weekly yoga session	Community sport training / skill development e.g. formal coaching qualifications; CPD
Sport and / or physical activity based one-off events e.g. sport festival / fun run	Infrastructure development e.g. digital, facility development
Training / skill development sessions e.g. Life Skills / Employability workshops / DofE Award	Policy influence / awareness / advocacy e.g. This Girl Can campaign or government lobbying
Ongoing support provision e.g. mentoring, buddying, counselling	Knowledge and dissemination e.g. Conference or training / guidance manual
Other direct support provision e.g. transport to activities / meal provision / providing kit	Network and partnerships e.g. networking event / round table meeting

Indicators have subsequently been identified and aligned to these main outcomes following an extensive literature review, with a view to embedding a number of outcome indicators into grantees' monitoring processes in future. These focus on eight identified key issues that Sport Unites wishes to address which have been merged to create six outcome pathways. The outcome areas are:

Decreasing inactivity levels

Improving mental health

Reducing serious youth violence (SYV)

Supporting those not in Education, Employment or Training (NEET)

Reducing social isolation

Increasing social mixing

Building capacity to deliver community sport (Actors and Organisations)

Building capacity to deliver community sport (Systems)

Grant streams were aligned to specific outcome pathways and grantees are expected to tailor their work towards tackling associated social issues and problems. Some grant streams have been designed to try out new 'bottom up' approaches such as Model City and London Together, with the community more involved in the decision-making process and the outcome pathways being further tailored to the needs of specific neighbourhoods. Grantees are also able to work across several outcome areas. Figure 2 outlines the outcome areas related most closely to each grant stream, listing the **percentage of projects that have provided data for this report that is related to outcomes in that area** (see detailed outcome pathways in Appendix 1). The shaded squares indicate the primary outcome areas for each grant stream, where we would expect to see projects focus upon collecting outcome data. Some grantees have also provided data related to secondary outcome areas for the grant stream, shown against a white background.

Figure 2: % of funded projects under each Grant Stream that have provided relevant outcome data for this report

OUTCOME AREAS	Decreased inactivity	Improved mental health	**Decreased SYV/NEET**	Reduced social isolation	Increased social mixing	Capacity: Workforce & Organisations	Capacity: Systems & Structures
SPORT FOR SOCIAL INTEGRATION							
Football Unites		100%	100%	100%			
London Together		56%	44%	78%	56%		
London Youth Games	100%						
Model City	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SportsAid	100%	100%				100%	
Stronger Communities	22%	7%		96%	96%		
ACTIVE LONDONERS							
Active Londoners	94%	84%		26%			
YOUNG LONDONERS FUND							
Impact Partnerships			100%		8%		
Summer Activities	2%	4%	100%	6%			
Youth Violence Steering Group			100%				
YLF Grants	100%	88%	88%				
WORKFORCE, TECH AND CAPACITY BUILDING							
inFocus MEL						100%	100%
Sport Tech						TBD	TBD
Thought Leadership						100%	100%
Trauma Informed Training		100%				100%	
Workforce			TBD			TBD	

Developing the infrastructure for MEL reporting

inFocus has developed a Social Impact Measurement (SIM) Workbook (see Appendix 3) to assist grantees in

planning their data collection and to better report results and data to the GLA. The SIM Workbook is a tool designed in Excel that looks like a PDF document and functions like an online form to upload data. Grantees are able to report all their data in one place, and GLA Project Managers can view progress via mutually agreed reporting periods for outputs (activities and beneficiaries) and any agreed outcome measures. The Workbook is supported with extensive guidance and supplementary tools to aid the overall MEL process.

2. Methodology

This section outlines the methods employed to date to generate this first Initial status (formative) report. Appendix 2 summarises the methodology for the overall evaluation, including scope of intended data sources and sampling for data collection.

2.1 Formative Process

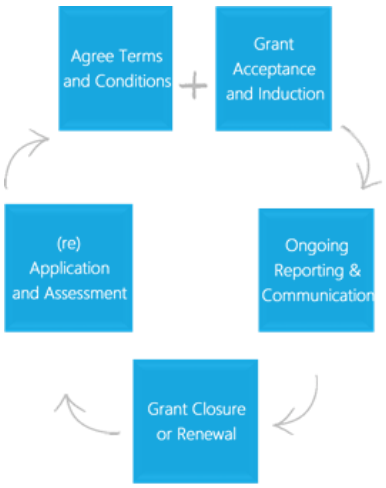
This report is primarily an analysis to determine the status of the Sport Unites investment programme in terms of available data and capacity, in order to be able to conduct a robust and meaningful evaluation of the impact (summative assessment). It primarily analysed secondary data supplied by existing grantees and GLA Project Managers to determine availability and quality of data collected to date, and to reveal any areas of concern or missing information.

It included the development of a common monitoring framework based upon the newly developed Theory of Change. This includes indicators and associated metrics and parameters which bring together user data; engagement data; feedback data; and outcomes data, detailing each metric, source and associated data collection tool. This in turn led to the development of data collection tools and grant management systems (including the SIM Workbook) and associated toolkits.

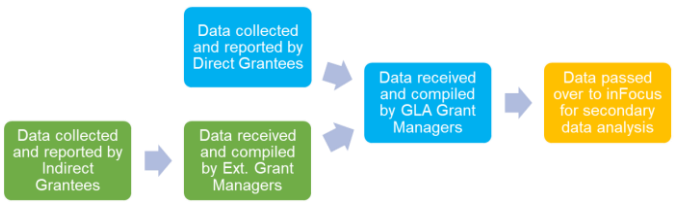
This process started with the mapping of the four programme areas to better understand certain common attributes of the projects being funded. This included the general purpose of individual grant streams, and the primary issues to be addressed by grantees within those streams; the approximate grant sizes and durations of projects; the target populations; the priority in terms of primary data collection and support; and the grant management details and existing reporting mechanisms.

Finally, an evaluation matrix was developed drawing on the indicators from the common monitoring framework to demonstrate how the final set of evaluation questions will be addressed. These were validated during the inception phase and are further reflected upon in the Conclusion section of this report (Section 4).

2.2 Developing a Management System for Sport Unites



inFocus support is in place to cover each of the steps of the grant management cycle, from initially agreeing what data grantees will collect, through to collecting and reviewing reports and generating learning at the end of a grant cycle.



GLA Project Managers are ultimately responsible for the collection of monitoring data from grantees and external grant managers relating to both the 'direct' and 'indirectly' funded projects. This information will form a key part of inFocus' secondary data analysis but will be contingent upon data being received by inFocus in the agreed format and at the agreed points in time.

1.3. Limitations

- Different grant management companies, systems and reporting mechanisms are in place for each grant stream.
- There were inconsistencies in reported data in terms of what was collected by grantees, definitions, the categories used and the frequency of reporting.
- There were difficulties in getting reported data by the agreed deadlines.
- There are significant data gaps, as a large proportion of the data is currently not available / collected or had not been passed on in time.

3. Formative Findings

This section outlines the findings for each current Grant Stream. These have been presented within their respective Programme Areas – Sport for Social Integration; Active Londoners; Young Londoners Fund; and Workforce & Capacity Building.

The findings begin with a summary of the Sport Unites programme as a whole (sections 3.1 – 3.7), not including data on Workforce projects which are yet to come online (with the exception of Thought Leadership events). These are broken down by Programme Area and cover:

3.1. Project Details – grant amount, grantee numbers, geographic spread, their current operational status
3.2. Project MEL – the capacity of projects to monitor and evaluate their work effectively
3.3. Staff Training – project skills and capabilities to deliver successful projects
3.4. Beneficiaries and Demographics – who is taking part in Sport Unites projects
3.5. Project Activities – an outline of what sort of activities are being conducted
3.6. Outcome Data Availability & Quality – the availability and quality of outcome data provided by projects
3.7. Outcomes Evidence – current sole focus upon changes in inactivity levels

This is followed by a breakdown of specific information and findings for each individual Grant Stream falling under each of the four Programme Areas:

3.8. Sport for Social Integration Grant Streams
3.9. Young Londoners Fund (YLF) Grant Streams
3.10. Active Londoners Grant Streams
3.11. Workforce Grant Streams

Each section (3.8 to 3.11) starts with an overview of what success is intended to look like for each Programme Area, by outlining a common outcomes pathway (drawn from the overarching Theory of Change), against which the final evaluation report will judge the success of the programme.

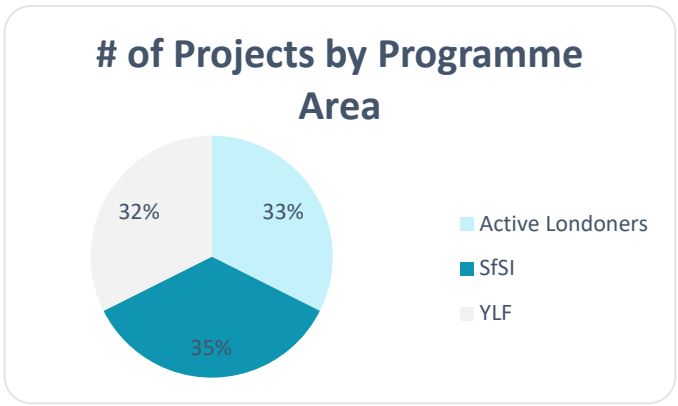
3.1. Project details

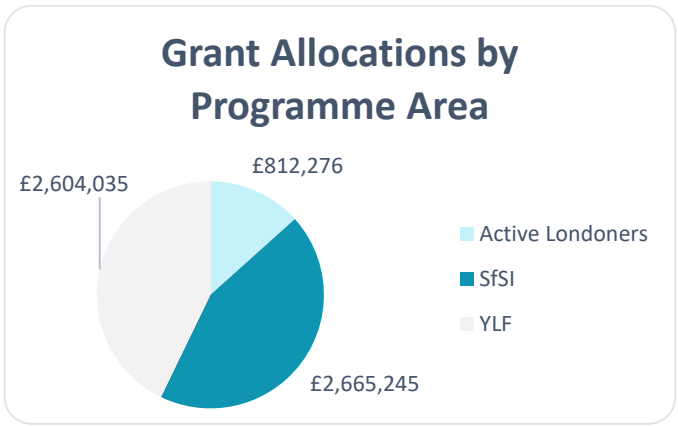
In total, 213 grantees have run Sport Unites projects during the period, with a total spend of £6,081,556. 58% of these have ended but there are more rounds of funding planned in several grant streams during 2020. Only one grant stream has formally closed during the period (SportsAid). Overall, 84% of projects have reported data within the current period: of those which have not, the majority are either not yet due to report, of have not yet started their activities and remain in the planning phase at the time of writing this report. This includes almost all Workforce grant streams and their associated grantee projects.

Table 2: Numbers of projects

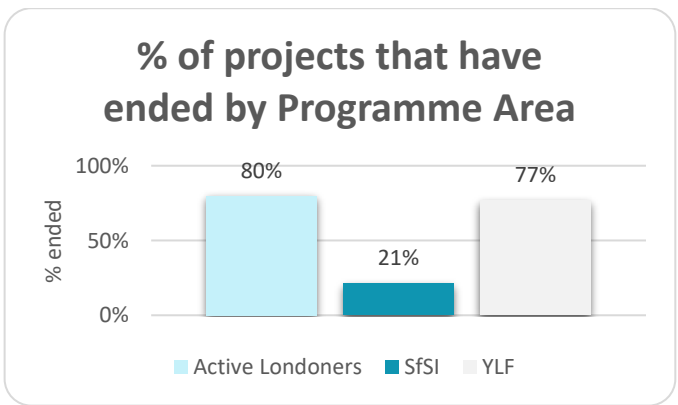
Programme Area	Grant Stream	Total # of Projects	% of All Projects
Sport for Social Integration (SfSI)	Football Unites	1	0.5%
	London Together	18	8%
	London Youth Games	1	0.5%
	Model City	26	12%
	SportsAid	2	1%
	Stronger Communities	27	13%
Active Londoners	Grants	69	32%
Young Londoners Fund (YLF	YLF Grants	8	4%
	YLF Impact Partnerships	12	6%
	YLF Summer Activities	49	23%
Workforce	Thought Leadership	4	N/A
	Trauma Informed Training	0	N/A
	Sport Tech	0	N/A
	Photojournalism Pilot	0	N/A

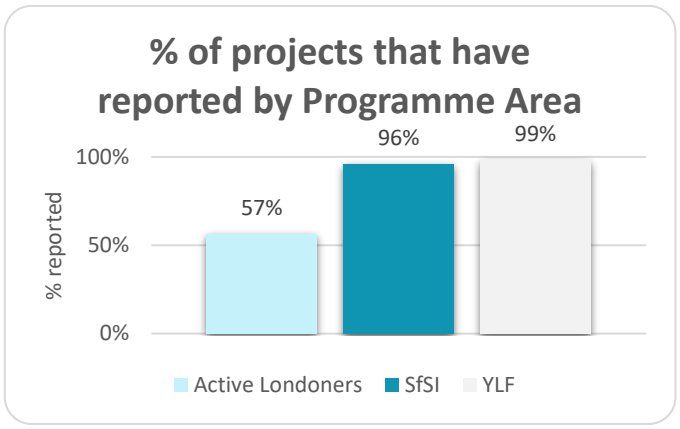
The overall number of projects under each Programme Area are evenly split with approximately a third in each. The distribution of funds, however, is not with 13.4% (£812,276) being allocated to Active Londoners with the remainder relatively evenly split between SfSI and YLF. This reflects the planned expenditure, as Active Londoners has a budget less than half of either of the other Programme Areas.





