MAYOR OF LONDON

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

Status Report Update
(March 2018 – March 2020)

inFocus

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Acronyms

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

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 formative and summative findings at this stage of the evaluation. Overleaf are two infographics which highlight the headline output and outcome findings.

This report updates the Sport Unites Initial Status Report issued in Jan 2020, which covered the period from March 2018 - December 2019 ('Period 1'), to include projects that subsequently reported in the period from 1 January – 31 March 2020 ('Period 2'). It comes amidst the global Covid-19 pandemic, which has curtailed the vast majority of Sport Unites grantee activities since the start of March 2020 and has subsequently led to widespread changes in the programmatic context across London. The report is therefore a cumulative reflection of the Sport Unites work carried out across London since its' inception, up until the outbreak of the pandemic.

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)

Methodology

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

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 3.1–3.6):
- **Project Details:** In total, 225 grantees have run Sport Unites projects up to the 31 March 2020. 13 new grantees with an allocation of £663,083 started in Period 2 with a total investment of £6,744,639 to date. 62% of all grantee projects have ended.

- **Project MEL:** Out of those that did submit reports, 84% reported that they had formal monitoring and evaluation in place with 69% stating it was aligned to the Sport Unites ToC. Many grantees had started activities before the new ToC had been put into place.
- **Staff Training**: 70% of projects reported that their staff and / or volunteers were trained in first aid qualifications. 84% stated they undertook DBS checks and 85% that they also undertook training in safeguarding of children and adults at risk. This is an increase since the first period and suggests grantees are meeting good practice requirements. Note that not all are working with children or at-risk adults.
- **Beneficiaries and Demographics:** There were **7,214 'starters'** in Period 2, making a total to date of **34,528 unique Sport Unites participants** to date. Of the Period 2 participants, **6,075** were confirmed as 'completers' of their project activities, totalling **27,598** completers' (as defined by grantees) to date. From those grantees reporting data consistently, it can be ascertained that there is an **85% retention rate across all projects.** The GLA had identified priority target populations to focus work on. All have now had at least one grantee running activities to directly address their specific needs and challenges.
- **Project Activities**: 67% of grantees reported that they used several different types of activities to meet their aims. Except for the City of London, all boroughs hosted at least one activity and 13% of grantees are active in ten boroughs or more.
- **Outcome Data Availability & Quality**: 67% of grantees had outcome data available for analysis. A further 25% of grantees are planning to have outcome data available in future. Half of the outcome data available to date has needed further validation / clarification of impact claims, but this is improving as all grantees now receive support for improving the design of their data collection, the analysis of findings, and their reporting capabilities.

Key outputs are then broken down by individual **Grant Stream** under each **Programme Area** and set within the context of their respective outcome pathways.

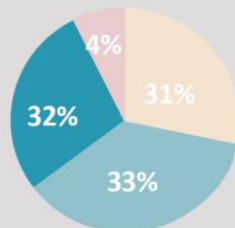**Figure 1** overleaf provides the headline output data for Sport Unites.

Figure 1: Headline Data - Outputs

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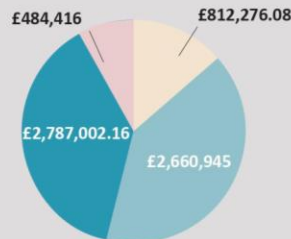## SPORT UNITES OUTPUT HEADLINE DATA (JAN 2018 TO MAR 2020)

Funded Project Details

% of active / completed projects by funding scheme
(Total: 225 projects)

- 4%
- 31%
- 32%
- 33%

Value (£) of grants by funding scheme
(Total: £6,744,639)

- £484,416
- £812,276.08
- £2,787,002.16
- £2,660,945

Overall % of projects started that have now ended	**62%**
Overall % of projects that have reported data to date	**79%**

- ● Young Londoners Fund (YLF)
- ● Sport for Social Inclusion (SfSI)
- ● Workforce (W/F)
- ● Active Londoners (A/L)

Sport Unites Beneficiaries

Total # of participants who started in a Sport Unites project	**34,528**
Total # of participants who completed their Sport Unites project	**27,598**
Overall participant retention rates across all projects	**85%**

- ● Sport for Social Inclusion (SfSI)
- ● Young Londoners Fund (YLF)
- ● Active Londoners (A/L)
- ● Workforce (W/F)

Number of unique participants, under each funding scheme

- A/L: 5,267
- SfSI: 16,260
- YLF: 12,011
- W/F: 990

Overall participant Retention Ratesby Funding Scheme

- A/L: 92%
- SfSI: 98%
- YLF: 66%
- W/F: 100%

*only includes projects that have provided both starter and completer data
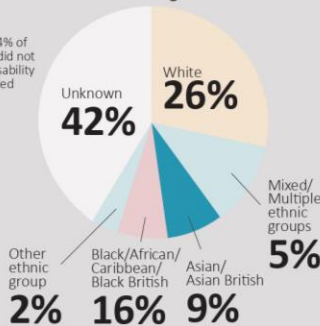
Beneficiary Demographics

- 39% male
- 32% female

*note that 44% of participants did not have their disability status recorded
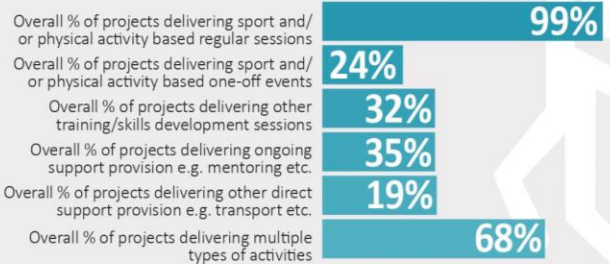
- 54% under 16 years old
- 71% under 24 years old
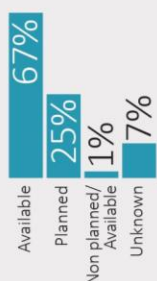- 10% declared a disability*

Ethnic Background

- Unknown 42%
- White 26%
- Mixed/ Multiple ethnic groups 5%
- Asian/ Asian British 9%
- Black/African/ Caribbean/ Black British 16%
- Other ethnic group 2%

Project Activities

Overall % of projects reporting on their project activity types (data availability)	**63%**

- Overall % of projects delivering sport and/ or physical activity based regular sessions: **99%**
- Overall % of projects delivering sport and/ or physical activity based one-off events: **24%**
- Overall % of projects delivering other training/skills development sessions: **32%**
- Overall % of projects delivering ongoing support provision e.g. mentoring etc.: **35%**
- Overall % of projects delivering other direct support provision e.g. transport etc.: **19%**
- Overall % of projects delivering multiple types of activities: **68%**

Outcome Data Availability & Quality

% of all projects with outcome data

- Available: 67%
- Planned: 25%
- Non planned/ Available: 1%
- Unknown: 7%

Quality of outcome data

- High: 2%
- Medium: 16%
- Low: 50%
- Unknown: 32%
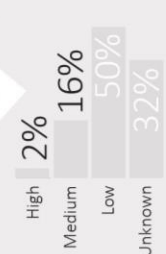
Project M&E & Staff Training

Overall % of projects with M&E processes in place*	**89%**
Overall % of projects with their M&E aligned to Sport Unites Theory of Change*	**73%**
Overall % of projects with DBS checks in place**	**84%**
Overall % of projects where staff have undertaken safeguarding training**	**85%**
Overall % of projects where staff have undertaken first aid training**	**70%**
Overall % of projects utilising a specific training methodology**	**51%**
Overall % of projects with staff with formal coaching qualifications**	**37%**

*based on the projects that have provided mid/EOP reports (79%)
**based on the projects that have been posed the training questions and have reported on them (36%)

Summative Findings

This section outlines the outcomes that have been achieved through the Sport Unites investment programme from March 2018 to March 2020. This is broken down by an evaluation of the outcome evidence for each outcome pathways:

- Decreasing inactivity levels focuses organisations to deliver physical activity and sport opportunities to encourage active and healthy lives. Its' aim is to create more physically active and healthier Londoners. 85% of A/L grantees reported evidence for this outcome. There was a decrease in inactivity levels of 56%. In addition, 75% of participants increased their fitness levels, 66% increased their time spent doing organised sport and physical activity, and 65% increased their time spent doing generic physical activity. SfSI grantees reported a drop in inactivity levels of 31%.

- Improving mental health focuses organisations on providing physical activity interventions designed to improve wellbeing and mental health for Londoners. 79% of A/L grantees reported evidence for this outcome. On average 75% of participants increased confidence in their ability to manage mental health, 67% reduced stress, and 63% reduced anxiety. 46% of YLF grantees also provided evidence for this outcome focusing on improved well-being, improved confidence & self-esteem; coping better with high emotions; improved motivation; being more optimistic; improved resilience; improved self-awareness; and improved empathy.

- Reducing serious youth violence and supporting those not in Education, Employment or Training (NEET) focuses organisations to run physical activities for young people at risk of involvement in serious youth crime, supporting young people to actively avoid both crime and violence. 56% of YLF grantees provided evidence for improved behaviour and decreased involvement in crime, violence, and gangs. The outcome area is coupled with supporting those NEET and directs grantees to activities that help young people stay in / re-enter education and/or find training employment. 39% of grantees provided evidence that their increased educational performance; fewer NEET; and improved employability. In addition, 15% of SfSI grantees also provided evidence for this outcome.

- Reducing social isolation and increasing social mixing focuses organisations to provide opportunities for isolated individuals, groups, and the wider community to mix through sport with the aim for Londoners to feel less lonely and mix with those from a different background. 32% of projects provided evidence that they increased interactions with others, decreased loneliness, and increased participation in civic life. 32% also provided evidence that they increased trust in others, helped form new and positive relationships with people from different backgrounds; and helped participants integrate in their community.

- Building capacity (actors and organisations) encourages volunteering and building the workforce via the training of individuals to deliver, and organisations to conduct M&E for a trained and effective workforce, ready to deliver. To date a trauma informed training course has been run and five Thought Leadership events providing networking opportunities for the community sport sector.

- Building capacity (infrastructure and systems) provides opportunities to share learning, disseminate knowledge and create physical and digital infrastructure to support the sector with the aim of improving infrastructure and creating better, and more purposeful programming of sport. To date no grantees have run specific projects designed to achieve this outcome but have joined networks or collaborated to enhance and improve their activities. Three grant streams – Model City, London Together (SfSI) and the Serious Youth Violence Steering Group have been established to look at bottom up, grassroot approaches to using sport for social change and to collaborate and learn alongside other funders. The impact of these projects is only just beginning to emerge and will be reported in the final Phase 1 Sport Unites report.
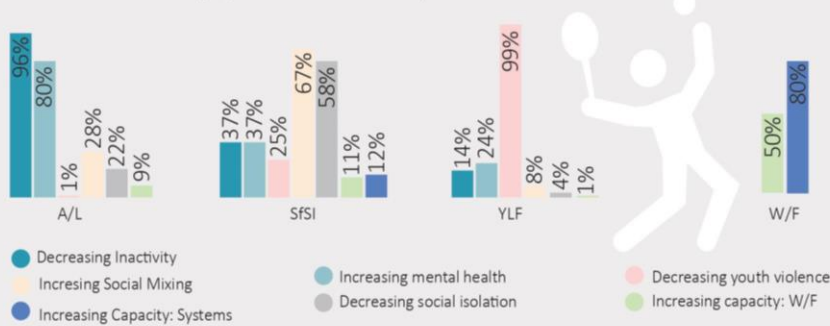
Figure 2: Headline Data - Outcomes
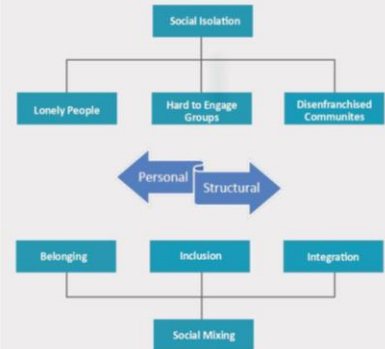

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SPORT UNITES OUTCOMES HEADLINE DATA (JAN 2018 TO MAR 2020)

Outcomes by funding scheme

% of projects that focus on each Sport Unites Outcome Areas

A/L: 96%, 80%, 1%, 28%, 22%, 9%
SfSI: 37%, 37%, 25%, 67%, 58%, 11%, 12%
YLF: 14%, 24%, 99%, 8%, 4%, 1%
W/F: 50%, 80%

- Decreasing Inactivity
- Increasing Social Mixing
- Increasing Capacity: Systems
- Increasing mental health
- Decreasing social isolation
- Decreasing youth violence
- Increasing capacity: W/F

Building Workforce Capacity

Many grantees focused parts of their projects on upskilling staff and volunteers to deliver positive change for participants through sport and physical activity

"Sharing best practices/ideas around issues faced. Opportunity to network with like-minded opportunities."