Over half (58%) of projects funded during the current period had concluded activities. Many of these ended or were coming to an end as inFocus was appointed. Not all of the remaining 42% were in a position to do any reporting as they had either just started or were in the planning stage. This meant only 84% of projects submitted data to be included in this report (start up, mid-point or end of project reports). This varied between grant streams. For example, 4 / 9 projects of the first London Together cohort were able to submit their one-year report by the deadline; and only 28 of the 58 Active Londoners projects (small grants) submitted EOP reports. Other grant streams also had projects not in a position to report their data. This means that the numbers reported here will significantly increase. As a result, the findings that follow only take into account the grantees that reported data during the period.



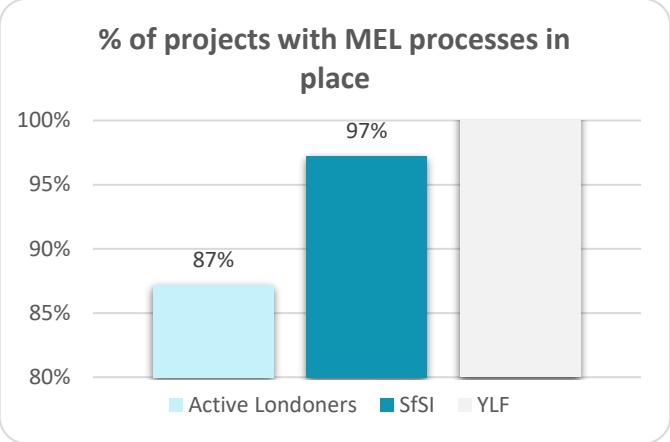


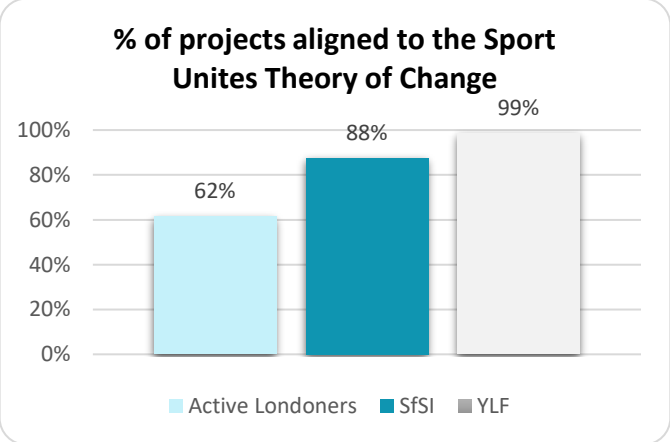
3.2. Project MEL

Out of those that did submit reports, 85% reported information relating to their monitoring and evaluation processes. 96% reported that they had formal monitoring and evaluation in place with the vast majority of these (91%) stating it was aligned to the Sport Unites ToC.

Moving forward, all projects will be aligned to an appropriate MEL approach. It was decided not to revisit past projects and to rely instead on whatever historical reports and data that had previously been submitted. All those projects that were active or yet to start would fall under one of the approaches outlined below. This was primarily determined by the grant stream and which organisation is managing it.

- EOP Project Form (Single Reporting) – for short term projects 12 weeks and under that will only report back once
- inFocus Grant Report Forms (Start-Up / Mid / EOP / Learning) – aligned to the SIM Workbook but used where grantees cannot access the SIM Workbook.
- Grant Manager's Report Forms (Start-Up / Mid / EOP reports) – these are for grant streams where the grant management company has their own processes in place. In these cases, inFocus have liaised with them to ensure key information is collected to help inform the wider Sport Unites evaluation. In some cases, systems have been altered to reflect this.
- SIM Workbook (Basic) (includes start up, mid-point, EOP and learning reports) – deemed the default option, projects will use a SIM Workbook to report all output (activities and beneficiaries) and recommended outcome data as a minimum requirement.
- SIM Workbook (Advanced) (includes start up, mid-point, EOP and learning reports) – identified case studies will utilise an advanced SIM Workbook where raw data can be entered, stored and analysed. Other projects may use an advanced SIM Workbook if they choose to undergo specific elements of the IMM training course.



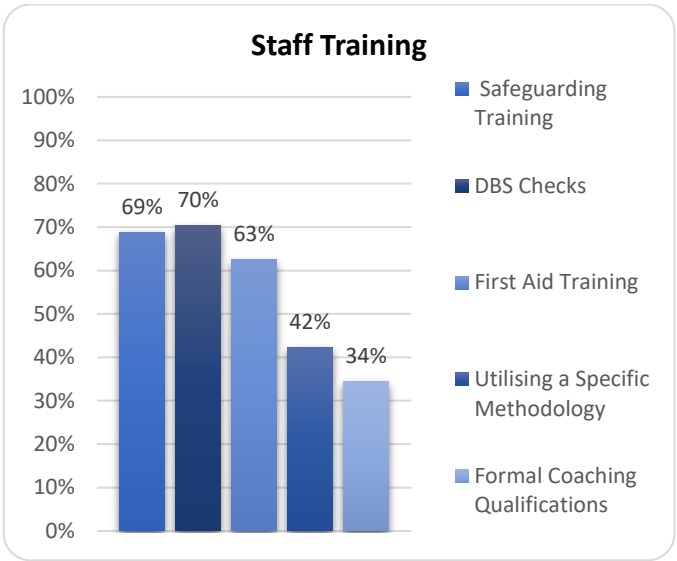


3.3. Staff Training

The data in this section is based upon those that were posed these questions in their reports under one of the agreed approaches and had submitted a report during the period. This accounted for only 30% of the projects, as start-up data was unavailable for several large cohorts and several projects had not yet submitted reports.

Out of those that did report, 63% of projects reported that their staff and / or volunteers trained in first aid qualifications. 70% stated they undertook DBS checks and 69% that they also undertook training in safeguarding of children and adults at risk. This indicates that two-thirds of grantees are currently meeting good practice requirements in this area. (It should be noted that not all projects worked with children and adults at risk and so legally do not have to undertake DBS and safeguarding activities; moreover, 13% of those that did submit a report were not formally asked to report on these activities. Relevant questions are now posed at start-up so it is anticipated that these figures will increase as Sport Unites moves forwards.)

Of those that submitted reports in the period, 42% were utilising a specific methodology and 34% required staff and volunteers to have formal coaching qualifications. These too are now formal questions posed to projects at the start-up stage when they are planning their activities. It is anticipated that these figures will also increase as grantees report more accurately on their activities and as the Workforce grant streams come online which focus on training (e.g. Trauma Informed Practice).



3.4. Beneficiaries and Demographics

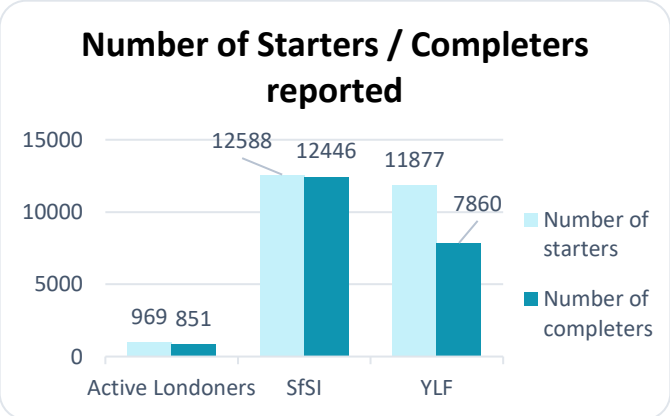
Much of the historical data did not have consistent reporting of participant demographics – or projects simply did not collect the information. Where data was recorded, not all data categories matched: for example, primary or secondary school age was used instead of up to 16 / 16-24 years. In some cases, the data categories were similar, for instance ethnicity being listed only in terms of wider groups such as Black, White or Asian. Where these instances occurred and a natural fit could be found, the results were placed against Sport Unites categories (e.g. primary listed as under 16 and ethnicity placed in the 'other Black' or 'Other Asian' categories). Where it did not fit, it was recorded as unknown.

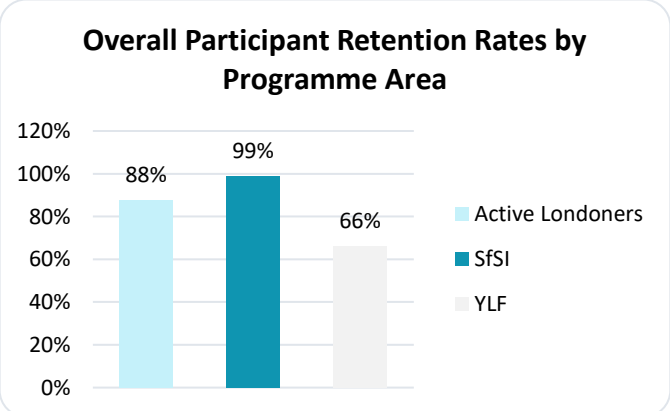
In total, 27,041 individuals started a Sport Unites project, with 21,156 'completing' that project. There were many different definitions of what a 'completer' entailed, and some confusion from earlier projects that reported only on unique participants:

- **Starter:** a 'unique participant' signing up to a project and doing at least one session.
- **Completer**: the number of participants that complete a project (as defined by each project, e.g. number attending 70% of all sessions within the project / numbers passing the course etc.) These are the individuals who benefit from the activity and experience the expected outcomes.

The participant numbers are predominantly those involved in physical / sporting activities. In addition, 295 also benefitted from capacity building activities – the majority being the athletes and their parents in the SportsAid grant stream. Not included in this figure is the 811 attendances at four Thought Leadership events in 2019. Not all delegate lists had been received and so double counting was a possibility. Attendances were reported and the average attendance at an event was 202 with the smallest being 110 and the largest gathering 343 (at the Beyond Sport Event).

Not all projects reported participant numbers in the same way which meant that calculating an average retention rate was problematic. However, 89 projects did report this consistently by defining what a completer was. Based upon these, a retention rate of 83% was recorded. YLF had the largest dropout rates of all projects with only 66% of participants benefitting from the full programme experience. This is explained in part because it targets children and young people from a variety of disadvantaged backgrounds with several barriers to overcome. It was the most consistent programme area to report starters and completers and may therefore reflect a more accurate and realistic picture than in other programme areas. Clear understanding of 'completer' grantee definitions is needed.





In terms of target populations, projects reported who they were targeting, and this was recorded if it matched one of the GLA priority groups. Grantees may target multiple populations. The top five populations targeted by all grantees were: Young People (aged 16-25) (39%); Children (aged 16 an under) (35%); Black and minority ethnic groups (31%); Women and girls (24%); and Children and young people NEET (21%).

The first graph on page 13 outlines the breakdown of targeted populations across all projects, the second graph shows them by grant stream. The YLF Programme Area is meeting expectations for grantees targeting categories associated with youth violence and NEET by predominantly targeting children (16 and under), young people (16-25), children and young people with NEET issues, and people with experience of the justice system.