- Agnishia, Participant on the Trauma Informed training

Decreasing Inactivity & Supporting Mental Health

Outcomes for A/L participants:

Overall % of participants increased their fitness levels	**75%**
Overall % of participants increased their time spent doing organised sport and physical activity	**66%**
Overall % of participants increased their time spent doing generic physical activity.	**65%**
Overall % of participants increased confidence in their ability to manage mental health	**75%**
Overall % of participants had reduced stress levels	**67%**
Overall % of participants had reduced anxiety	**63%**

"Walking feels therapeutic... it clears the head and you can get rid of all the anxieties of the day."

- Participant of London Playing Fields Foundation's 'Green Hearts' Project

Changes in levels of physical inactivity from start to end of projects

A/L: 76%, -56%, 20%
SfSI: 62%, -31%, 31%

- Reported % decrease in inactivity levels
- Average inactivity

At Registration / At end of project

Reduced Social Isolation & Increased Social Mixing

Social Isolation
- Lonely People
- Hard to Engage Groups
- Disenfranchised Communities

Personal ↔ Structural

- Belonging
- Inclusion
- Integration

Social Mixing

Social isolation and social mixing are inter-linked through personal and structural barriers / challenges which affect how isolated individuals, groups and mainstream society mix and interact with each other.

"A 100-year-old resident was able to join in with the sessions. He often spends long periods of time on his own and it helped him not to be isolated and connect with other residents."

- Staff member of The Gold Trust's 'Putting Wellbeing into Care' project

"You wouldn't see this mix of people playing sport together anywhere else, it wouldn't be allowed."

- Carlos, London Skolars participant

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Decreasing Youth Violence

Young Londoners Fund (YLF) projects report that participants are exiting programmes with improved well-being, confidence, self-esteem, motivation, resilience, self-awareness, and empathy. They are better equipped to cope with high emotions and are more optimistic about their lives and their futures. The numbers remaining in education or gaining employment or training opportunities are up as a result.

"When you come out of prison not many people want to give you that much support and that encouragement to do something better with your life. The project trying to push us in the right direction and saying 'yeah we know you've been to prison but you can actually go to a boxing gym and use it for positive energy not negative energy' - and that helps."

- Jermaine, participant of Boxing Prisons Pilot

Building the Capacity of Community Sport Systems

Model City empowers communities to create change in their local area through place-based coalitions in Haringey, Barking and Hounslow.

THE DROP versus THE SCAFFOLD

SPORT and Youth Violence Steering Group LAUNCH JUL 30 2019

London Together is aligned to Comic Relief's commitment to fund sport for change approaches that aim to improve social integration.

Conclusions and Recommendations

The conclusions of this Second Status Report focus upon providing some initial insight and provisional answers to the Phase 1 Final Evaluation Questions in March 2021.

How effective has Sport Unites been in addressing sport for social integration in London?

Already there is evidence of the Sport Unites outcomes being achieved, by the identified priority target populations across London. The standard of evidence provided has varied considerably, with a significant proportion of secondary data analysed considered to be of low to medium quality. Further validation through the thematic case studies is needed. This process is already underway and will provide the necessary evidence for the final report. The Covid-19 pandemic is now a major confounding factor that has arisen in relation to assessing the picture of change by the end of Phase 1. It is likely to impact the evaluation team's ability to confidently attribute the changes (either positive or negative) to the Sport Unites programme. The pandemic has not only interrupted current Sport Unites service provision across London since the start of March 2020, but has very likely also had a profound impact (for better or worse) upon **all of the outcomes pathways** that the GLA seeks to address.

How effective is Sport Unites in building the capacity of the sport for social integration sector in London, to be able to address the key issue areas more effectively?

The inFocus Impact Measurement Management (IMM) training is key to building the capacity of the sector to better evidence, report and learn from its impact. Some grantees have included training courses in coaching and / or specific methodologies to upskill their staff and volunteers and enable them to deliver the activities they have designed. Three pilot collaborations: Model City; London Together; and the Serious Youth Violence Steering group have been established to determine how funding systems can be enhanced and altered to provide a better service.

How many and for whom (in terms of people / communities / organisations) has Sport Unites delivered a positive and meaningful benefit in London?

There have been **34,528 unique Sport Unites participants** to date with **27,598** benefiting from grantee activities. There has been concern from grantees about the terminology used for disabilities and ethnicity which may be one reason for some not reporting data consistently. It is recommended that this is reviewed by the GLA.

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?

Activities are predominantly focused on Young people aged 16-25 (36%) and Children (33%). A significant number of activities are focused on Black, Asian, and Minority Ethnic groups (27%), Women and Girls (23%) and those with a form of disability (physical 16%, mental health difficulties 14% and intellectual disabilities 12%). Further analysis will be done to determine which approaches have been the most successful in terms of recruiting those most in need into activities.

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?*

The Sport Unites Leaning Community will garner learnings and insights from grantees and culminate in the sharing of good practices more widely. The Insight Fortnight webinars will utilise five elements of programme design to demonstrate how Sport Unites grantees are effectively targeting their activities and services to the right people / communities to bring about the intended outcomes, in a sustainable way.

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?*

Most grantees are working towards multiple outcomes despite grant streams often orientating them to a single focus. This demonstrates the intricacies of different and successful approaches and that 'one size does not fit all' and establishes a need for flexibility in the nature of the investments and grants provided by the GLA. Model City, London Together and the Serious Youth Violence Steering Group have taken unique approaches to how their grantee's activities are focused and managed utilising bottom up and collaborative approaches.

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. This report updates the Sport Unites Initial Status Report (Jan 2020) to include projects that subsequently reported in the period from 1 January – 31 March 2020. It comes amidst the global Covid-19 pandemic, which curtailed the vast majority of Sport Unites grantee activities since the start of March 2020 and has led to widespread changes in the programmatic context across London. The report is therefore a cumulative reflection of the Sport Unites work carried out across London since its' inception (March 2018), acknowledging the significant impact of Covid-19 moving forward. At the time of writing, the societal 'lock-down' continues, and the wider ramifications and the programmatic impact of Covid-19 continues to unfold. Towards the end of the reporting period the GLA Sport Team were putting strategies in place to support grantees who were adapting and changing their activities to support their participants and the communities they are based in. In line with this reality, the evaluation team include recommendations within this report concerning changes to the evaluation design and focus for the next period, April to September 2020, to take account of likely continued activity disruptions, social distancing measures and safety concerns.

Sport Unites 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:

- **Sport for Social Integration** supports projects and partnerships decreasing isolation and encouraging social mixing. (Total investment: up to £2.8m)
- **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)
- **Young Londoners Fund (YLF)**. Part of a wider Mayoral initiative supporting projects using 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)
- **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)

Discussions are in place about merging activities related to the **Major Events Engagement Fund** (MEEF) as a fifth programme area within Sport Unites. MEEF activities follow an aligned Theory of Change, are managed by the GLA Sport Team, and receive identical access to inFocus monitoring, evaluation, and learning support.

1.1. Sport Unites Theory of Change

Eight outcome areas were identified which formed six outcome pathways and associated indicators within the Theory of Change. Grant streams are aligned to specific outcome areas and grantees are expected to tailor their work towards tackling associated social issues and problems. The outcome areas are:

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)

Table 1 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 2 outlines the outcome areas related most closely to each grant stream, listing the **percentage of phase one projects that have provided data to date 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.

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

Table 2: % of funded grantees under each Grant Stream that are working toward specific outcomes (taken from start-up forms / mid-point and end of project reports)

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%		100%
London Together	12%	59%	35%	65%	76%	18%	24%
London Youth Games	100%						
Model City	62%	38%	42%	27%	38%	15%	8%
SportsAid	100%	100%				100%	
Stronger Communities	23%	15%		92%	96%	4%	
ACTIVE LONDONERS							
Active Londoners	96%	81%	1%	22%	28%	9%	1%
YOUNG LONDONERS FUND							
Impact Partnerships	8%	54%	100%	23%	23%	8%	
Boxing in Prisons		100%	100%				
Summer Activities	2%	4%	100%		6%		
SYV Steering Group			100%				100%
YLF Grants	100%	88%	88%				

OUTCOME AREAS	Decreased inactivity	Improved mental health	Decreased SYV/NEET	Reduced social isolation	Increased social mixing	Capacity: Workforce & Organisations	Capacity: Systems & Structures
WORKFORCE, TECH AND CAPACITY BUILDING							
inFocus MEL						100%	100%
Sport Tech							100%
Thought Leadership						100%	100%
Trauma Informed Training		100%				100%	
Photojournalism			100%		100%	100%	
Workforce		50%	50%			100%	100%

2. Methodology

This section outlines the methods employed to date to generate this second status 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

The formative process 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 analyses 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.

The initial status report outlined the development of a common monitoring framework based upon the Sport Unites Theory of Change, the mapping of the four programme areas, development of indicators and associated metrics and parameters, data collection and reporting tools (including the SIM Workbook) and the evaluation matrix.

2.2. Summative Process

The key aims of the summative evaluation are to:
- Analyse the outcomes of grantees individually and collectively against the outcomes in the Sport Unites Theory of Change; and

- Include case study research to enable grant recipients and beneficiaries to 'tell their stories'.

Quantitative Evidence

The Social Impact Measurement (SIM) data provided by grantees is an important source of quantitative information for the summative aspect of the evaluation, which looks at the impact of the various grantee interventions upon their respective target populations. Taking into account the diversity of the grantees and of the thematic areas that the grantees collectively address, the evaluators will consider the influence of the following independent variables when analysing Phase 1 findings, as these were felt likely to have influenced the dispersion (or 'range') of the SIM data received. These variables include:

- The different target populations addressed by different grantees;
- The range of grantee interventions applied, including the 'dosage' and length of grantee interventions (i.e. the frequency and intensity of a grantee intervention);
- The 'maturity' of a grantee's project, considered in terms of the length that the activities have been running and the expertise a grantee has; and
- The quality of outcome data which reflects the grantees' capacity and capability to effectively incorporate Sport Unites shared measurement practices and tools and to subsequently collect quality outcome data (i.e. free from significant data errors and using large enough sample sizes), sufficient for inclusion within the analysis (discussed further below).

Qualitative Evidence

The other important source of primary, qualitative data for use within the evaluation is from case studies and Learning Community activities.

Over Phase 1, a minimum of 10 case studies will be developed through a combination of remote and in-person interviews, direct observation through site visits, small focus groups and desk-based review of documentation. The focus of the case studies is varied to ensure a degree of coverage across all outcome pathways and programme areas. In addition, six thematic forums will be posed within the 'Sport Unites Learning Community' on the inFocus online platform. These will in turn be linked to each of the monthly learning webinars.

2.4. Online Learning Community

inFocus' response to the pandemic was to switch emphasis to enhancing online Impact measurement and management training efforts for all projects and establishing an online Learning Community, focused on exploring learning topics aligned to the key evaluation questions. Particularly in this time of social distancing as a consequence of the COVID-19 pandemic, where face-to-face interviews and focus groups are and will continue to be limited, the use of the online Learning Community is a useful alternative data gathering approach, using online moderated discussion forums, structured online surveys and webinars as a medium for sharing learning and insights.

Table 3: Planned learning topics within the Sport Unites Learning Community

Learning Topic
Community sport M&E challenges and strategies in a time of COVID-19
Key insights and lessons learnt when addressing social isolation / mixing through sport
Key insights and lessons learnt when addressing mental health / wellbeing through sport
What are the key factors in engaging Sport Unites target groups?
What are the key factors in sustaining Sport Unites participant involvement?
Key insights and lessons learnt when tackling physical inactivity through sport
Key insights and lessons learned when addressing serious youth violence and NEET
Key insights and lessons learned from building the capacity of the Community Sport Workforce
Key insights and lessons learned when utilising major events to engage communities with sport

A learning community brings together 'like-minded' organisations and people to exchange knowledge and experiences, share methods and results and map out

both commonalities and differences in approaches. An important ambition of the Sport Unites programme is to capture and share learning within the Sport Unites family and wider community sports sector.

The content produced will allow for discussion and debate by Sport Unites grantees' and other interested parties which will support the evaluators to: validate the secondary data submitted by grantees; compile the proposed thematic case studies; and to better answer the final evaluation questions. The 'Insight fortnight' – a series of themed webinars is planned for the first two weeks of September to bring all Learning Community activities together in a public forum where findings can be presented, and good practice shared.

2.3. Case Studies

As a component part of the overall evaluation a total of 17 'deeper-dive' case studies were planned. Due to the COVID-19 pandemic, many of the grantees' activities were either stopped, postponed, reduced in scope or adapted in early March. The GLA Sport team responded by risk assessing all projects and focusing their efforts to support grantees to survive the negative socio-economic effects of the pandemic and assisting them to now focus their efforts on supporting their participants and their local communities during the Covid-19 pandemic. The response also involved commissioning a new pilot project looking at safe practices for *social distance* sport.

This has in turn led to an alternative approach to the case studies. Several *thematic* case studies will now group results around the Sport Unites outcome pathways outlined in the Theory of Change, as opposed to carrying out single grantee focused case studies alone. This will allow the presentation of impact, emerging patterns, and specific, related learning by theme. Three thematic case studies will be produced within the current period, focusing upon:

- Decreasing inactivity
- Improving mental health
- Decreasing social isolation and increasing social mixing

A further three thematic case studies are proposed for the Phase 1 extension period:

- Sport and serious youth violence
- Building the capacities of the London workforce
- Utilising major events for community engagement in sport and physical activity

In relation to the grantee case studies proposed, flexibility will be key as many grantees' activities have altered or have been paused indefinitely, meaning the timeline for the completion of some case studies may need to extend to March 2021. A review was conducted, and it was agreed that four of the case studies would be moved to the proposed extension period and that some content alterations could be made.

The intention is to now compile a **minimum of ten single grantee case studies** within the existing Phase 1 period (although some may still need to be completed after the September 2020 deadline). These are outlined in Table 4 and include the inFocus MEL Capacity building case study. In addition, the proposed Phase 1 extension period would focus on additional grantee case studies with suggestions outlined in Table 5. Grantee case studies focus on the impact grantee activities' have had on their participants and / or the community sport sector. Those identified cover all four Programme Areas, provide a good geographic spread, and include a range of project sizes, duration and outcome focus. Projects that span the following stages of development are also 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 established. Delivery organisations have significant experience and an increasing amount of certainty of 'what works and why'. It is ready for a determination of impact, merit, value, or significance.

Table 4: Grantee Case Studies

Fund Scheme	Fund Stream	Project Title	Grantee
Mature			
W/F	Workforce	MEL Support	inFocus
YLF	Impact Partnership	Street Elite	Change Foundation
W/F	Workforce	SfSI Capacity development	Sported
Developing			
A/L	Medium Grants	Hornbeam Cycling	Hornbeam centre
SfSI	Stronger Communities	Community Touch Rugby	London Skolars
YLF	Sport & Youth Violence	Steering Group	Community & Regeneration Consultants Ltd.
W/F	Workforce	Active Talent	Youth London
SfSI	London Together	East London United	Salaam Peace
Early Stage			
SfSI	Football Unites	Football Unites Pilot	Player Voice
W/F	Photojournalism	Our Content Pilot	Brent Youth Foundation
SfSI	Social Distance Sport	Social Distance Sports Pilot	Badu Sport

Table 5: Proposed Grantee Case Studies

Fund Scheme	Fund Stream	Project Title	Grantee
Developing			
SfSI	Model City	Hub (tbd)	Laureus
Early Stage			
YLF	Steering Group Project	tbd	tbd
MEEF	MEEF	tbd	tbd

If necessary and as an alternative if circumstances were to change further, inFocus will conduct case studies reflectively for grantees that concluded before the pandemic ensued. This places a greater emphasis upon available secondary data sources. This approach will ensure a suitable mix of case studies is available to demonstrate the range of impacts from the investment programme. This will also validate findings from self-reported grantee data.

2.4. Limitations

- There are different grant management companies, systems, and reporting mechanisms in place for each grant stream.
- There have been inconsistencies in reported data where grantees work began before inFocus was in place in terms of what data was collected by grantees, completer definitions, output categories used and the frequency of reporting.
- Model City grantee reports are summarised by an external evaluation agent and are not currently available therefore assessment of the quality of outcome data could not be done for this report. Output categories also do not align but the GLA are working with Laureus to rectify this.
- The quality of evidence is low to medium quality in terms of ability to robustly show positive change and attribute any change to grantee activities (as opposed to other potential influences). Many of the grantees that had started or completed before inFocus was in place is based mostly on one-off surveys, some case studies, and some quotes. Only a few used more advanced surveys (e.g. baseline-endline).

3. Formative Findings

This section outlines the outputs for the Sport Unites investment programme up to 31 March 2020. This is broken down by Programme Area and covers:

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

The data is then broken down to present specific information and findings for each individual Grant Stream falling under each of the four Programme Areas:

3.7. Sport for Social Integration Grant Streams

3.8. Young Londoners Fund (YLF) Grant Streams

3.9. Active Londoners Grant Streams

3.10. Workforce Grant Streams
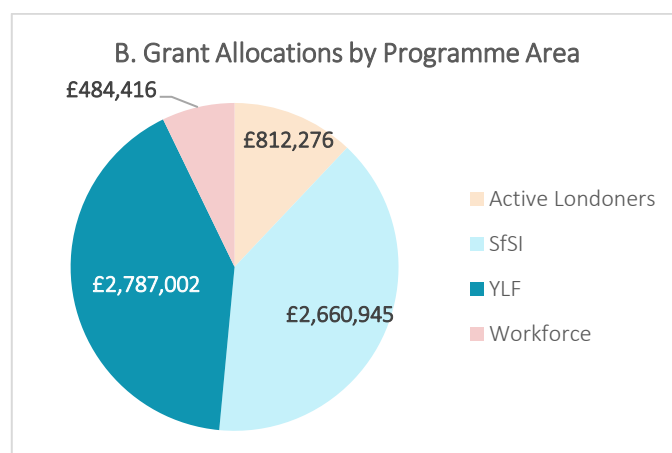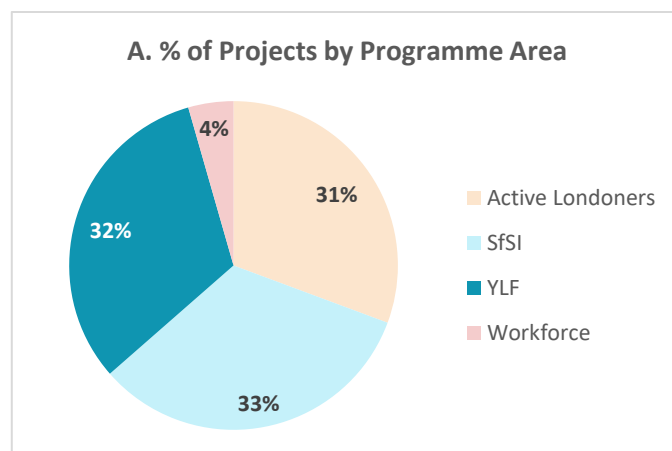
3.1. Project details

In total, 225 grantees have run Sport Unites projects up to the 31 March 2020. 13 new grantees with an allocation of £663,083 started in Period 2 with a total investment of £6,744,639 to date. 62% of all grantee projects have ended. No grant streams were due to close within the period and several new cohorts were planned across several grant streams but were placed on hold due to the COVID-19 pandemic. Projects are being reviewed on a case by case basis. Not recorded in this report is the Social Distance Sport pilot project and 7 Stronger Community (Cohort 3) projects. These were approved after the 31 March and were given permission to start as they were able to adapt to the government's social distance restrictions in place.

79% of projects have reported data to date: of those which have not, the majority are either not yet due to report, or have not yet started their activities and remain in the planning phase at the time of writing this report.

Table 6: Numbers of projects

Programme Area	Grant Stream	Total # of Grantees
Sport for Social Integration (SfSI)	Football Unites (Pilot)	1
	London Together	18
	London Youth Games	1
	Model City	26
	Sports Aid	2
	Stronger Communities	26
	Social Distance Sport (Pilot)	(1)
Active Londoners (A/L)	Small Grants	58
	Medium Grants	11
Young Londoners Fund (YLF)	YLF Grants	8
	YLF Impact Partnerships	13
	YLF Summer Activities	49
	Boxing in Prisons (Pilot)	1
	Sport and Serious Youth Violence	1
Workforce (W/F)	Photojournalism	1
	Thought Leadership	5
	Trauma Informed Training	1
	Workforce	2
	Sport Tech	1
	Total	225

The distribution of funds reflects the planned expenditure, as Active Londoners has a budget less than half of either of the other Programme Areas, and Workforce has only just started delivery.

A. % of Projects by Programme Area

4%
31%
32%
33%

Active Londoners
SfSI
YLF
Workforce

B. Grant Allocations by Programme Area

£484,416
£812,276
£2,787,002
£2,660,945

Active Londoners
SfSI
YLF
Workforce

62% of grantees have now concluded activities with 19 projects ending in Period 2 (of which 16 have submitted reports). Not all grantees were able to report their activities as they had either just started or were in the planning stage. This meant 91% of all grantees had data

available for this report (79% mid-point or end of project reports; 12% start up forms).