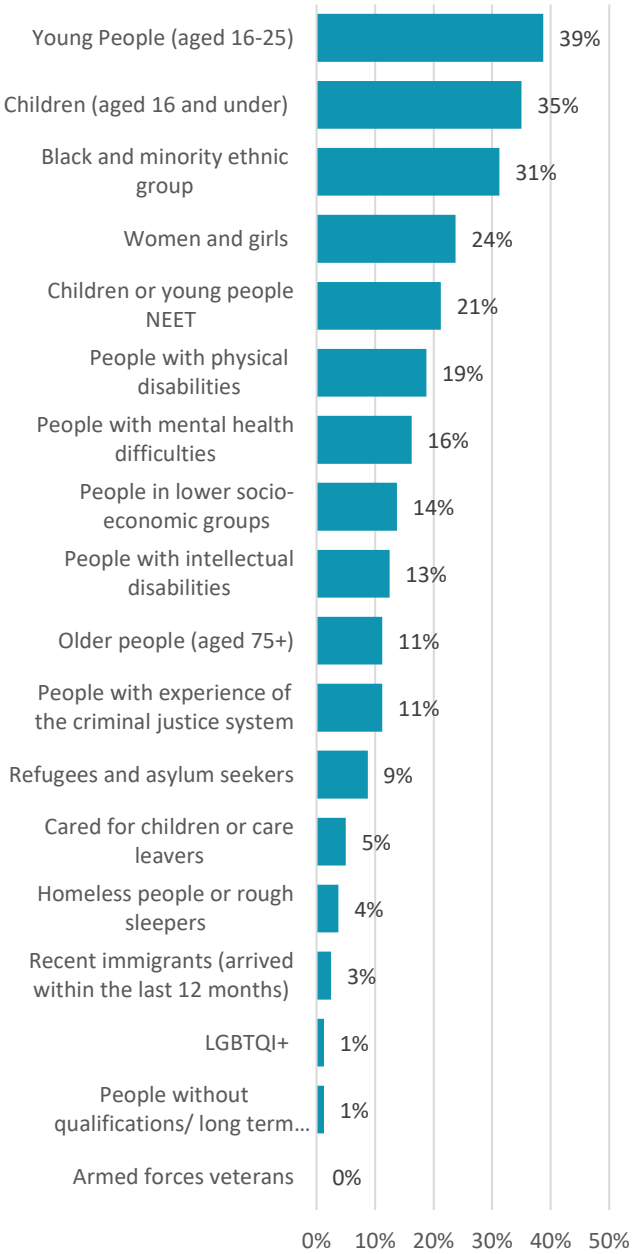
Within the SfSI Programme Area there are a number of groups that are yet to be either targeted or reported on. These include cared for children or cared leavers; LGBTQI people; people without qualifications / long term unemployed; and armed forces veterans. There were also low numbers for several other categories including recent immigrants.

The vast majority of participants were either aged under 16 (60%) or aged between 16 and 24 (17%). This was largely due to the London Youth Games. If we exclude the games, 30% were under 16, 30% aged between 16 and 24 but 33% of all participants age is unknown. 39% of participants were Black or from another minority ethnic group (BAME) with 31% reported as White although 38% of all participants ethnicity is unknown.

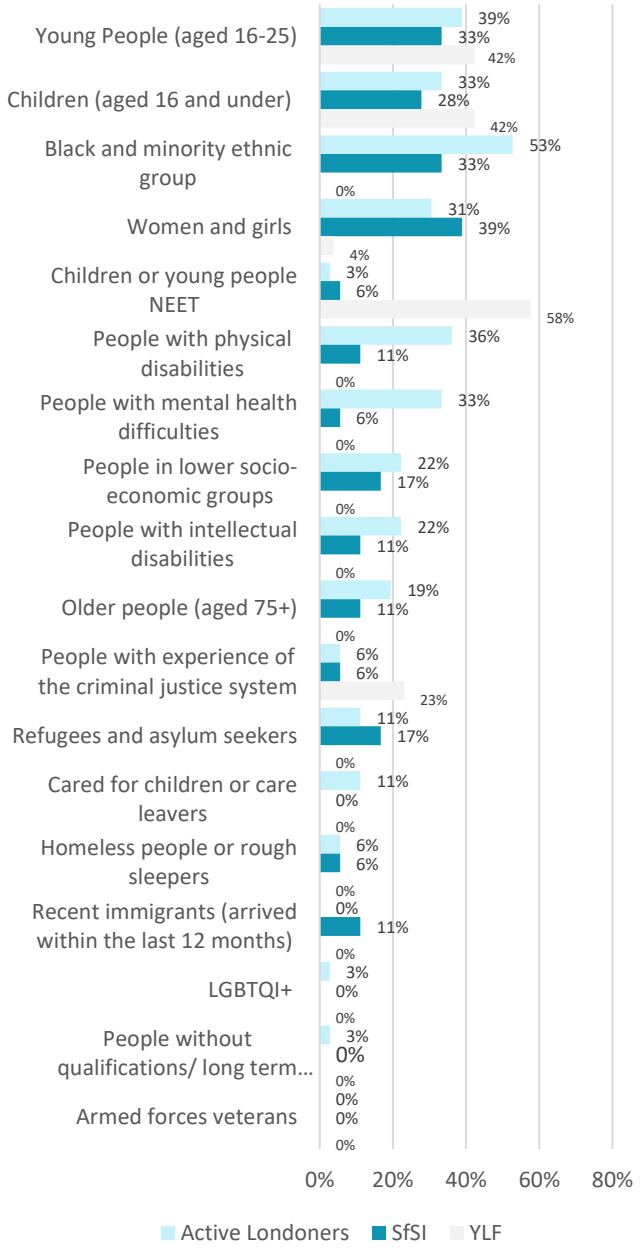
Most did not use the correct disability data categories and so it could not be determined how many participants had a physical or intellectual disability. Participants were listed either disabled or not disabled. To ensure this data was included and so this group of beneficiaries were not excluded from the report, the two categories were reported and matched alongside those using the correct categories. All projects moving forward are now asked to provide this detail in the future.

School Games data from the London Youth Games has also been omitted so as not to obscure the figures as demographic data was not collected for the 94,696 participants (all under 18). Data from the Open Games has been included.

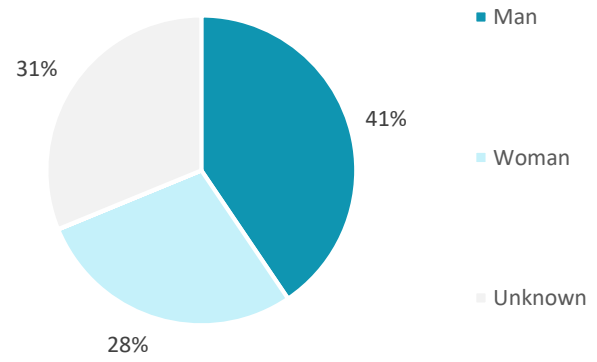
% of projects overall with relevant target population



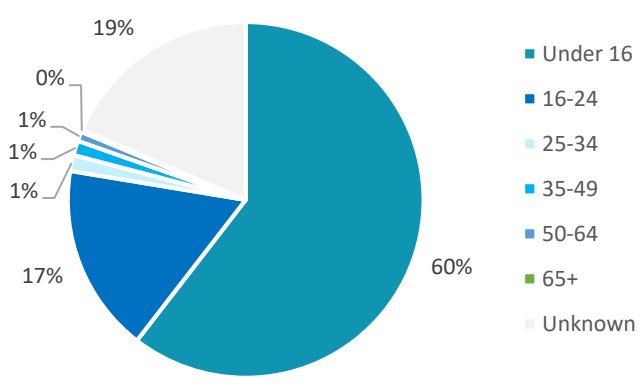
% of projects overall with relevant target population

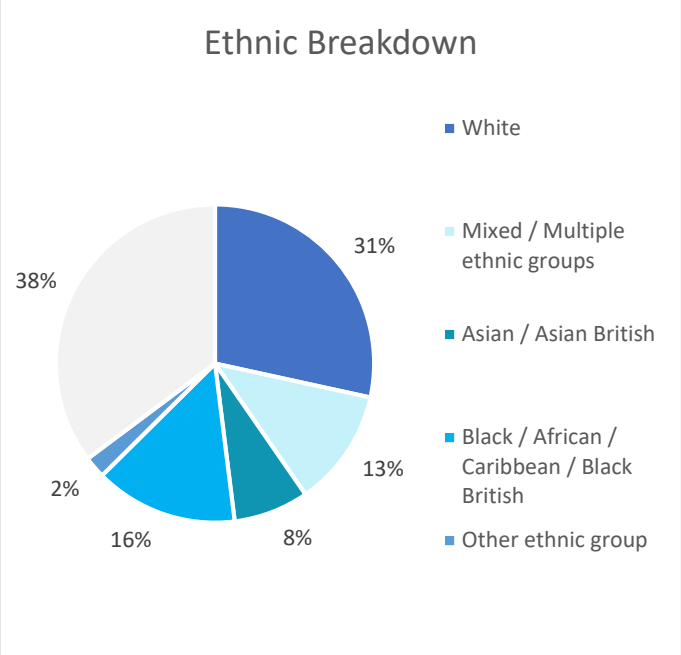


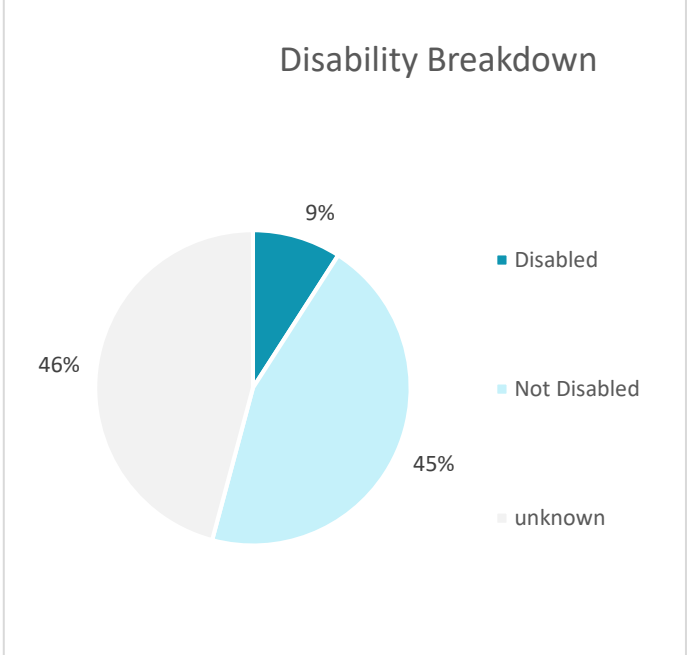
Gender Breakdown



Age Breakdown







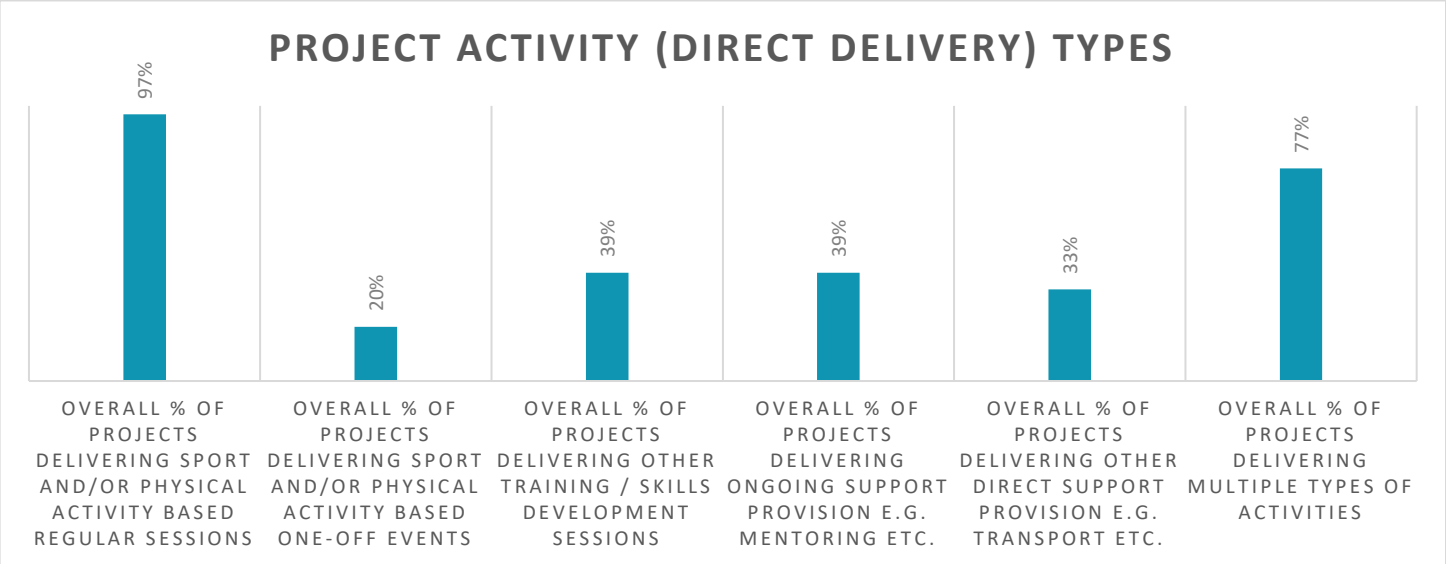
3.5. Project Activities

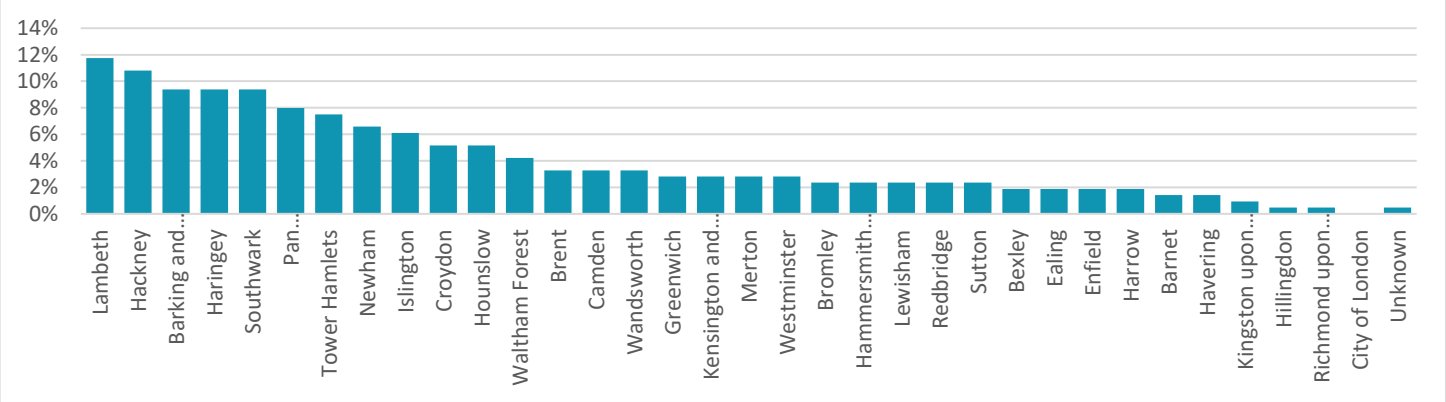
Projects were asked to report on their activities, which were grouped into pre-determined categories: 5 direct delivery activity types and 5 types of capacity-building activities (see Table 2 on page 6). This was done either by projects categorising themselves, or by reporting what they had done with the analysts categorising them.