C. % of Projects that have ended by Programme Area

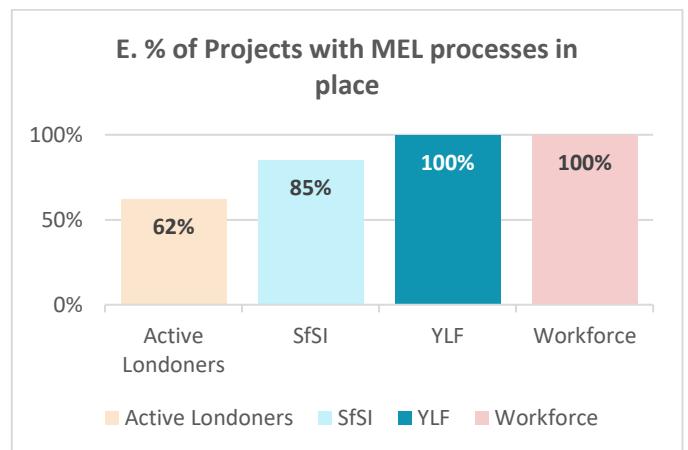**D. % of Projects that have reported by Programme Area**
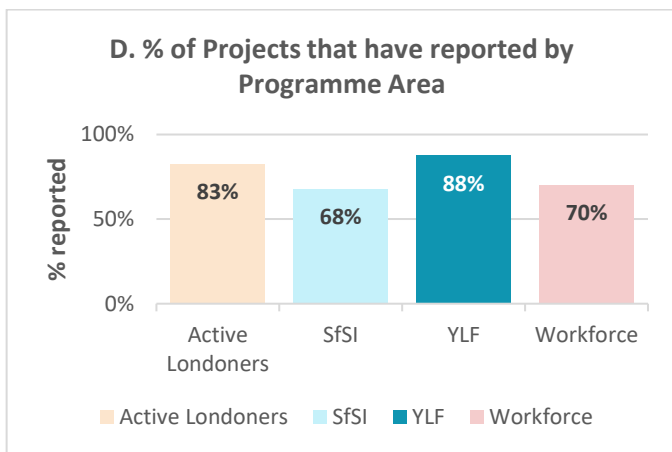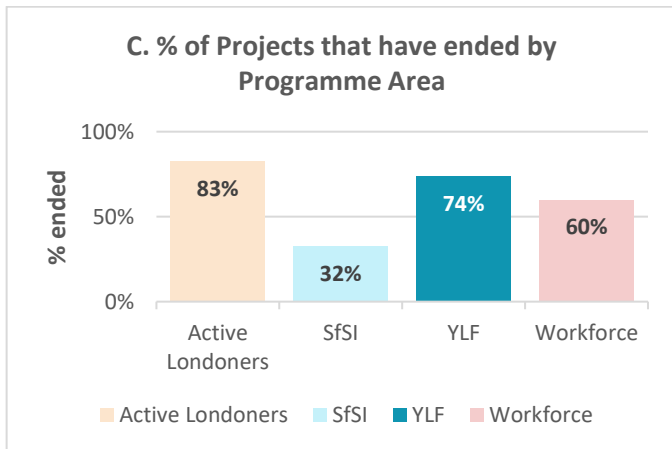
3.2. Project MEL

Out of those that did submit reports, 84% reported that they had formal monitoring and evaluation in place with 69% stating it was aligned to the Sport Unites ToC. This is a large change from the initial status report and is a result of Active Londoners Small Grants, Stronger Communities and Thought leadership events providing their end of project reports. These projects started before inFocus and the Sport Unites Theory of Change were in place. In addition, projects for Active Londoners and Stronger Communities that had not finished had been listed as having M&E in place. This has been rectified and this figure will increase as more grantees submit their reports.

There are several ways for grantees to report which is dependent on the grant management company responsible for their grant stream. These include:
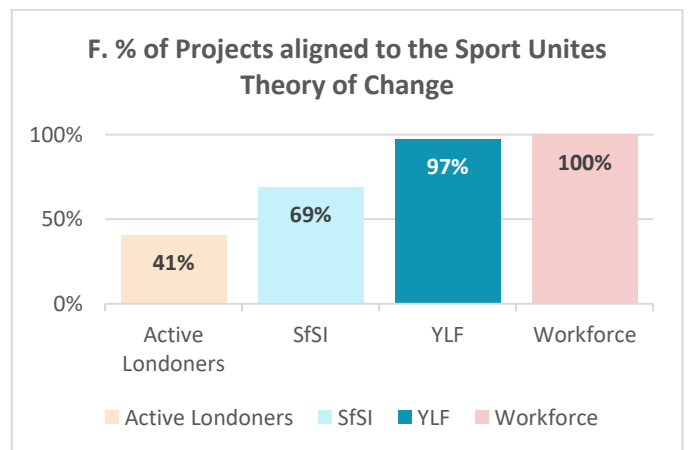
- EOP Project Form (Single Reporting) – for short term projects 12 weeks and under, that will only report back once
- inFocus Grant Report Forms (Start-Up / Mid / EOP / Learning) – aligned to the SIM Workbook but used where grantees cannot access the SIM Workbook.
- Grant Manager's Report Forms (Start-Up / 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.
- Event reports (includes outputs and participant feedback).

E. % of Projects with MEL processes in place

*based on the projects that have provided mid/EOP reports (79%)

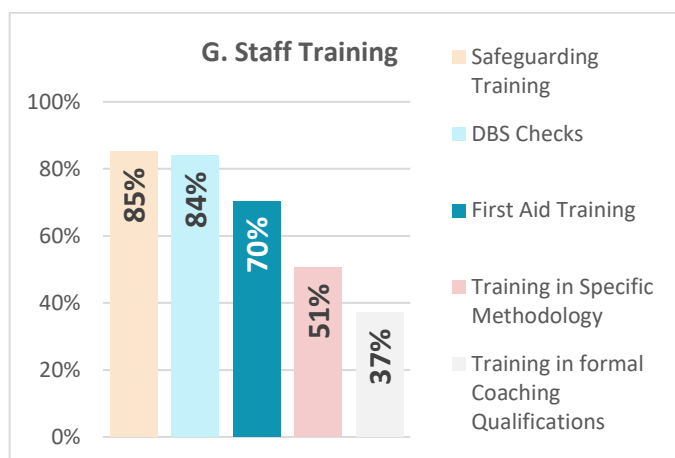**F. % of Projects aligned to the Sport Unites Theory of Change**

*based on the projects that have provided mid/EOP reports (79%)

3.3. Staff Training

The data in this section is based upon those grantees that were specifically asked the 'staff training' questions as a part of their reporting approach and have submitted a report. This accounted for only 36% of all grantees to date as many grantees had commenced activities before inFocus was commissioned.

Out of those that did report, 70% of projects reported that their staff and / or volunteers were trained in first aid qualifications. 84% stated they undertook DBS checks and 85% that they also undertook training in safeguarding of children and adults at risk. This is an increase since then first period and suggests that most grantees are meeting good practice requirements in this area.

There was also an increase of 9% since period 1 to 51% of grantees stating that they were utilising a specific methodology within their work to enhance activities, support and engage participants rather than simply providing traditional sport coaching on its own. There was also a 3% increase to 37% requiring staff and volunteers to have formal coaching qualifications.

G. Staff Training
- Safeguarding Training — 85%
- DBS Checks — 84%
- First Aid Training — 70%
- Training in Specific Methodology — 51%
- Training in formal Coaching Qualifications — 37%

*based on the projects that have been asked the staff training questions and have reported on them (34%)

3.4. Beneficiaries and Demographics

Much of the data pre-dating the start of the evaluation was reported inconsistently. Some grantees did not collect data for certain demographics or chose to collect it in a different manner. Ethnicities were often not disaggregated into the relevant sub-groups – for example, the total number of Asians were in some instances reported, rather than numbers of people from the sub-Asian categories of Bangladeshi, Indian, Pakistani, Chinese and other ethnic background. Disability was often reported by 'registered disabled' and 'not disabled' categories, rather than the GLA sub-categories. Several grantees complained about the labelling of the disability categories with some stating during online surgeries and live meetings that they felt participants may take offence to the term 'intellectual disability'.

Where these differences in reporting occurred, data was aligned wherever possible to the Sport Unites categories (e.g. 'primary school age' listed as 'under 16' and 'Black

British' placed in 'other Black' categories). Where there was no obvious fit, data was recorded as unknown.

Participants were further defined as:
- ▶ A '**Starter':** a unique participant who has signed up to a project and done at least one session.
- ▶ A '**Completer':** a participant that has completed a project (as uniquely defined by each project, e.g. number attending 70% of all sessions within the project or numbers 'passing' the course etc.) AND has concretely benefited from the activity having experienced at least one or more of the project's intended outcomes.
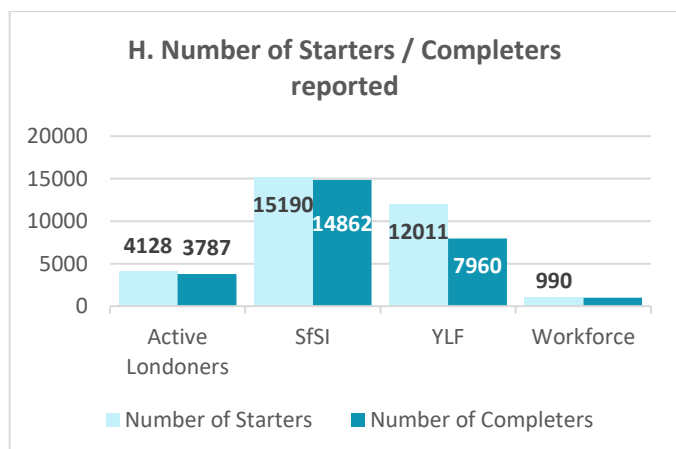
There were **7,214 'starters'** in Period 2, making a total to date of **34,528 unique Sport Unites participants** to date. Of the Period 2 participants, **6,075** were confirmed as 'completers', totalling **27,598** completers' to date.

Not all grantees reported participant numbers in the same way. This was due to some projects designed as a drop-in service, whilst others required participants to commit to a fixed course or programme of work. This meant calculating the average retention rate was more challenging. However, 85% of grantees reported their figures consistently and all new projects in Period 2 provided clear definitions for completers. This allowed grantees to determine who had benefitted from their activities (completers) in terms of the desired outcomes verses those that simply started an activity or attended once and did not benefit in terms of the outcomes (unique participants). Some grantees had multiple definitions for different types of participants (e.g. all participants, targeted groups, volunteers). Some examples include from 'number of leaders completing the level one coach training course'; 'the number of volunteers returning seven or more times in the 12-week period'; or 'the number of participants with at least 60% attendance'. From this an **85% retention rate** can be ascertained.

YLF projects experienced the lowest retention rate at 66%. This is explained in part because YLF targets children and young people from a variety of disadvantaged backgrounds with multiple barriers to participation to overcome. It was, however, the most consistent programme area to report its' starter and completer numbers, and therefore this may simply reflect a more accurate and realistic picture of the true dropout rate than that shown in other programme areas.

Workforce activities focused solely on training and Thought leadership events which only recorded those

that participated as opposed to those that signed up and did not attend. This has led to a 100% retention rate, but the reality is that this is lower.

H. Number of Starters / Completers reported

*Only includes starters from projects that also report completers (67% of projects)

I. Overall Participant Retention Rates by Programme Area
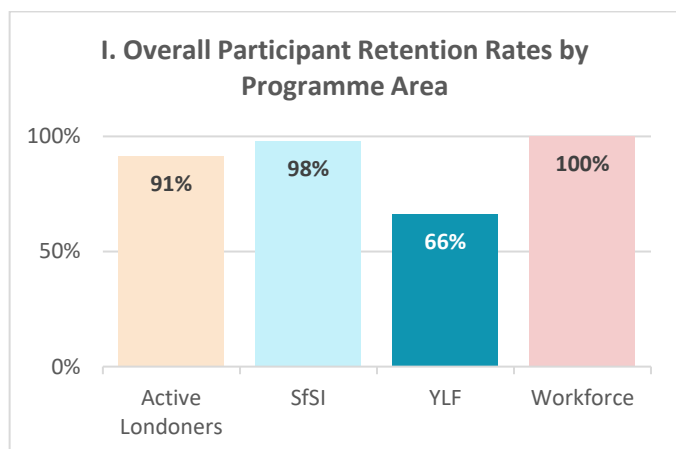

*Only includes starters from projects that also report completers (67% of projects)

65% of grantees reported who they were targeting, using the GLA's defined priority groups. Most grantees targeted multiple populations. The top five populations targeted by all grantees were: Young People (aged 16-25) (36%); Children (aged 16 an under) (33%); Black and minority ethnic groups (27%); Women and girls (23%); and Children and young people NEET (17%). Graph J outlines the breakdown of targeted populations across all projects.

YLF 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. All GLA identified priority groups have now had at least one or more SfSI or A/L project intervention designed and targeted towards their specific needs.

Participant's demographic information was not collected by the London Youth Games (except age) and Thought leadership events, which accounts for most of the demographic data labelled as 'unknown'. Also, data from the London Youth games 'Open Games' reported in Period 1 has been included, whilst data from the 'School Games' - 94,696 participants (all under 18) - has been omitted, to avoid skewing the data further as this programme had multiple funders and cannot be directly equated to Sport Unites funding.

**J. % of projects overall with relevant target population**
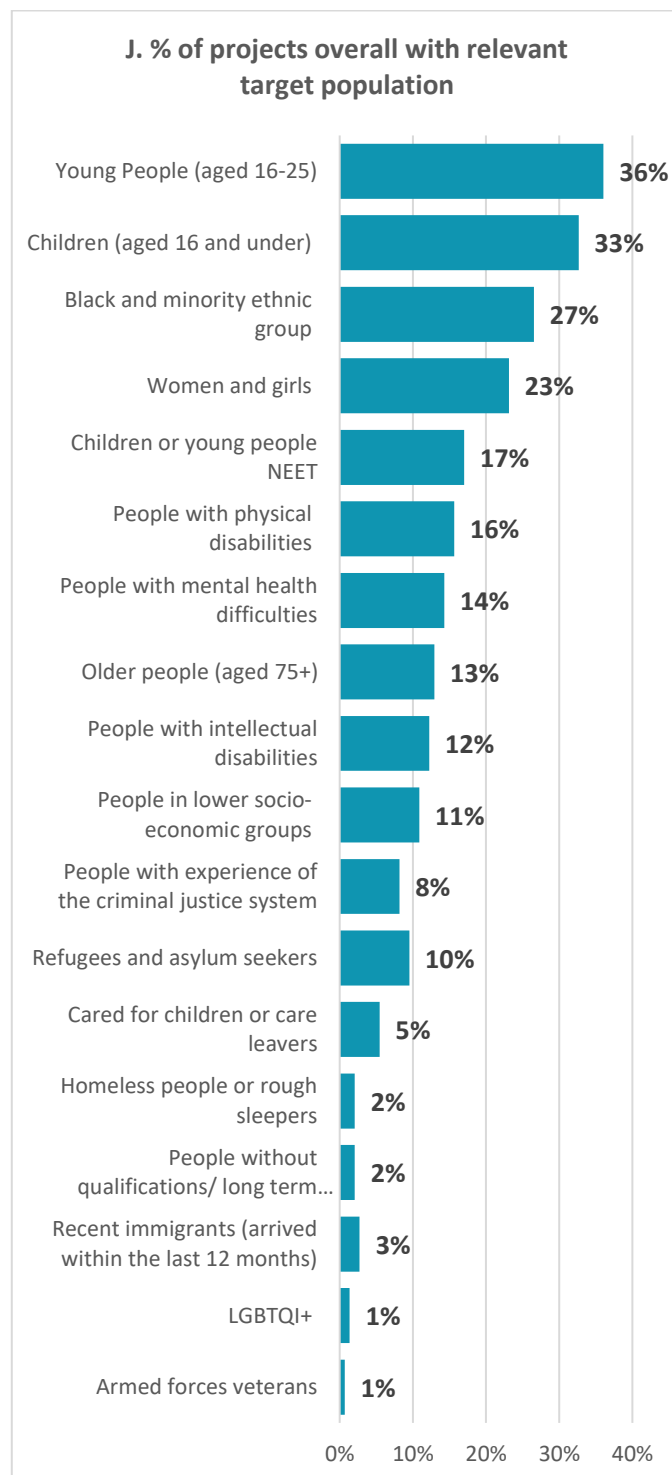
*based only on the projects that have reported their target population (65% of projects)

The gap between the numbers of male and female participants narrowed during Period 2 with more males (39%) than females (32%) taking part. Only 14 individuals were reported to be of a different gender. 29% of participants did not have their gender recorded.

K. Gender breakdown
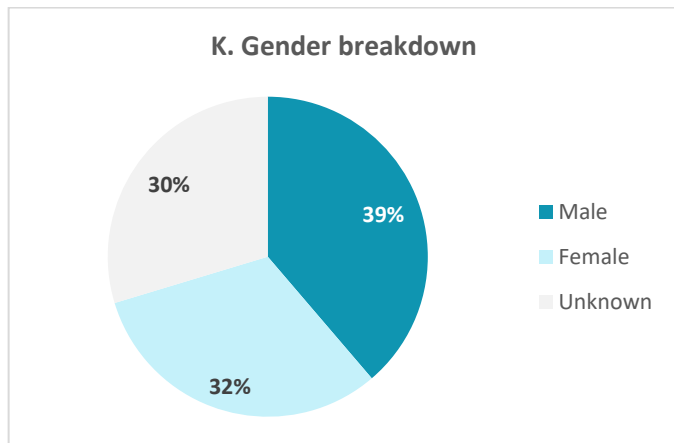
Most participants were aged under 16 (54%) or aged 16-24 (17%). This is largely due to the London Youth Games which accounts for 34% of all Sport Unites participants. 20% of all participants age is unknown.

L. Age breakdown
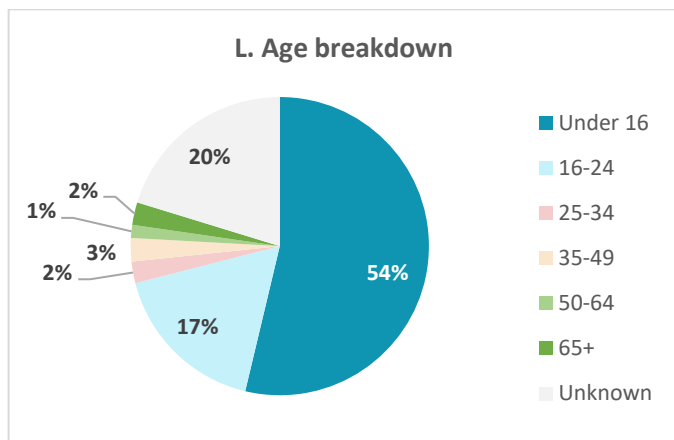
32% of participants were recorded as Black, Asian or from another minority ethnic group (BAME). 28% reported their ethnicity as White, but 42% of all participants ethnicity is unknown. No ethnicities were recorded for the London Youth Games.

M. Ethnic background
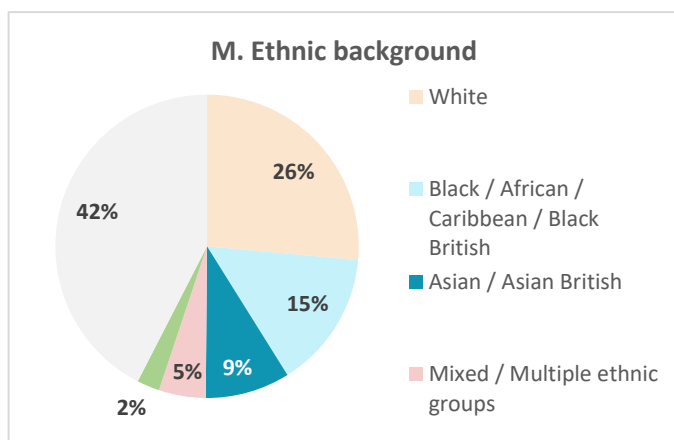
Most projects reporting, did not use the defined disability data categories and so it could not be determined how many participants had a physical versus an intellectual disability. Participants were therefore recorded as either disabled (10%) or not disabled (44%) with the remainder unknown.
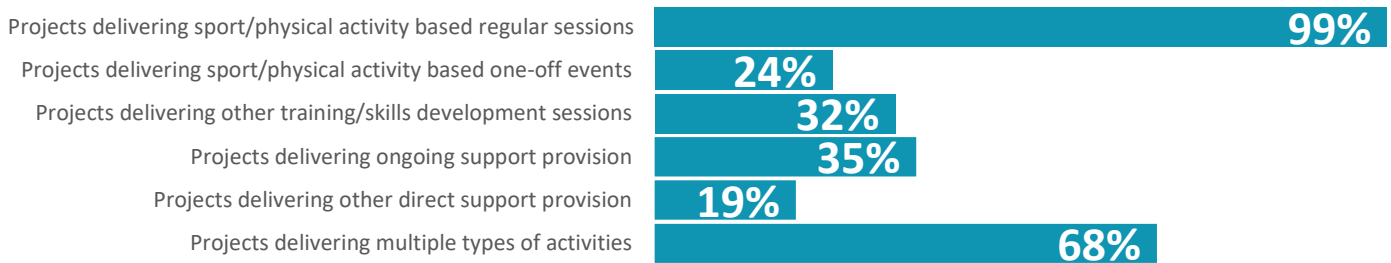
N. Disability breakdown
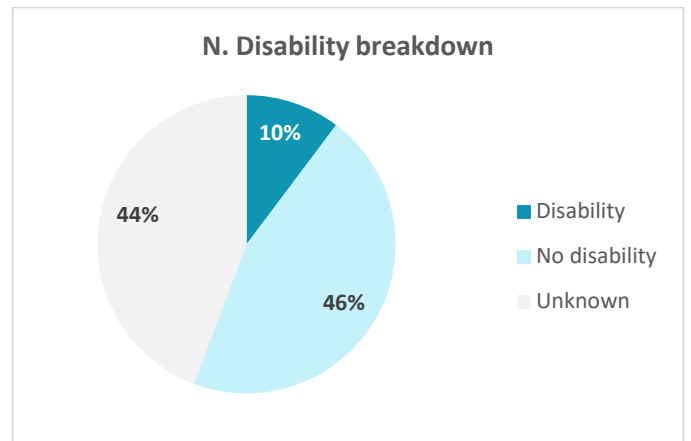
3.5. Project Activities

Project activities were grouped into pre-determined categories: five direct delivery activity types and five types of capacity-building activities (see Table 1 on page 8). From the data provided, almost half (48%) 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 graph overleaf shows the results for direct delivery activities only. 67% of grantees reported that they used several different types of activities to meet their aims. In addition, some projects also undertook capacity-building activities to get their staff and volunteers trained in specific methodologies or formally qualified to coach specific sports and activities.

The second graph overleaf outlines geographic locations of projects by funding stream. 13% of grantees ran activities in ten boroughs or more (Pan-London). No projects have taken place in the City of London and only one project respectively in Richmond upon Thames and Barnet. Lambeth (11%) had the most activities followed by Hackney (10%), Barking and Dagenham, Haringey (9% each) and Southwark (8% each). Except for Haringey, these boroughs have significantly large numbers of YLF grantees running activities in these locations. This is because some YLF grant streams prioritise boroughs with high knife crime figures, which include Lambeth, Hackney, Barking and Dagenham and Southwark.