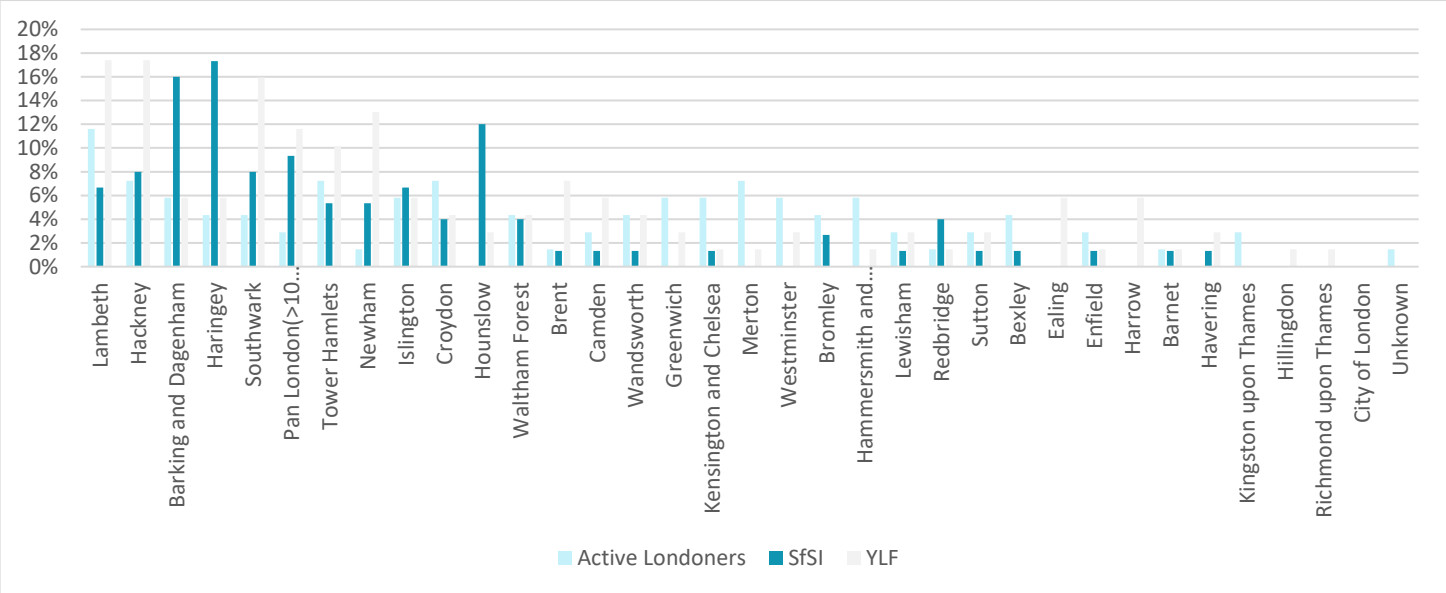
From the data provided, only a third (31%) of project activities could be aligned to the pre-determined activity types, as not all projects had yet reported what they were doing and start-up / application data was not available. The first table on page 15 shows the results for direct delivery activities only. However, 77% of projects reported that they used several different types of activities to meet their aims. In addition, some projects also undertook capacity-building activities in order to get their staff and volunteers trained in specific methodologies or formally qualified to coach specific sports and activities.

8% of grantees ran activities in ten boroughs or more (Pan-London). No projects are active in the City of London and only one project respectively in Hillingdon and Richmond upon Thames. Lambeth (12%), Hackney (11%), followed by Barking and Dagenham, Haringey and Southwark (8% each) are where the majority of grantees run their projects.

The three graphs overleaf outline the types of activities projects are conducting and the geographic locations of projects (overall and by funding stream).

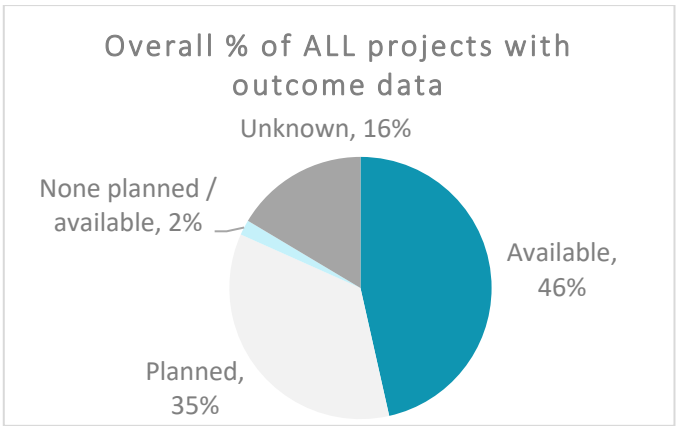


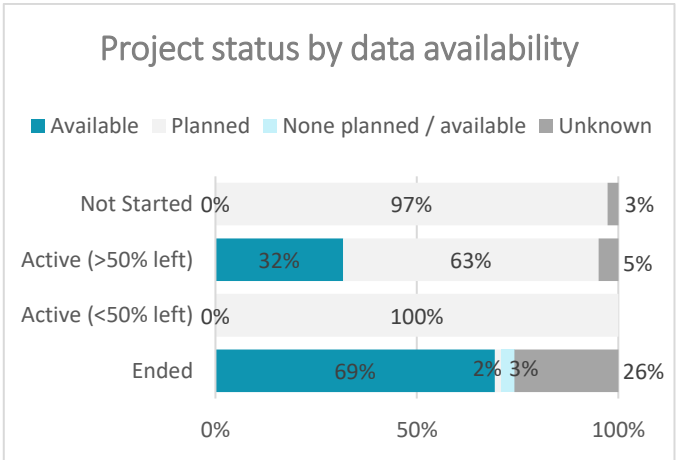


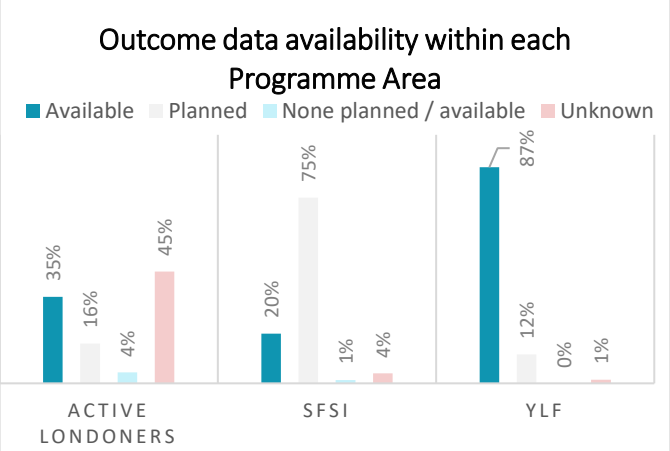


3.6. Outcome Data Availability / Q uality

Established academic research suggests to expect that only limited outcome evidence can be garnered from one-off events or short-term projects. It was deemed that projects of less than 12 weeks or less than £10,000 in value may offer limited outcome data. This is because of the short space of time to be able to create meaningful impact and where projects are run by small community groups and organisations, with limited resources. It is noted that some projects may have matched funding allowing for more impact and resources, and some may have staff experienced in MEL and have planned to collect outcome data from the outset.



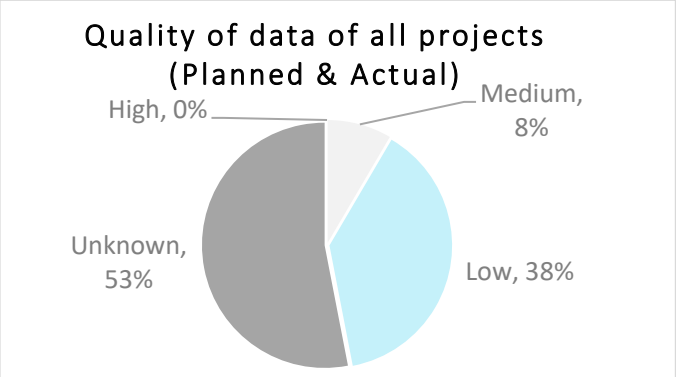


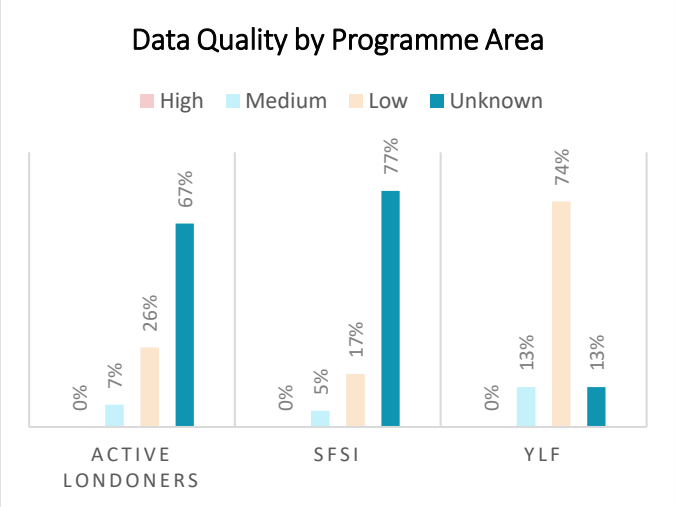


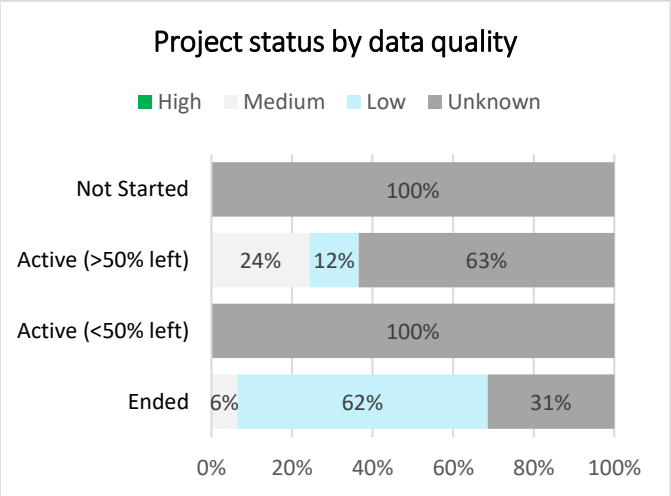
Whilst most grantees did report on outcomes, the quality of that outcome data was low for the majority of short-term, low-investment projects. inFocus analysts assessed quality as being high, medium or low based upon the following definitions:

- High: a counterfactual analysis has been conducted / high confidence in the evidence supporting the findings. Further scrutiny is very unlikely to change or uncover new details.
- Medium: a baseline / end-line has been conducted. Moderate confidence in the evidence supporting the findings. Further research may have an important impact on understanding the findings.
- Low: some insights / case studies. Low confidence in the evidence supporting the findings. Further research is needed to understand the actual impact.

The majority of data received to date from all Programme Areas is either low quality or unknown. For Active Londoners and SfSI, many projects had already started or were near completion and were not initially required to report if they measured against any outcomes. Some had collected outcome data and reported this. The 53% that are listed 'unknown' fall into one of two categories – they had either not handed in their report at the time of writing, or they were in the planning stage and had not yet started delivering their activities. The latter now know the minimum requirements and are being supported in the design of their MEL processes, and it is believed that the quality of data received from now on will be higher.