O. Project Activity (Direct Delivery) Types

Projects delivering sport/physical activity based regular sessions	**99%**
Projects delivering sport/physical activity based one-off events	**24%**
Projects delivering other training/skills development sessions	**32%**
Projects delivering ongoing support provision	**35%**
Projects delivering other direct support provision	**19%**
Projects delivering multiple types of activities	**68%**

*based only the projects that have reported activity types (63%)

P. Geographic spread (London boroughs) by Programme Area

■ Active Londoners   ■ SfSI   ■ YLF
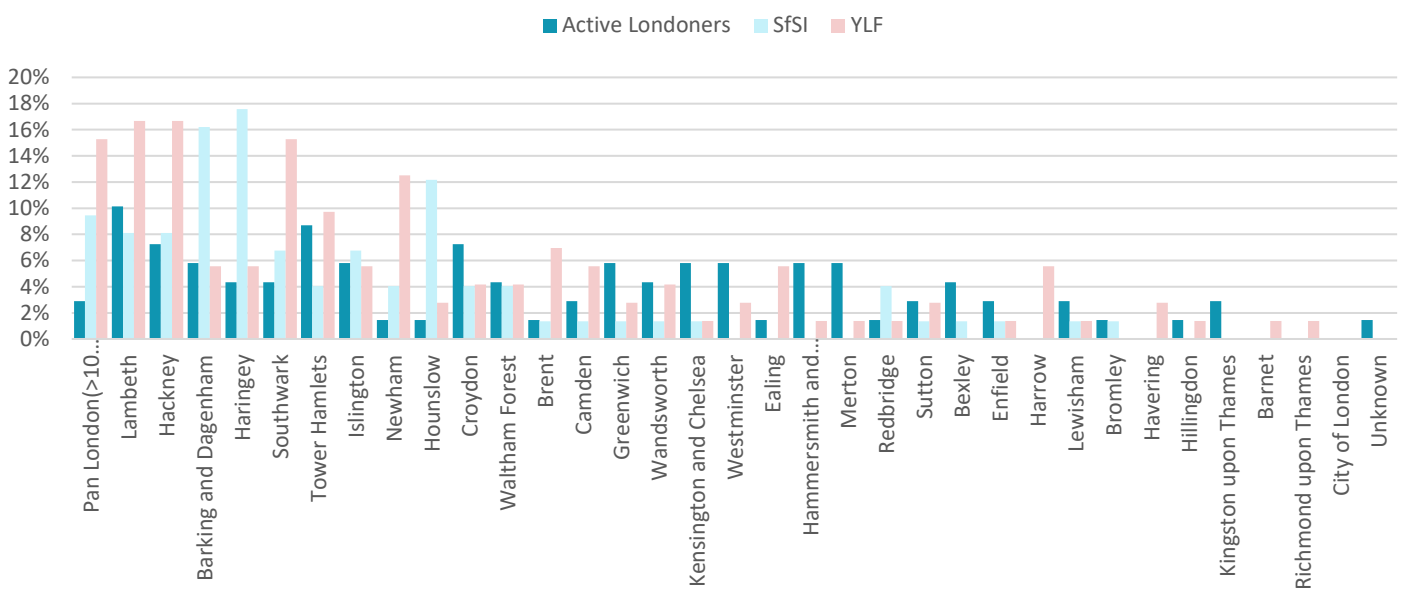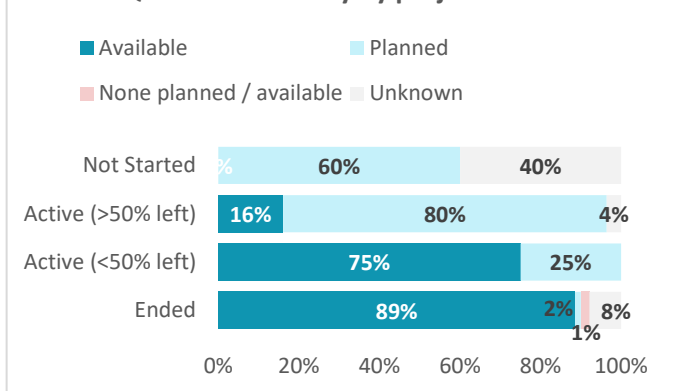

3.6. Outcome Data Availability / Quality

The quality of outcome data reported by grantees is assessed as either low, medium, or high by inFocus analysts 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 and confirm the actual impact.
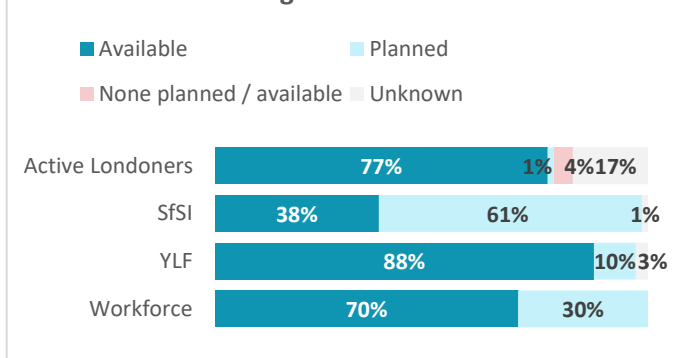
67% of grantees had outcome data available for analysis. A further 25% of grantees are planning to have outcome data available in future. Only 1% of grantees currently no outcome data either planned or available, and for 7% of grantees their position concerning the availability of outcome data was currently unknown. This is overall reflective of the known challenge that outcome reporting presents to community and voluntary based organisations. It is worth noting that (as evidenced by prior academic research), outcome data is much less likely to be available to many one-off events or short-term projects, for several reasons. Firstly, the short period of time available to such projects to influence meaningful change, coupled with limited resources to apply to MEL practices in this context, makes it more challenging to carry out effective outcome measurement. **It is therefore considered unlikely that projects of less than 12 weeks or less than £10,000 in value, would be able to offer meaningful outcome data for the purpose of this evaluation**. It was noted that some projects had matched funding with committed MEL budgets, and some projects had staff experienced in MEL, with outcome measurement planned from the outset.
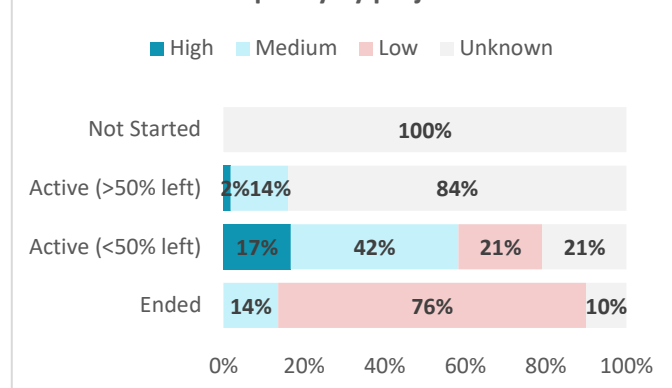
Q. Data availability by project status

Legend: ■ Available ■ Planned ■ None planned / available ■ Unknown

Status	Available	Planned	None planned / available	Unknown
Not Started	%	60%		40%
Active (>50% left)	16%	80%		4%
Active (<50% left)	75%	25%		
Ended	89%		2% / 1%	8%

R. Outcome data availability within each Programme Area

Legend: ■ Available ■ Planned ■ None planned / available ■ Unknown

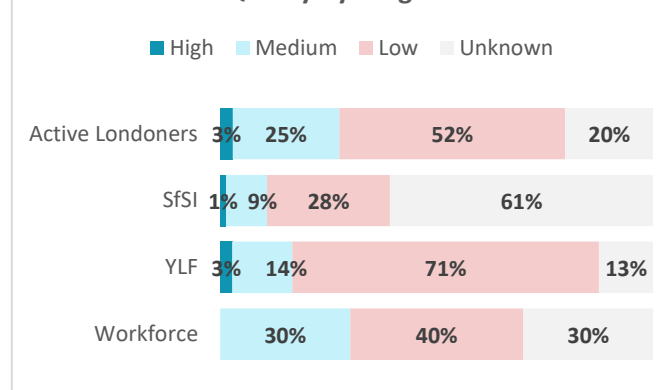| Programme Area	Available	Planned	None planned / available	Unknown
Active Londoners	77%	1%	4%	17%
SfSI	38%	61%	1%	
YLF	88%	10%	3%	
Workforce	70%	30%		

Half of all outcome data available is of low quality because of the factors noted above. Data received in Period 2 has shown a general trend towards improved quality. The number of projects with medium quality outcome data

has doubled to 16% and those with high quality data has risen, with 3% of A/L and YLF grantees with high data quality.

S. Data quality by project status

Legend: ■ High ■ Medium ■ Low ■ Unknown

Status	High	Medium	Low	Unknown
Not Started				100%
Active (>50% left)	2%	14%		84%
Active (<50% left)	17%	42%	21%	21%
Ended	14%		76%	10%

T. Data Quality by Programme Area

Legend: ■ High ■ Medium ■ Low ■ Unknown

Programme Area	High	Medium	Low	Unknown
Active Londoners	3%	25%	52%	20%
SfSI	1%	9%	28%	61%
YLF	3%	14%	71%	13%
Workforce		30%	40%	30%

Sport Unites Grant Streams

The table below outlines the 19 current grant streams across the 4 Sport Unites Programme Areas.

Table 7: Key to section 3.7-3.10

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

	Grant Management		MEL approach		# of identified case studies
🏃🌱✊🔧👥🤝💻🌐					Outcome areas (see page 7 for details)

Unique participants = the number of people accessing one or more of the project's activities.

Beneficiaries = participants benefiting from one or more outcomes. This is determined by each grantees' 'completer definition'.

3.7. 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 = £2,660,945 (39% of all Sport Unites funding)
Total grantees to date = 74* (33% of all grantees)
*one project reported in Period 1 did not meet due diligence and was cancelled
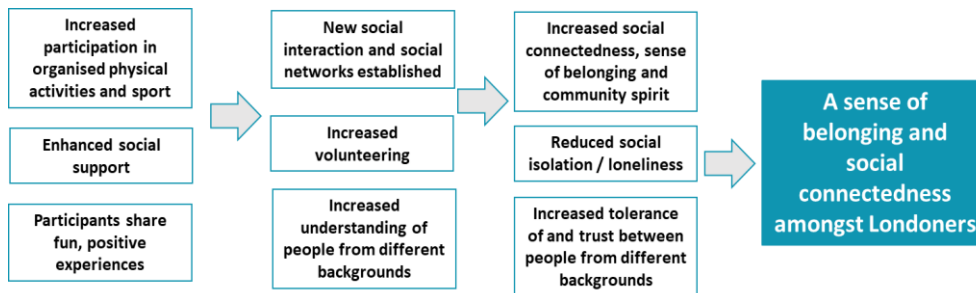
London Together

£1,810,757 in grants allocated	0/18 Projects completed delivery	9/18 Submitted Mid Reports	Unique Participants	Confirmed Beneficiaries
(icons)		Period 1	813*	34*
(icon)	Comic Relief	Period 2	0	0
(icon)	Comic Relief Reporting Forms	Total to date	813	34
(icon)	1 Confirmed	*now includes workforce		

Stronger Communities

£114,164 in grants allocated	21/26 Projects completed delivery	19/26 Submitted EOP reports	Unique Participants	Confirmed Beneficiaries
(icons)		Period 1	736*	736*
(icon)	Groundwork London	Period 2	1067	881
(icon)	SIM Report forms	Total to date	1803	1617
(icon)	1 Completed	*now includes workforce		

Model City London

£427,426 in grants allocated	0/26 Projects completed delivery	18/26 Submitted Mid reports	Unique Participants	Confirmed Beneficiaries
(icons)		Period 1	0	0
(gear icon)	Laureus Sport for Good	Period 2	1222	1222
(report icon)	Laureus Reporting. Independent evaluation by NDTI	Total to date	1222	1222
(search icon)	1 proposed for extension period – hub tbd			

Sports Aid

£158,598 in grants allocated	2/2 Projects completed delivery	2/2 Submitted EOP Reports	Unique Participants	Confirmed Beneficiaries
(icons)		Period 1	335*	335*
(gear icon)	GLA Sports team	Period 2	0	0
(report icon)	Historical - outputs only	Total to date	335	335
(search icon)	0	*now includes workforce		

London Youth Games (Open Games)

| £100,000 in grants allocated	2 of 3 years completed	1 Mid Report Submitted	Unique Participants	Confirmed Beneficiaries
(icons)		Period 1	11,796 Open 94,696 School	11,796 Open 94,696 School
(gear icon)	London Youth Games	Period 2	0	0
(report icon)	Historical – outputs only	Total to date	11,796	11,796
(search icon)	0			

Football Unites

£50,000 allocated	0/1 Projects completed delivery	1 Mid Report Submitted	Unique Participants	Confirmed Beneficiaries
(icons)		Period 1	0	0
(gear icon)	Player Voice CIC	Period 2	291	0
(report icon)	SIM Workbook. Independent evaluation conducted by Mr. Kevin Harris.	Total to date	291	0
(search icon)	1 Confirmed			

3.8. Young Londoners Fund (YLF) Grant Streams

The Mayor of London's 'Young Londoners Fund' 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. Projects 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.