Case Studies

inFocus will compile 17 case studies. 16 will be of grantees across all four Programme Areas, of various geographic spread, size, duration and covering all six outcome areas. The 17th will be of the support for MEL provided by inFocus. Projects that are at various stages of development will be included:

- Early Stage: The project is exploring how it works and is in development, e.g. pilot projects. The team are assembling the key elements of their initiative, developing action plans, and exploring different strategies and activities. There is a degree of uncertainty about what will work and how. New questions, challenges, and opportunities will emerge.
- Developing: The project is evolving and being refined. The project's key elements are in place and partners are implementing agreed strategies and activities. Outcomes are becoming more predictable and the initiative's context is increasingly well-known and understood.
- Mature: The project is stable and well established. Delivery organisations have significant experience and an increasing amount of certainty about 'what works and why'. The project is ready for a determination of impact, merit, value, or significance.

Case studies will use an Advanced SIM Workbook regardless of the agreed approach decided for their grant stream. They will receive support and guidance in ensuring the correct data is collected and at the correct time. inFocus will also conduct more in-depth qualitative data studies with participants, grantees and stakeholders to ensure a full picture emerges of the impact. Case studies will also be used to validate findings from data reported by grantees.

To date, 12 case-study projects have been identified and 5 have completed the SIM start-up process. The table below outlines the case studies.

Table 3: Case Study Projects

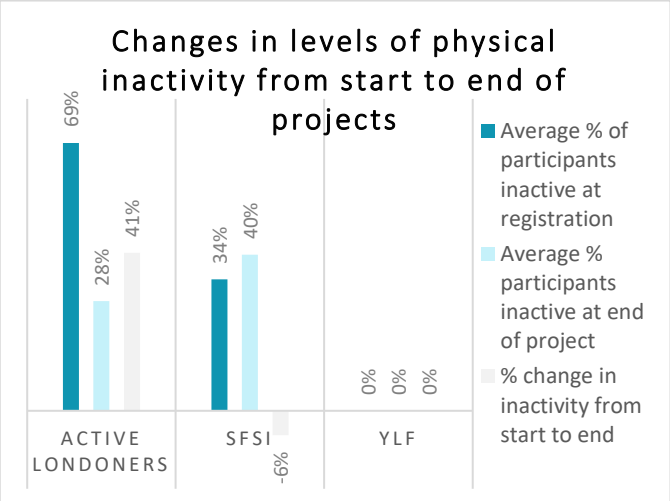
Fund Scheme	Fund Stream	Project Title	Grantee	Status
Mature				
W/F	W/F	MEL Support	inFocus	Start Up
YLF	Impact Partnership	Street Elite	Change Foundation	Start Up
YLF	Impact Partnership	Key4Life Programme	Key4Life	tbc
W/F	W/F	Org. Training / Development	SportED	Planning
Developing				
A/L	Medium Grants	Cycle Project	Hornbeam centre	Start Up / ToC
SfSI	Stronger Communities	Community Touch Rugby	London Skolars	Start Up, ToC
Early Stage				
SfSI	Football Unites	Football Unites Pilot	Player Voice	Start Up / ToC
W/F	W/F	Young Leaders at Risk	Youth London	Start Up
W/F	W/F	Photojournalism	Brent Youth Foundation	Planning
SfSI	London Together	All Together Activation	Deaf UK	Planning
SfSI	London Together	East London Utd	Salaam Peace	Planning
To be identified				
A/L	Medium Grants	From medium grants in May 2020		
SfSI	Stronger Communities	From Cohort 3 in March 2020		
SfSI	Model City	In discussions with Laureus. Likely to be two projects in Barnet or Hounslow.		
SfSI				
YLF	Sport & Youth Violence	Discussion needed in to identify projects or if other projects will be selected.		
YLF				

3.7. Outcome Evidence

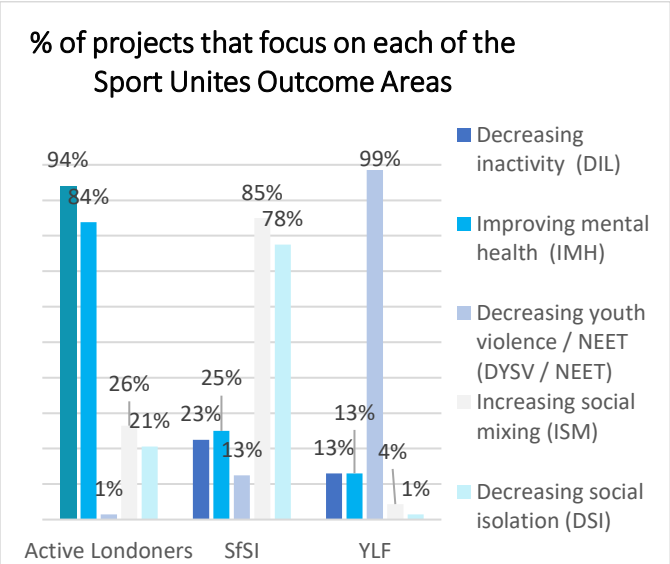
As this is the first report and inFocus was appointed after many projects had started, it is currently too early to report on many of the Sport Unites outcomes. There was a focus on inactivity, particularly within the Active Londoners programme area, as for many projects a baseline of inactivity measure was taken at registration.

The Chief Medical Officer defines an inactive person as someone who, over the course of a week, does not achieve a total of 30 minutes' moderate intensity equivalent of physical activity (Sport England Tackling Inactivity Guide 2016).

The end-line wasn't always measured in the same way, with most projects reporting an increase in activity amongst participants but not reporting an end-line inactivity rate. Those that did report pre- and post-inactivity rates reliably within Active Londoners demonstrated a drop of 41% in inactivity levels after the intervention.



A short assessment of what outcomes each project had reported on or were going to report on was made. The results showed that each Programme Area had the right outcome focus, being aligned to the most appropriate outcome pathways. It also demonstrated how all Programme Areas were intending to contribute to other additional outcome pathways.



3.8 Sport Unites Grant Streams

The table below outlines the 17 current grant streams across the 4 Sport Unites Programme Areas.

	Programme Area			
	Sport for Social Integration	Active Londoners	Young Londoners Fund	Workforce & Capacity Building
Grant Streams	London Together	Active Londoners Grants	Impact Partnerships	Thought Leadership
	Stronger Communities		YLF Grants	inFocus MEL Support
	Sports Aid		Summer Activity Fund	Workforce
	Model City London=		Sport & Serious youth Violence Steering Group	Trauma Informed Training
	London Youth Games		Boxing in Prisons Pilot	Sport Tech
	Football Unites Pilot			Photojournalism Pilot

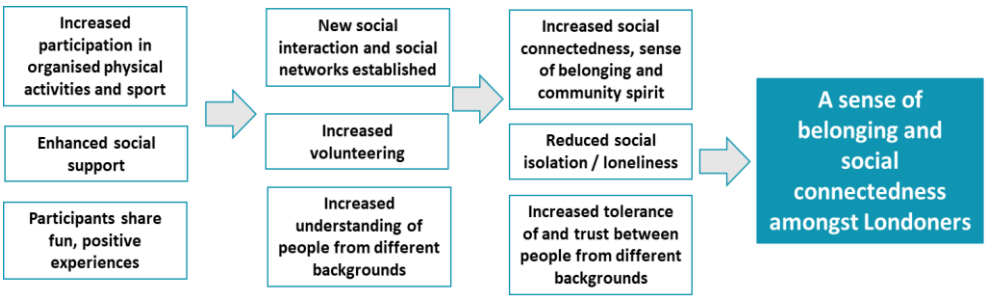
Key:

Grant Management		MEL approach		# of identified case studies	
Outcome areas (see page 6 for details)					

3.9 Sport for Social Integration Grant Streams

The SfSI grant streams play a key role in achieving the Mayor's ambition to make London the first city in the world to maximise the potential of sport to help us connect with others who are different from ourselves. Social integration is the extent to which people positively interact with others who are different to themselves. It is rooted in equality, the nature of our relationships and the way we participate in the communities where we live. This concept – and by extension sport for social integration – is at the heart of what the Sport Unites programme aims to achieve.

Total grant amount allocated to date = £2,655,245 (44% of all Sport Unites funding)
Total grantees to date = 75 (35% of all grantees)



London Together

A £3 million Sport Unites partnership financed equally by the Mayor of London and Comic Relief. The London Together fund invests in sport for change projects that aim to improve social integration in London by creating shared experiences. Grants between £25-£150k over three years for projects lasting between 12-24 months.

	Comic Relief		Comic Relief Reporting Forms		2
			£1,810,757 in grants allocated	1/18 Projects completed	9/18 Submitted reports
739 Unique participants to date	31 benefitting from outcomes to date		100% with MEL in place	100% aligned to Sport Unites ToC	

Stronger Communities

£335,000 fund. Micro grants of £2,000 to £5,000 for 12-week projects are available for projects that use sport and physical activity to bring Londoners together from different backgrounds, cultures and faiths, as well as helping isolated and lonely Londoners feel better connected in their communities. Grants are on a rolling programme throughout each year. 3 rounds are planned in 2020 – March, June and August.

	Groundwork London		SIM Report forms		1
		£118,464 in grants allocated	11/27 Projects completing delivery	8/27 Submitted reports	
720 Unique participants to date	475 benefitting from outcomes to date	77% retention rate			
42% using specific methodology	81% with MEL in place	67% aligned to Sport Unites ToC			

Sports Aid

Now closed, SportsAid provided financial support to young Londoners from disadvantaged backgrounds who are supported to help with training and competition costs with micro grants of £1,000 in 2018 and 2019.

	GLA Sports team		Historical - outputs only		0
		£158,598 in grants allocated	2/2 Projects completing delivery	2/2 Submitted reports	
35 Sports	144 Athletes	2018 & 2019 reports			

Model City London

£1 million contribution from the Mayor of London. Model City London is a partnership between Laureus Sport for Good, Nike and the Mayor of London aimed at empowering communities to create change in their local area through harnessing the power of sport. The initiative utilises a 'bottom up' approach first created in New Orleans and Atlanta in the USA to actively encourage local communities to influence decisions that affect them. They will also determine what outcomes they hope to achieve and what indicators will be in place to measure them. Each Model City comprises of community members who form a 'coalition'. Three were established in 2019 in Barking, Haringey and Hounslow. Each coalition has been given a budget of approximately £142,000 to spend on projects run by local organisations to deliver positive impact to their community for 12 months. MEL will incorporate requirements from Laureus, Nike and the GLA. The final approach currently being discussed by Laureus. Grantees will then decide on their indicators and data collection plans.

	Laureus Sport for Good		TBC. Independent evaluation by NDTI		2
		£427,426 in grants allocated	1/26 Projects completing delivery	0/26 Submitted reports	

London Youth Games

£100,000 over two years (2019 and 2020) have been allocated for the London Youth Games. The games is an annual multi-sport event held in London. They offer competitive opportunities for children and young people aged 7 to 18 across 30 sports. Sport Unites is one of a number of funders of the events.

- Open Games – 33 London boroughs set their sights on the Jubilee Trophy. Each borough's top scores in every competition get added together. The borough with the most points is declared the winner.
- School Games – Primary and Secondary schools across London come together every year at the School Games. They face off in four kinds of competition: intra-school, local inter-school, county finals and the School Games National Finals.

Note – only the numbers for the Open Games 2019 are reported in the overall YLF and Sport Unites summaries as the data received aligned to Sport Unites. The School Games figures are included in this section only to ensure they are reported but do not distort the overall figures.

	London Youth Games		Historical – outputs only		0
			£50,000 in grants allocated	2/3 Projects completing delivery	2/3 Submitted reports
94 competitions	11,796 Competing in the Open Games		94,696 Competing in the School Games	28 Sports	

Football Unites

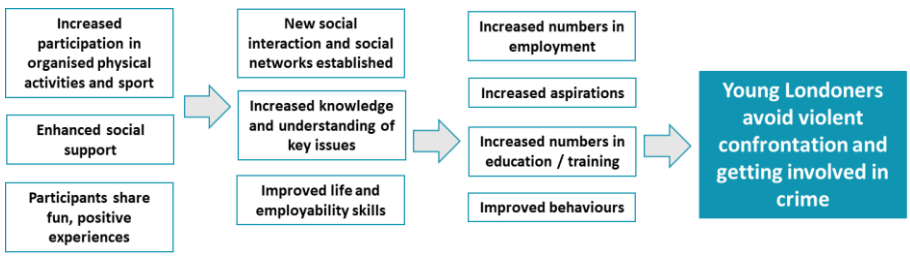
£50,000 fund. Football Unites is a pilot project between which will engage over 40 football academy players from Premier League clubs in London to identify social challenges in their locality and co-design projects with community partners to tackle these. The pilot is created and managed by Player Voice CIC in partnership with Crystal Palace FC and West Ham United, with advisory support from Arsenal FC and the Premier League. 45 academy players aged between 10 and 23 years from 2 professional football clubs will be involved.

	Player Voice CIC		SIM Workbook. Independent evaluation conducted by Mr. Kevin Harris.		1
			£50,000 in grants allocated	0/1 Projects completing delivery	0/1 Submitted reports

3.10. Young Londoners Fund (YLF) Grant Streams

The Mayor of London's £45 million 'Young Londoners Fund', YLF was established to help children and young people to fulfil their potential, particularly those at risk of getting caught up in crime. It is supporting a range of education, sport, cultural and other activities for young Londoners. To date over 200 projects have been awarded funding; these include activities ranging from theatre groups and employability training to football clubs and art sessions. Approximately 22% of all grantees are utilising sport and physical activity in their work: however, not all these projects are coordinated by the GLA Community Sport team and fall under Sports Unites (some fall under the remit of other policy teams). This report only accounts for the Sport Unites elements of YLF. Grantees will measure YLF outcomes which align to the Sport Unites Theory of Change.

Total grant amount allocated to date= £2,604,035 (43% of all Sport Unites funding)
Total grantees to date = 69 (32% of all grantees)



YLF Impact Partnerships £1,500,000

£1.5 million fund. Grants are awarded to projects that use sport to support young people aged 10-25 who are at risk of getting involved in crime. Projects will create employment and training opportunities for participants. In 2018, four projects ran one-year programmes which concluded in time for this report. In 2019/2020, grants of £100k - £200k over two years are available. The fund will 'scale up' up to 6 existing initiatives with a proven track record in using sport to support those at risk of crime.

	Groundwork London		2018: Pre-inFocus Reporting 2019: SIM Workbook		2
			£1,488,014 in grants allocated	4/12 Projects completing delivery	3/12 Submitted reports
2647 Unique participants to date	1420 benefitting from outcomes to date		100% with MEL in place	83% aligned to Sport Unites ToC	

YLF Grants

£676,000 fund. Targeted at providing aspirational and positive activities to support young people to make positive choices and meet their full potential, particularly those at risk of exclusion, involvement in crime or previously involved in crime. Grants up to £90,000 over 3 years.

	GLA Education team		YLF reporting		0
			£676,542 in grants allocated	8/8 Projects completing delivery	8/8 Submitted reports
1340 Unique participants to date	723 benefitting from outcomes to date		100% with MEL in place	100% aligned to Sport Unites ToC	

YLF Summer Activity Fund £450,000

An allocation of £450,000 provides funding for projects that use sport over the school summer holidays to engage young people who are at risk of getting involved in crime. The delivery of projects should be completed within six weeks (minimum four weeks) in the top boroughs for crime. In 2018 these were: Barking & Dagenham, Brent, Greenwich, Hackney, Hammersmith & Fulham, Islington, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Westminster.

	GLA Education team		YLF reporting		0
			£439,479 in grants allocated	49/49 Projects completing delivery	49/49 Submitted reports
7890 Unique participants to date	5717 benefitting from outcomes to date		One more round in 2020		
72% retention rate	100% with MEL in place		100% aligned to Sport Unites TOC		

YLF Sport and Serious Youth Violence

With a total allocation of £200,000, the steering group is the first of its kind in the sport sector bringing together London community experts to help identify causes, share best practice, and propose solutions to serious youth violence. There is a 50/50 split between and young people from 20 organisations. There have been Initial workshops followed by 6 meetings every 2 months. The committee will then decide on what pilot projects to fund. These may be trial programmes or commissioned research.

	GLA Sports team		TBC		1
			£TBC in grants allocated	0 Projects completing delivery	0 Submitted reports

YLF Boxing in Prisons Pilot

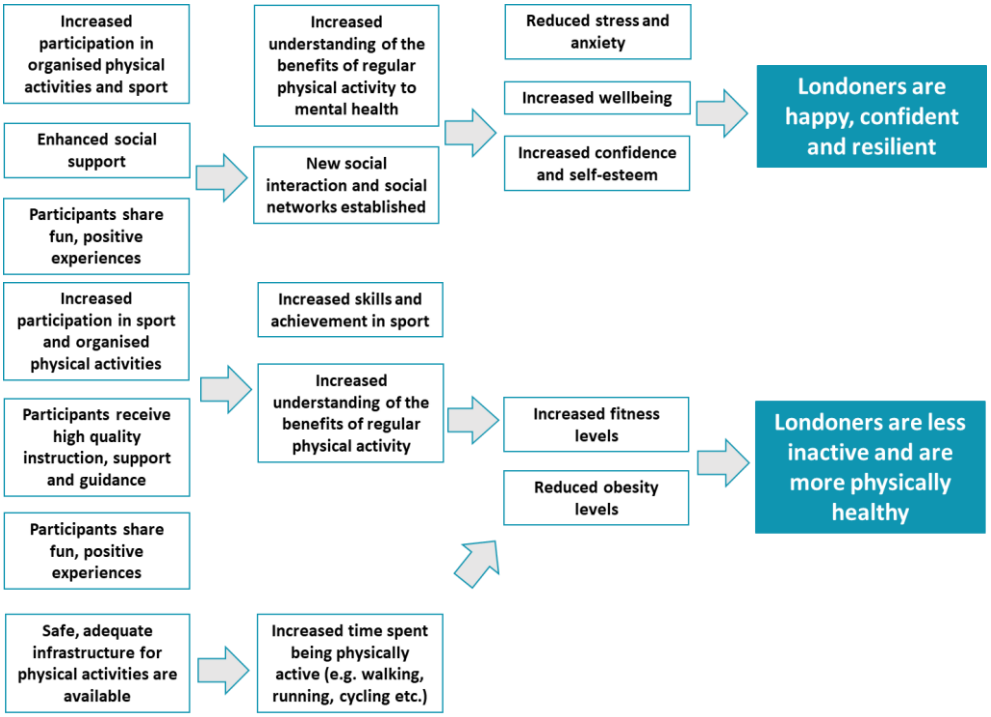
A fund of £10,000, Boxing in Prisons is a pilot project with England Boxing, Key4Life and HM Prison Brixton working in partnership. England Boxing will work with 15 young men in prison who will be recruited to participate in structured activities whilst in custody (including physical activity, interactive workshops in mental health, and resilience). They will be mentored, supported and guided, with support continuing after their release, where they will be placed across 10 boxing / sports clubs across Lambeth and access services / train free of charge for 6 months with Key4Life.

	GLA Sports team		SIM Workbook – independent evaluation conducted by Prof. Rosie Meeks, Royal Holloway University		0
			£TBC in grants allocated	0 Projects completing delivery	0 Submitted reports

3.11. Active Londoners Grant Streams

The Active Londoners grant stream aims to help improve the health and wellbeing of inactive Londoners by providing opportunities to become physically active. Convenience, affordability, and proximity are amongst the key factors that determine whether people exercise regularly and as such, Active Londoners funds projects that address these.

Total grant amount allocated to date= £812,276 (13% of all Sport Unites funding)
Total grantees to date = 69 (32% all grantees)

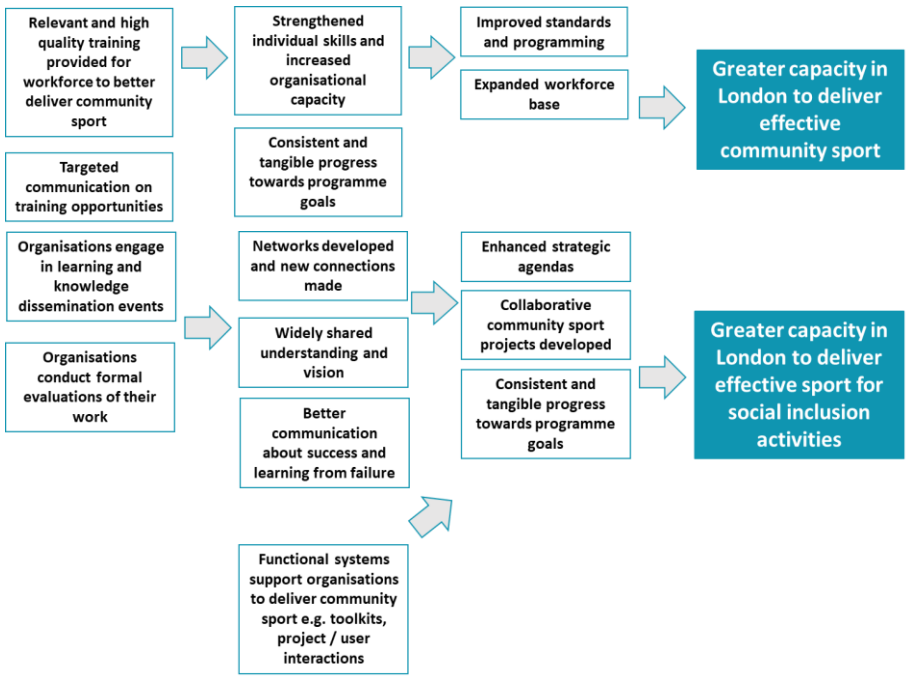


Active Londoners Grants £1,250,000					
Active Londoners provides small (up to £5,000 for 12-week projects) and medium / large grants (from £25-£75k for 12-month projects) to initiatives that offer local and affordable opportunities. Projects should specifically target the 38% of Londoners who are physically inactive. The Chief Medical Officer defines an inactive person as someone that's doing less than 30 minutes of moderate physical activity a week. Projects are also invited to help with improving mental health issues.					
	Rocket Science		SIM Report Forms (Small grants) / SIM Workbooks (Medium grants)		2
			£812,276 in grants allocated	55/69 Projects completing delivery	28/69 Submitted reports
1765 Unique participants to date		851* benefitting from outcomes to date		88%* retention rate	
41% participants more active		49% with MEL in place		35% aligned to Sport Unites TOC	

* Based upon 19 projects reporting starters and completers consistently and not just unique participants

3.12. Workforce & Capacity Building Grant Streams

The success of Sport Unites – and the wider 'Sport for All of Us strategy'– relies on a skilled and supported community sports workforce. The Workforce grant stream offers funding and capacity-building opportunities to people and organisations who work and volunteer in sport across the capital. Unlocking the potential of technology also plays a key role to developing the sport sector in London – this includes championing sports tech that promotes activity, innovation and evaluation in community sport and Thought Leadership events to allow networking, sharing and to encourage collaboration between organisations.



Thought Leadership…£150,000 (planned)

An allocation of £150,000 for networking events for the London workforce and organisations with around 100 people per event. Each event will be shaped around a theme and will allow for networking and ideas / best-practice to be shared. Currently no reports on spend have been received. Four events have been completed to date:

- Event 1 'Sport Unites – One Year On' – 19/03/2019
- Event 2 'Stakeholders Engagement' – 09/05/2019
- Event 3 'Beyond Sport Conference' 25/06/2019
- Event 4 'Active London Conference' 10/09/2019

	GLA Sport team		EOP – feedback / outputs only		0

£TBC in grants allocated	4 events completed	4 Submitted reports

848 Unique Attendees	7% Returnees (came to more than one event)	Next Event: 'Fairer Funding Practices' –24/01/2020

inFocus Monitoring, Evaluation and Learning Support

inFocus provides support for all Sport Unites grantees via the following:

- Impact Measurement Training – an online course for up to three people from each organisation;
- Grant management support to the GLA Project Managers for MEL, including training on reporting methods for grantees;
- Support for data planning, collection and analysis –online surgeries and interns from the University of Brighton; and
- F 'Word' Learning Webinars and Live event for grantees to share their findings.

	inFocus Consulting Ltd.		SIM Workbook		1

Workforce…£150,000 (planned)

Two strands have been developed:

- Identifying, training and supporting **youth leaders – at-risk** young Londoners – with the potential to enter into the community sport workforce.
  - 'Young leaders at Risk Project' by London Youth will set up a network of 15 community youth organisations across London and identify 150 at-risk young people aged 16-24 with leadership potential.
  - 'Our Content – Change the Game' Photojournalism Programme will give young Londoners from under-represented groups the opportunity to fulfil a career with sports media via training and access to major sporting events held in London.
- **Organisational Training** to identify programmes with good practice in sport for social integration work. London Sport to manage and put together SLAs with delivery providers. The first pilots are planned to start in March 2020.

	London Sport		SIM Workbook		20
		£TBC in grants allocated	0/2 Projects completing delivery	0/2 Submitted reports	

Trauma Informed Training…£9,600

Training for frontline staff working with grantees in how to deal with participants that have suffered trauma. Training will support 40 participants from 20 organisations to get a bronze certificate. The first workshop took place in January 2020.