Total grant amount allocated to date= £2,787,002 (41% of all Sport Unites funding)
Total grantees to date = 72 (32% of all grantees)
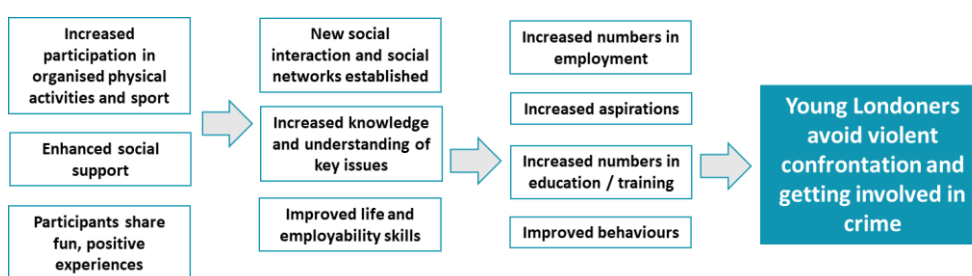
YLF Impact Partnerships				
£1,632,014 in grants allocated	4/13 Projects completed delivery	4/13 Submitted EOP Reports	Unique Participants	Confirmed Beneficiaries
		Period 1	2647	1420
	Groundwork London	Period 2	101	67
	2018: Pre-inFocus Reporting 2019: SIM Workbook	Total to date	2748	1487
	1 confirmed			

YLF Grants				
£676,542 in grants allocated	0/8 Projects completed delivery	8/8 Submitted Mid Reports	Unique Participants	Confirmed Beneficiaries
		Period 1	1340	723
	GLA Education team	Period 2	0	0
	YLF Reporting	Total to date	1340	723
	0			

YLF Summer Activity Fund

£439,479 in grants allocated	49/49 Projects completed delivery	49/49 Submitted EOP reports	Unique Participants	Confirmed Beneficiaries
		Period 1	7890	5717
GLA Education team		Period 2	0	0
YLF Reporting		Total to date	7890	5717
0				

Sport and Serious Youth Violence Steering Group

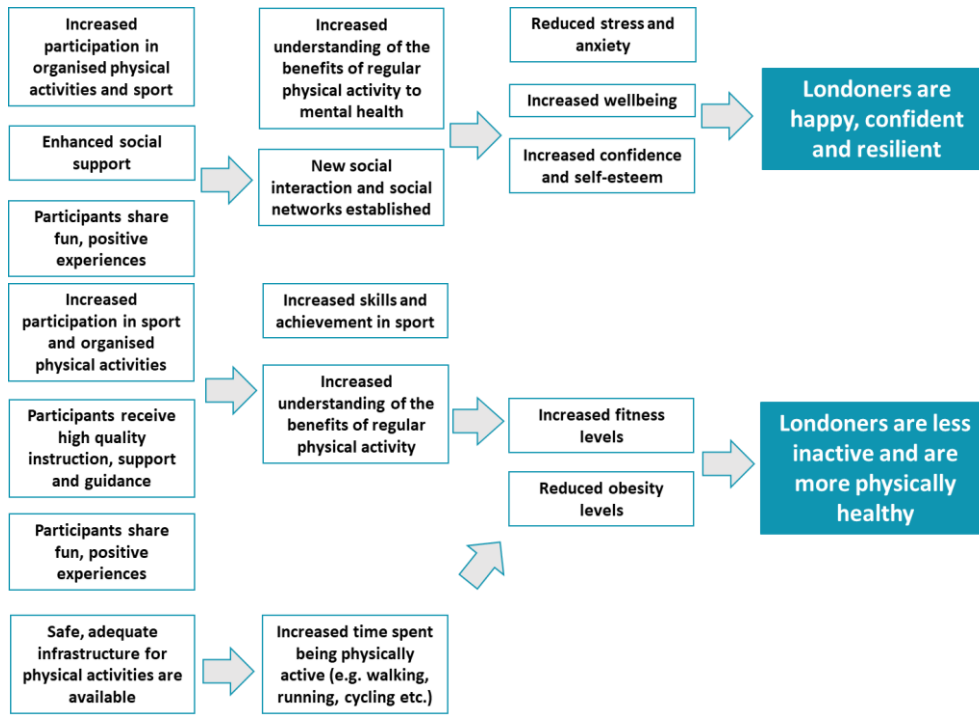| £28,967 allocated	0/1 Projects completed delivery	2 Mid Reports Submitted	Unique Participants	Confirmed Beneficiaries
		Period 1	0	0
GLA Sports team		Period 2	24	24
		Total to date	24	24
1 in proposed extension period - project tbd				

YLF Boxing in Prisons Pilot

£10,000 allocated	0/1 Project Completed Delivery	1 Mid Report Submitted	Unique Participants	Confirmed Beneficiaries
		Period 1	0	0
GLA Sports team		Period 2	9	9
SIM Workbook – independent evaluation conducted by Prof. Rosie Meeks, Royal Holloway University		Total to date	9	9
0				

3.9. 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 (12% of all Sport Unites funding)
Total grantees to date = 69 (31% all grantees)

Small Grants				
£243,489 in grants allocated	57/58 Projects completed delivery	47/58 Submitted EOP Reports	Unique Participants	Beneficiaries
🏃💡		Period 1	1757*	1637*
⚙	Rocket Science	Period 2	2291	2070
📊	SIM Report Forms	Total to date	4048	3707
📄	0	*now includes workforce		

Medium Grants				
£568,787 in grants allocated	0/11 Projects completed delivery	10/11 Submitted Mid reports	Unique Participants	Beneficiaries
🏃💡		Period 1	0	0
⚙	Rocket Science	Period 2	1219	80
📊	SIM Workbooks	Total to date	1219	0
📄	1 Confirmed / 1 Cancelled			

3.10. Workforce & Capacity Building Grant Streams

% of Workforce projects that focus on the two key Sport Unites Outcome Areas

- ■ Increasing capacity: Actors / Organisations
- ■ Increasing capacity: Systems
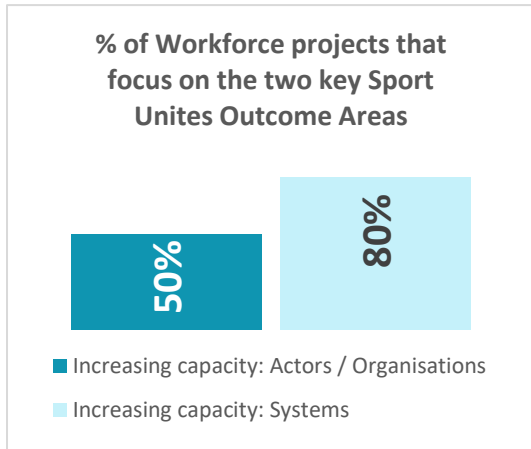
The success of Sport Unites – and the wider 'Sport for All of Us strategy'– relies on a skilled and supported community sport workforce. The Workforce grant stream offers funding and capacity-building opportunities to people and organisations who work and volunteer in sport across the capital. Unlocking 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.

Total grant amount allocated to date= £484,416 (7% of all Sport Unites funding)

Total grantees to date = 10 (4% all grantees)
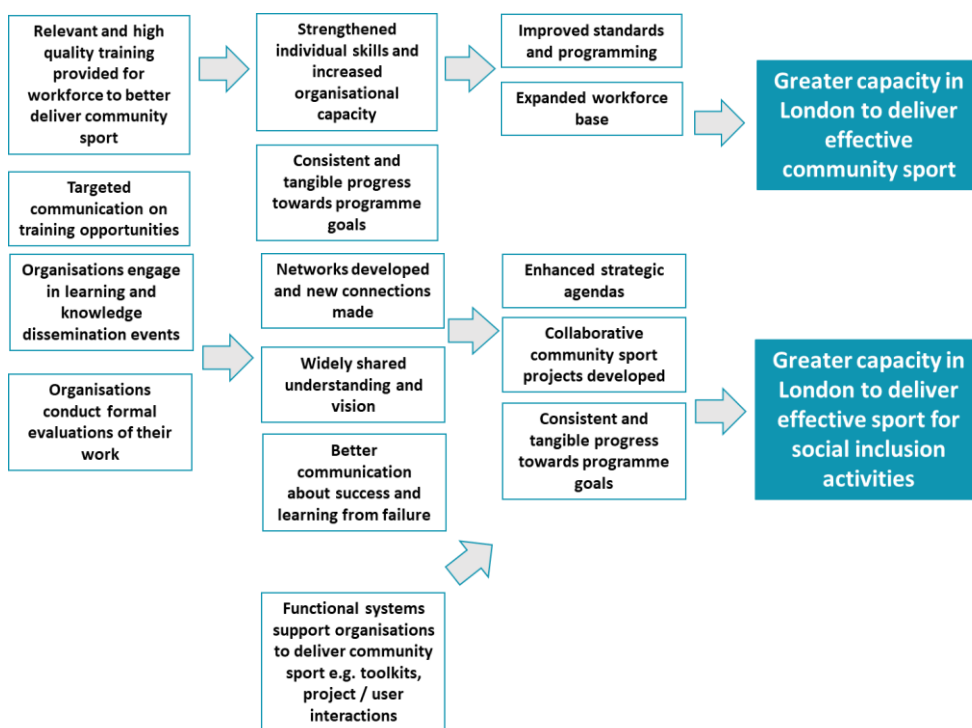
Thought Leadership				
£31,121 in grants allocated	5/5 Events Completed	5/5 Submitted EOP Reports	Unique Participants	Beneficiaries
		Period 1	848	848
GLA Sport team		Period 2	103	103
EOP – feedback / outputs only		Total to date	951	951
0		9% Returnees*		

*came to more than one event

- 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
- Event 5 'Fairer Funding Practices' –24/01/2020

Workforce

£317,695 in grants allocated	0/2 Projects completed delivery	0/2 Submitted reports	Unique Participants	Beneficiaries
		Period 1	0	0
London Sport		Period 2	0	0
SIM Workbook		Total to date	0	0
2 Confirmed				

Trauma Informed Training

£9,600 allocated	1/1 Projects completed delivery	1/1 Submitted EOP Reports	Unique Participants	Beneficiaries
		Period 1	0	0
GLA Sport team		Period 2	26	26
EOP – outputs only		Total to date	26	26
0				

Sport Tech

£76,000 in grants allocated	0 Projects completed delivery	0 Reports Submitted	Unique Participants	Beneficiaries
		Period 1	0	0
London Sport		Period 2	0	0
Report		Total to date	0	0
0				

Photojournalism (Pilot)

£50,000 allocated	0/1 Projects completed delivery	1/1 Submitted Mid Reports	Unique Participants	Beneficiaries
		Period 1	0	0
GLA Sport team		Period 2	13	13
SIM Workbook		Total to date	13	13
1 Confirmed				

4. Summative Findings

"You wouldn't see this mix of people playing sport together anywhere else, it wouldn't be allowed."
Carlos, London Skolars participant

This section outlines the outcomes that have been achieved through the Sport Unites investment programme from March 2018 to March 2020. This is broken down by an evaluation of the outcome evidence for each of the following Outcome Pathways:

4.1. Decreasing inactivity levels
4.2. Improving mental health
4.3. Reducing serious youth violence / Supporting those not in Education, Employment or Training (NEET)
4.4. Reducing social isolation and increasing social mixing
4.5. Capacity Building: actors and organisations
4.6. Capacity Building: infrastructure and systems

A short assessment of which outcomes each project had reported on (or were planning to report on) was first made. There was very little outcome reporting on the two capacity development outcome areas as there were very few active grantees in Period 1 and 2. The results of the other three Programme Areas demonstrated that projects had an appropriate outcome focus and their results were aligned with the expected outcomes pathway. The assessment also demonstrated how all Programme Areas are in fact cross-cutting in their contribution to outcomes within other, additional outcome pathways, even though these may not be the programmes primary focus area.