	GLA Sport team		EOP – outputs only		0
		£TBC in grants allocated	0/1 Projects completing delivery	0/1 Submitted reports	

Sport Tech…£150,000 (planned)

A platform that will use open data from sport and physical activity providers for social prescribing, in partnership with London Sport and ODI. The proposal has been confirmed and work has started to identify 3 pilot boroughs and decide on key criteria.

	London Sport		TBC		0
		£TBC in grants allocated	0/1 Projects completing delivery	0/1 Submitted reports	

4. Conclusions

The conclusions of this Initial Status Report focus upon answering certain Initial Status Questions, posed to help the evaluators establish a number of 'yardsticks' for overall programme success by the end of Phase 1 (Sept 2020) and to clarify some of the basic programme assumptions. The conclusions provide important insights into the Sport Unites programme design, management and implementation to date, and will help the evaluators to ultimately answer the Phase 1 Final Evaluation Questions more effectively. The conclusions also reflect upon any current barriers that may hinder the Phase 1 evaluation from being able to answer the final evaluation questions, within the available timeframe.

Table 4: Final Evaluation and Initial Status Questions

Final Evaluation Question	Initial Status Question
1) How effective has Sport Unites been in addressing sport for social integration in London?	1a) To what extent and how has the success of Sport Unites' 'direct delivery' programme been defined? 1b) How likely are we to be able to monitor and evaluate the success of Sport Unites' 'direct delivery' programme during Phase 1 of this evaluation (by September 2020)?
2) How effective is Sport Unites in building the capacity of the sport for social integration sector in London, to be able to more effectively address the key issue areas?	2) To what extent and how has the success of Sport Unites' 'capacity building' programme been defined? How likely are we to be able to monitor and evaluate the success of Sport Unites' 'capacity building' programme during Phase 1 of this evaluation (by September 2020)?
3) How many and for whom (in terms of people / communities / organisations) has Sport Unites delivered a positive and meaningful benefit in London?	3) For how many and to whom (in terms of people / communities / organisations) does Sport Unites intend to deliver a positive and meaningful benefit to in London?
4) Is Sport Unites working with the people / communities / organisations in London that are in need, and are likely to benefit the most from Sport Unites projects?	4) Who, in terms of people / communities / organisations in London are most in need, and are likely to benefit the most from Sport Unites projects, and how aligned is Sport Unites to engaging with them?
5) What are the main success factors / key attributes, in relation to the design, implementation and sustainability of an effective sport for social integration *funded project*?	5) How have *Sport Unites funded projects* been designed and encouraged to date, to achieve relevant Sport Unites outcome(s) in a sustainable way?
6) What are the main success factors / key attributes, in relation to the design, implementation and sustainability of an effective sport for social integration *investment programme*?	6) How has the *Sport Unites Grant Scheme* been designed and implemented to support the achievement of relevant 'project level' outcomes in a sustainable way?

Section 5 builds upon both these programme insights and key barriers to achieving a comprehensive and thorough evaluation of the Sport Unites programme by September 2020, with a set of immediate / short-term recommendations concerning the Sport Unites Programme Area Design and Management, Project Level Planning and Implementation and Monitoring, Evaluation and Learning (MEL) processes. The recommendations are directed towards GLA Project Managers, third party Grant Management companies and the funded projects themselves, with the main purpose of improving the programme design, implementation and MEL processes undertaken.

1a) Initial Status Question: To what extent and how has the success of Sport Unites' 'direct delivery' programme been defined?

The original Theory of Change (TOC) for the Sport Unites programme was outdated and did not reflect the range of outcomes being addressed. As a consequence, a participatory process involving key stakeholders and grantee organisations themselves was carried out to update the TOC to create a consensus view concerning the intended results of Sport Unites, the main mechanisms of change (activities) being undertaken and the main assumptions involved in the programme design and working context in London. The update process was supported with further research around the main issue areas being addressed, to strengthen the end product. The current TOC (see Appendix 1) now effectively serves as a useful alternative 'counter-factual' against which the programme's success can be judged. Our initial findings suggest that over 90% of funded projects are currently aligned (at least at the outcome area level) to the new SU TOC, although the reporting of outputs and outcomes across SU projects to date (58% of which have now ended) is highly inconsistent and does not lend itself to overall analysis against the new SU TOC in place. The outcome data submitted to date is generally of a low quality, therefore future assessment of programme effectiveness and impact will be largely dependent upon the standardisation of both output and outcome measurement reporting across the Programme Areas, including a small suite of common indicators now being collected by new grantees, to help better understand the overall picture of change.

1b) Initial Status Question: How likely are we to be able to monitor and evaluate the success of Sport Unites' 'direct delivery' programme during Phase 1 of this evaluation (by September 2020)?

Future outcome assessment will need to focus upon current ongoing projects (approx. 80 projects from the 2018-19 cohort continue to run in 2020) and the 16 case study projects where data collection and evaluation is being directly supported by the external evaluation team. Ongoing and all new projects will require sufficient time to adapt their internal MEL processes (suggest a minimum six-week lead time to carry out MEL process adaptations) to enable projects to report at least once during the life of their project, against one or more of the Sport Unites outcomes.

inFocus and the GLA Project Management team have undertaken significant work during the last four months of 2019 to build capacity within the Project Management team (internal and external) to support the introduction of a new grantee reporting system, aligned to the updated TOC, including the introduction of the SIM Workbook (standardised reporting tool in Excel) and associated MEL guidance and tools for grantees. There has been a successful uptake of tools by several projects, and initial indications suggest that the SIM Workbook 'start-up' phase can be completed by all eligible ongoing projects by the end of February 2020, and all new projects during their initial grant inception phase. However, ongoing and new projects will require sufficient internal MEL capacity to successfully report their outputs and outcomes. Initial assessments of MEL capacity suggest a wide variation in capacity, with limited resources being budgeted in this area (further MEL capacity assessment is planned to paint a more accurate picture). There is also a good spread of case studies identified across the Grant Streams, with equal representation in terms of project size, location, 'maturity' of implementation model, and outcome focus, to provide an additional, complementary outcome evidence base, over the coming nine-month period.

Dependent upon the uptake of MEL support services offered, particularly amongst the smaller projects with limited MEL capacity, there should be sufficient evidence of outcomes to make an initial judgement of the success of the programme by September 2020, although a more robust assessment will likely require a longer period of time.

2) Initial Status Question: To what extent and how has the success of Sport Unites' 'capacity building' programme been defined? How likely are we to be able to monitor and evaluate the success of Sport Unites' 'capacity building' programme during Phase 1 of this evaluation (by September 2020)?

As per the direct delivery programme conclusions in 4.1, the Sport Unites TOC has been updated in a participatory way to ensure a useful alternative counterfactual. However, the main Workforce development strand of Sport Unites has not yet started and there are few projects focused in this area. This element of the TOC was therefore more dependent upon

external research to develop the outcome pathways and is likely to require further iteration as new 'capacity development' projects go through the grant 'start-up' phase.

3) Initial Status Question: How many and for whom (in terms of people / communities / organisations) does Sport Unites intend to deliver a positive and meaningful benefit to in London?

There is evidence currently of over 27,000 participants being engaged in Sport Unites activities in a manner that could have feasibly resulted in a significant proportion of these people (over 80%) having achieved one or more outcomes (i.e. been a direct *beneficiary*), as defined within the Sport Unites TOC. However, to date most of the direct evidence of outcomes is currently unavailable or is of a low quality, preventing an accurate outcome assessment to be made.

Additionally, Sport Unites has contributed to the engagement of 94,696 school age children through the London Youth Games, although this figure is reported at this stage separately. Only numbers for the School Games were received and the exact proportion of the delivery budget that the Sport Unites funding represents, and the nature and mechanism of engagement of the children, is unclear.

However, there is a wider inconsistency in the methods of reporting project output data historically, and the interpretation of key definitions of project 'starters' and 'completers', which required the evaluators to make several assumptions about data reported over the 2018-19 period.

4) Initial Status Question: Who, in terms of people / communities / organisations in London, are most in need, and are likely to benefit the most from Sport Unites projects, and how aligned is Sport Unites to engaging with them?

The Survey of Londoners conducted in 2018/2019 and published in June 2019 provides a set of measures for social integration as well as economic fairness and food security within London for those over the age of 16. Social integration had three pillars: relationships; participation; and equality. The survey was disaggregated by disability status; age; LGBT+ status; gender identity; ethnicity; income and social class. Data from the results concluded that:

- Integration issues are not confined to any one group.
- Men were twice as likely to play sport than women (3.3.1 p28).
- Sport participation declines with age (3.3.1 p28).
- Young BAME Londoners have higher rates of participation in sport than their young white peers. This switches for older Londoners (3.3.1 p28).
- Participation in sport is not consistently associated with having more diverse relationships but is associated with lower levels of loneliness and social isolation (3.3.4 p33).

Based upon this, it is appropriate for Sport Unites to have a wide range of targeted populations although it is noted that the programme is not obliged to hit every target group and demographic; the focus is on sport and physical activity and the grant streams are therefore more aligned to addressing barriers to community sport access (economic, cultural and class, for example).

We can see children, young people, BAME people, women, girls and the disabled groups are being well represented within Sport Unites. Ethnicity data shows 28% participants from Black and Minority Ethnic groups, and disability data shows 9% participants with a declared disability. However, some groups including LGBTQI+, the homeless and those with experience of the care system are currently less well represented, although the data supporting this needs to be treated with caution, due to inconsistencies and gaps across the historical project data provided and those who are yet to report.

Demographic and location data reported historically is largely incomplete and inconsistent across projects. Numbers of participants within projects cannot currently be disaggregated by London borough, although the location of project

activities and in most cases their administrative base can – showing an even representation across boroughs, by this measure.

In the final evaluation report, we will aim to report the percentage of Sport Unites beneficiaries (i.e. participants who achieve one or more positive outcome) who come from a priority target audience, which should be reflective of the overall need demographic in London, as expressed in the Survey of Londoners.

5) Initial Status Question: How have Sport Unites funded projects been designed and encouraged to date, to achieve relevant Sport Unites outcomes in a sustainable way?

Across a range of 'project quality' indicators based upon project staff training capacity in key areas such as safeguarding, undertaking DBS checks, and first aid training, early indications are that 70% of projects have these capacities in place. However, data on these training indicators has only been reported historically on a very small proportion of projects (30%). Many of these had already started before inFocus reports had been put in place and so these were not highlighted during their planning stage as something they would be expected to report on. The percentage of projects utilising a specific training methodology to support non-sport development outcome is significantly less at 42%, and projects using coaches with formal coaching qualifications is just 34%. However, most projects have aligned themselves to the Sport Unites TOC , suggesting a project design at least cognisant of needing to achieve specific developmental outcomes to be in place, across the vast majority of funded projects.

There is good evidence of projects sharing learning and experiences in a systematic fashion to encourage sustainability, although this is restricted currently to specific Grant Streams such as London Together and Model City, and not widespread across the Sport Unites funding portfolio. To date there is little evidence of the sustainability of projects that have ended, or of the active pursuit of strategies by current projects to encourage the longer-term sustainability of outcomes.

6) Initial Status Question: How has the Sport Unites Grant Scheme been designed and implemented to support the achievement of relevant 'project level' outcomes in a sustainable way?

A strong learning culture and ethos has been shown to be an important factor in encouraging social development projects to develop their delivery models to better meet beneficiaries needs and enhance outcomes. Dissemination of learning has been built into the Sport Unites Workforce Development Programme Area, although most of this has yet to come on-stream. There is also evidence of a culture and desire for learning being led by the GLA Project Management team, which has not shied away from providing grants to a wide range of recipients, including many less traditional grant recipients without formal management and governance structures in place, as well as encouraging projects to embrace learning from both their failures, as well as successes, as demonstrated through the broad range of internal and public learning events commissioned across 2020, including a number of Thought Leadership events.

However, there has been historically an inconsistency in the approach to grant management, largely as a result of multiple grant management companies taking a lead role across different grant streams, and a lack of overall central process and protocol coordination. Developing a culture of shared values and objectives will be key to the success of Sport Unites. Whilst long-term sustainability depends on the size of grants and the capacity of grantees, there is a lack of clear guidelines and associated support to projects, concerning their approach to longer-term sustainability, after the term of funding has completed in terms of continuing provision aligned to Sport Unites aims and objectives.

5. Recommendations

This section builds upon the previous Conclusions section, with a set of immediate / short-term recommendations concerning the Sport Unites Programme Design and Grant Management and Project Level Planning, Monitoring, Evaluation and Learning (MEL) processes and Implementation. The recommendations are directed towards GLA Project Managers, external Grant Management companies and / or the funded projects themselves, with the main purpose of improving the overall programme design, implementation and MEL processes.

5.1. Programme Area Design and Grant Management

Table 5: Grant Management Recommendations

Recommendation	Who?
Sport Unites Theory of Change Workbook (developed for grantees use) should be promoted during both the grant application and grant inception stages for new Sport Unites projects, to allow for the better commissioning for outcomes, and enable Sport Unites to better target any emerging gaps in outcome provision across London. Greater awareness of the Sport Unites TOC will also encourage grantees to design their projects, programmes and events with outcomes in mind and align their activities and MEL processes with the outcome pathways.	GLA Project Managers External Grant Management companies
Promote the MEL capacity-building services and other Workforce development offers to new grantees from the outset of new funding agreements, preferably based upon an initial capacity assessment that incorporates an assessment of MEL and other key skills, capabilities and processes being in place.	GLA Project Managers External Grant Management companies
New Project Reporting Tools and Guidance (SIM Workbook and MEL Toolbox) developed should be introduced during new grant inception meetings to ensure ALL 'start-up', output and outcome data is reported more consistently.	GLA Project Managers External Grant Management companies
Build in a % amount of each grant dedicated to monitoring and evaluation alongside the support and learning mechanisms now in place (5% suggested with a cap). This eradicates excuses by organisations that they do not have the funds or human resource to undertake MEL and supports grantees in the meeting the minimum requirements from the outset. New support in place for monitoring, evaluation and shared learning now in place will also help resource grantees.	GLA Project Managers
When appointing external grant managers in the future, ensure that their systems are flexible and able to collect the appropriate data needed for any future Sport Unites evaluation.	GLA Project Managers
It is highly recommended that all grant managers (both within the GLA / external) complete the IMM training at Foundation level so they understand the challenges and issues around collecting consistent data, compiling outcome evidence, measuring impact and how to report effectively.	GLA Project Managers External Grant Management companies
As new information from data mining / evaluation becomes available concerning the extent of target population coverage, geographical representation, outcome coverage by the four Sport Unites Programme Areas, adjustments should be made to the types of new grants made to prioritise gaps and ensure a good fit with London priorities.	GLA Project Managers
There needs to be a consistency to the approach across all grant management companies and the GLA Project Management team, concerning Grant Management processes and protocols.	GLA Project Managers

5.2. Project Level Planning, MEL Processes and Implementation

Table 6: Project Focused Recommendations

Recommendation	Who?
Communication campaign to all grantees past and present on accessing the IMM training to help build the capacity of organisations working in London to better measure their impact.	GLA Project Managers
All grantees should be encouraged to attend relevant learning events, specific to their areas of outcome interest / focus, to ensure better sharing of good practices and lessons learnt and help to consolidate the learning for future generations.	Funded Projects
Mechanisms should be introduced to encourage projects to translate new learnings into new practices, with flexibility of changing original grant budget spends and project designs. Particular emphasis should be given to thinking and approaches to sustainability strategies to ensure continuation beyond the term of grants.	GLA Project Managers
Knowledge and insights from learning events should also be utilised to inform the Grant Management process, particularly in relation to improving the type of monitoring data available from projects to assess improvements in project design and implementation	GLA Project Managers

Appendix 1. Sport Unites Theory of Change

SPORT UNITES THEORY OF CHANGE

SPORT UNITES improves access to sport and physical activity for all Londoners by addressing barriers to participation. Activities focus on decreasing inactivity; improving mental health; reducing loneliness; tackling serious youth violence and apathy; creating forums for people from different backgrounds to come together and mix; and building the capacity of the London workforce to deliver community sport for positive social change. Specific and inclusive methodologies are employed to avoid the activities simply serving to reinforce existing divisions and to build collaborative and progressive community sport.

1. What Sport Unites does

2. Outcomes (Results) Pathways

3. Social Impact

1. What Sport Unites does		2. Outcomes (Results) Pathways			
Focuses organisations to deliver physical activity and sport opportunities to encourage active, healthy lives	**Decrease Inactivity**	**If…**Londoners participate in organised physical activity	**Then…**there will increased understanding of the benefits of regular exercise	**Then…**levels of fitness levels will increase and obesity levels will reduce	**Then finally…**Londoners will be less inactive and more physically healthy
Focuses organisations to provide physical activity interventions designed to foster positive mental wellbeing	**Mental Health**	**If…**Londoners participate in physical activities with enhanced support	**Then…**there will be increased understanding of the benefits of regular exercise to mental health	**Then…**levels of stress and anxiety will reduce whilst confidence , resilience and self esteem will increase	**Then finally…**Londoners will be more happy, confident and resilient
Focuses organisations to run physical activities for young people to tackle serious crime and issues around NEET	**Youth Violence**	**If…**young people are supported appropriately in physical activities	**Then…**knowledge and understanding of issues, life and employability skills will increase behaviour will change positively	**Then…**levels of crime / anti-social behaviour will reduce and more young people will continue in education, go into training or find work	**Then finally…**Young Londoners will avoid violent confrontations and getting involved in crime.
Focuses organisations to provide opportunities for isolated individuals, groups and the wider community to mix through sport	**Social Mixing & Isolation**	**If….**Londoners participate in organised physical activity designed to bring people together	**Then…**people from different backgrounds and isolated individuals will have positive interactions with others	**Then…**will lead to increased tolerance, trust between people and reduced feelings of loneliness	**Then finally…**there will be increased social integration and connectedness between Londoners
Encourages volunteering and building the workforce via the training of individuals to deliver and organisations to conduct M&E.	**Building Org/Actor Capacity**	**If….**workforce training in techniques, curriculums, methodologies and M&E processes creates enhanced social support for SfSI	**Then…**standards will improve, experiences will be enhanced and organisations will make consistent and tangible progress towards programme goals	**Then…**individuals will have strengthened skills and organisations an expanded capacity	**Then finally…**greater capacity in London to deliver effective SfSI activities
Provides opportunities to share learning, disseminate knowledge and create physical and digital infrastructure to support the sector	**Building System Capacity**	**If….**organisations are supported with their M&E processes and engage in learning / knowledge dissemination	**Then…**organisations across London will make connections and have a shared understanding and collective vision.	**Then…**the sector will have enhanced strategic agendas and make consistent progress towards programme goals	**Then finally…**greater capacity in London to deliver effective SfSI activities

3. Social Impact

London becomes an active and more socially integrated city. This leads to:

- ✓ More physically active and healthier Londoners
- ✓ Improved wellbeing and mental health
- ✓ Active young people avoiding crime, violence and taking up education, training and employments opportunities
- ✓ Londoners mix with those from a different background and feel less lonely
- ✓ A trained and effective workforce ready to deliver
- ✓ An improved infrastructure and better, purposeful programming of sport

4. Key Assumptions

Core beliefs about how Sport Unites works and brings about results

- Sport and physical activity is fun and contributes positively to fitness and health
- Sport allows the 'outside' world to be suspended, allowing for enjoyment and connectivity
- Sport creates a level playing field where personal identity is replaced with a shared common purpose
- Sport creates positive social forums at grassroots, local level for integration
- Training in dedicated techniques, methodologies and M&E improves the ability to deliver SFSI effectively
- Learning and knowledge dissemination improves sector understanding of and networks for SfSI

Appendix 2. Evaluation Methodology

Counterfactual Assessment

The evaluation will compile, consolidate, analyse and synthesise programme data collected by both grantees and the external inFocus evaluation team, including both formative and summative elements to generate lessons learned which can both shape and improve the delivery models / programming during this initial phase and provide an assessment of the outcomes and performance of the Sport Unites programme.

Fundamental to both the formative and summative aspects of this evaluation is an understanding of what difference the grantee projects are making when compared to what would have happened anyway i.e. a counterfactual assessment. Given the nature, scope and breadth of this project, designing a process which involved a credible control group would not be possible without significant additional resource. Research within the evaluation sub-sector has concluded that reasonable approximations of counterfactuals can be developed using theory-driven and multi-method approaches outlined in this section, including:

- Modelling the evaluation around the theory of change - in this case the counterfactual is tested by assessing the extent of alignment / deviation of the model
- Mixed methods - using a combination of quantitative methods which include experimental and quasi experimental designs and qualitative approaches - where the counterfactual could be derived from asking individuals or groups what the situation would have been had they not participated in the project / prior to their participation.
- Trajectory analysis using larger-scale data sets such as might be available through the GLA's Survey of Londoners to plot the likely progress of individuals involved in the programme based on their key demographic and socioeconomic factors and using this as a counterfactual comparison.
- Comparisons with groups of similar beneficiaries who have participated in projects delivered by funded organisations but before the specific GLA interventions (where data is available).

In combination, these approaches should provide a solid assessment of the counterfactual case at a project and programme level. The data collection for the evaluation will include two parallel processes that will be guided and framed by the common monitoring framework – grantee-led data collection and inFocus evaluation team led data collection. Data collection will be designed with the following key considerations:

- Practicality, proportionality and usability: ensuring tools are practical, simple and efficient for use with grantees who will have varying levels of experience and capacity and work across different contexts.
- Mixed methods: the tools will include a mix of quantitative and qualitative methods to provide a more complete and robust methodology, and the potential of more engaging methods for respondents.
- Long term measurement: providing a complete set of tools that include those that can be used beyond phase 1 (particularly where a baseline is needed for comparison)
- Balancing bespoke and externally validated measures: combining existing and tested / verified tools with the use of bespoke/context specific measures.

inFocus-led primary data collection tools

inFocus data collection will be focused on beneficiary, grantee and stakeholder levels and cover both formative and summative elements of the evaluation. At the beneficiary level case studies will incorporate data from a series of questionnaires and focus groups with beneficiaries from a sample of grantees using a realist approach[1]. Realist evaluations ask the key question 'what works, for whom, in what contexts and why?'. It focuses on understanding why particular mechanisms work in given contexts, which result in particular outcomes.

Figure 3: Realist Case Study structure

[1] Realistic Evaluation Ray Pawson and Nick Tilley, Sage, London, 1997, 2

Alongside the case studies, inFocus will conduct several baseline / end-line longitudinal surveys with beneficiaries from a sample of grantees which could be combined into the case-studies above.

At the stakeholder and grantee level inFocus will conduct online surveys and telephone interviews, to collect information regarding key learning and unintended outcomes, while also leveraging each of the learning sessions outlined under 5.6, as an opportunity to collect data from grantees where possible.

Sampling Approach

The quantitative data will be gathered from a representative sample in order to enable generalisations from the findings to the wider target population of the organisations involved in the project. Since it is expected that many of the involved organisations will not have access to large research samples, data will be collected from all available individuals, and statistical adjustments made where possible in the event that the sample does not appear to be representative of the organisation's usual sample. This will be done by comparing relevant data such as demographic breakdowns. Sample sizes will be maximised to optimise our confidence in the results. While sample size targets differ by the data's characteristics and which analytical approach is deployed for the different outcomes or indicators.

Analysing data

Each data collection stage will be followed by a period of analysing data, drawing lessons and reporting back to the GLA team and stakeholders. This will initially involve the inFocus evaluation team conducting an initial analysis of both the data collected first-hand by inFocus and the data provided by the GLA grant managers (qualitative and quantitative) to generate initial findings.

The approach to analysing quantitative data will depend on the relevant design for each grantee, as well as the quality and quantity of the data. In general, it will involve a suitable mixture of basic informative, descriptive, simple statistical significance tests - such as t-tests to understand differences in outcomes between groups - and different forms of multiple linear regression models for more advanced designs with large samples, available individual-level demographics, and comparison groups.

The approach to analysing qualitative data will be based broadly upon the inFocus guidelines that draw closely upon the approach to thematic analysis described by Braun V. and Clarke V (2006) *Using thematic analysis in psychology*. This involves 6 steps; familiarisation with the data; developing codes; searching for themes; reviewing themes; analysing themes; and presenting results.

Where possible and meaningful, the findings from the quantitative and qualitative analyses will be triangulated to provide a more in-depth picture.

Cost-Effectiveness of Sport Unites

Sport Unites is working alongside Hall Aitken have devised an evaluation framework for phase one to establish:

- The cost-benefit of the projects (individually and collectively); and
- An estimate of the social and economic value of some of the outcomes.

A separate summary will be submitted, and this will be reported formally in report 2 and 3.

Appendix 3. Tools and Grant Management Systems Developed

- Dropbox Data Vault – Data Management system acting as a repository for all grantee reports and SIM Workbooks (Access upon request/ clearance)
- Grant Management - https://www.dropbox.com/sh/mq9hb7hspw5q34j/AAAvlfLJpKB4P_WNJCeMwKUta?dl=0 Includes Grant management forms; Advanced Sim Workbook; Basic SIM Workbook; and Guidelines
- Support Toolbox - https://www.dropbox.com/sh/3e4lstvqmmy4yaw/AACyaTIIIf4R-xc4s_w7v_X-a?dl=0 Includes TOC Workbook; Sim User Guides (including Start up); SIM reporting guides (including Outcome Journal); Indicator Bank; Data Collection Guides and Planner (including examples of surveys, registration forms, attendance registers); Analysis and learning guides.