All names of participants used in case studies and quotes have been changed to respect anonymity.

U. % of projects (per funding scheme) that focus on each of the six Sport Unites Outcome Areas

Legend:
- Decreasing inactivity outcomes
- Improving mental health
- Decreasing youth violence / NEET
- Increasing social mixing
- Decreasing social isolation
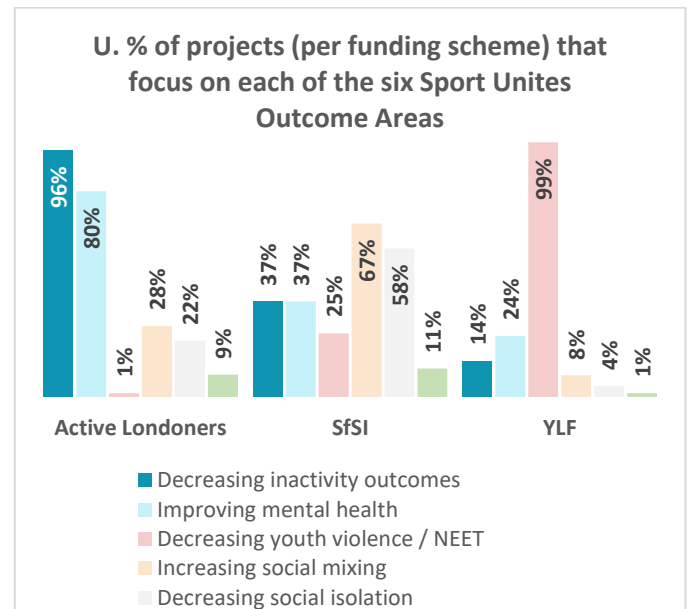
*based on projects that have declared their outcome areas (79%)

4.1. Decreasing inactivity levels

This outcome area focuses organisations to deliver physical activity and sport opportunities to encourage active and healthy lives. Its' aim is to create more physically active and healthier Londoners. It is based on the key assumption that sport and physical activity can be fun and contributes positively to fitness and health.

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 of moderate intensity physical activity (Sport England Tackling Inactivity Guide 2016).

The end-line data was not always measured in the same way across all projects, with most projects reporting an increase in activity amongst participants, but not reporting an end-line inactivity rate. 24% of Active Londoners grantees that did report pre- and post-inactivity rates demonstrated a drop of 56% in inactivity levels and 16% of Stronger Communities grantees reporting data, showed a drop of 31% in inactivity levels after the intervention.

V. Changes in level of physical inactivity from start to end of projects

- 76% — Active Londoners At registration
- -56% / 20% — Active Londoners At end of project
- 62% — SfSI At registration
- -31% / 31% — SfSI At end of project

Legend:
- Reported % decrease in inactivity levels
- Average inactivity
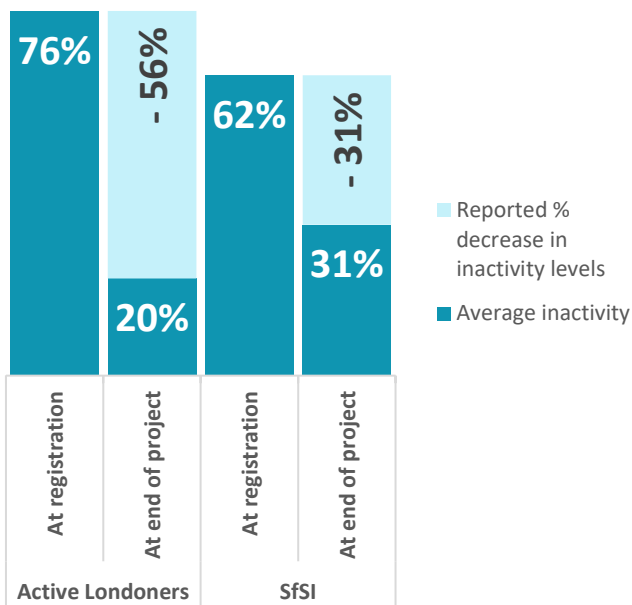
*No data available for the YLF or Workforce Programme Areas

Active Londoners

Intensive Exercise and Dance Workshops at Tropical Isles Café targeting 30 inactive young people for a 12-week programme.

40 of 47 projects (85%) provided evidence on this outcome with 28% being of medium or high quality.

"I really enjoyed this course- it was very good and useful and made me more active."
Participant of the Mindful Where it Matters Youth Community project led by Mindful Peak Performance CIC

33 (70%) projects provided data on increased fitness levels, 32 (68%) on increased time spent doing organised sport and physical activity, and 30 (64%) on increased time spent doing generic physical activity. These are key indicators for the outcomes of: increased fitness levels (long term); increased participation in sport and organised physical activities (short term outcome); and increased time spent being physically active e.g. walking, running and cycling etc. (medium term outcome).

Among these projects, on average 75% of participants increased their fitness levels, 66% increased their time spent doing organised sport and physical activity, and 65% increased their time spent doing generic physical activity. An additional four grantees (9%) provided absolute numbers rather than % change figures, which meant the percentage change was not known and could not be included in the averages reported above. All four projects, however implied that inactivity had decreased.

W. Activity levels: average % of participants across Active Londoners reporting...

- 66% increased time spent doing organised sport and physical activity
- 65% increased time spent doing generic physical activity
- 75% increased fitness levels
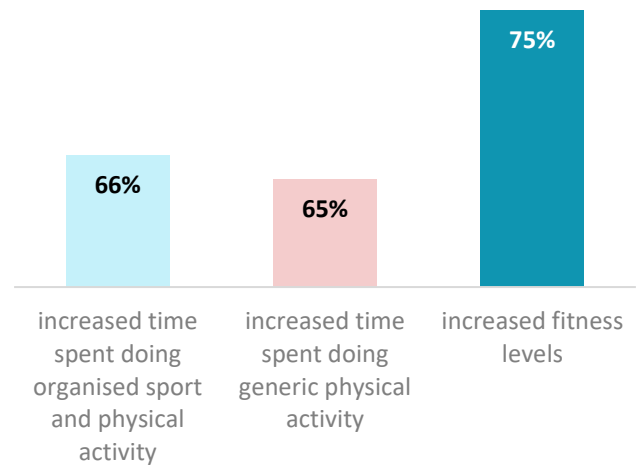
Walking Football at the Nepalese Gurkha Veterans Community Project led by Age UK Bromley & Greenwich

Case Study on Shalva – 73-year-old Ghurkha veteran on the Nepalese Gurkha Veterans Community Project led by Age UK Bromley & Greenwich

"Shalva was a leading figure in his community when living in Nepal and was very active. Since relocating to the UK, he found he was not as active mentally or physically and over time developed hypertension. He joined in some of the Active Londoners funded activities- archery, walking football, dancing- and reported that he *'enjoyed everything!'*. He had never tried archery or walking football before but said that the archery was *'amazing'* and would certainly like to try it again. He also got a lot of enjoyment from the walking football and described the positive relationships he had formed with the young male volunteers on his team. The walking football teams were made of Ghurkhas veterans and volunteers from a financial company. Shalva has always loved to dance but had never taken part in organised dance classes and enjoyed them very much. Since the project ended, he describes being inspired to improve his fitness further and has been self-motivated to continue to walk, jog and do physical exercise on a regular basis. As a result, Shalva reports feeling better, fitter and generally enjoying his life more. He feels that the addition of physical activity has and continues to help him to also effectively manage his hypertension."

Sport for Social Inclusion (SfSI)

The outcome evidence in this Programme Area was deemed generally to be of a low quality, in terms of its' ability to robustly show positive change and attribute those changes to the project's themselves (as opposed to other potential influences), as it is based on one-off surveys, a case study and anecdotal evidence. Despite this, 7 of 73 projects (10%) provided some form of evidence showing contribution to the Decreasing Inactivity pathway.

From the evidence available, 62% of participants had been inactive before taking part in the project and this dropped to 31% after the project. Whilst some participants also reported that after taking part, they subsequently went on to join a new sports club. For example, at London Skolars Community Touch Rugby Project, half of the 24 participants responded to the post survey and all reported that they had increased the amount of time they do physical activity. 7 of the respondents either signed up to be members of the club, another club or had enquired about membership. This is in addition to four that were already associated with the club.

"It is a great opportunity for me to bring my two kids along and get them involved more with touch rugby from an early age. Skill level, age and gender is irrelevant, it's all about the enjoyment and it's a perfect way to exercise and have fun with the family at the same time."
Jameel, participant of London Skolars Community Touch Rugby Project

For recipients of Sports Aid grants, the project was a source of motivation to continue and achieve their sporting goals. The financial support provided has opened important doors for them.

"I really wouldn't have been able to continue in my studies and achieve what I have without this. It's also like a badge of honour- it's something that's helped highlight to others that I might have potential and that I'm serious about working hard and getting as close to the top as I possibly can."
Dani, SportsAid Athlete: Class of 2018

Young Londoners Fund (YLF)

10 of 72 projects (14%) provided some form of evidence on this outcome. The evidence consists entirely of participants being more engaged in the activities in terms of attendance.

4.2. Improving mental health

This outcome area focuses organisations on providing physical activity interventions designed to improve wellbeing and mental health for Londoners. It is based on the key assumption that sport allows the 'outside' world to be temporarily 'suspended', creating a space in people's lives for enjoyment and connectivity, as well as improving their confidence and self-efficacy.

Active Londoners

"Walking feels therapeutic… it clears the head and you can get rid of all the anxieties of the day."
Participant of London Playing Fields Foundation's 'Green Hearts' Project

37 of 47 projects (79%) provided some form of evidence on this outcome. Five grantees used more advanced surveys (i.e. a baseline-endline), with one reporting an improvement on the validated Short Warwick Edinburgh Mental Well-Being Scale (SWEMWBS).
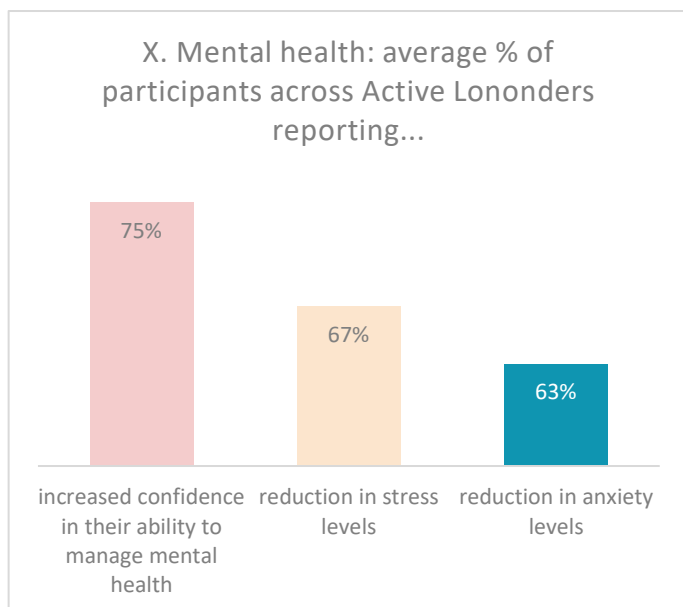
A significant number of projects reported against three long-term outcomes. 27 (57%) projects provided data on increased confidence in their ability to manage mental health, 30 (64%) on reduced stress, and 28 (60%) on reduced anxiety. Among these projects, on average 75% of participants increased confidence in their ability to manage mental health, 67% reduced stress, and 63% reduced anxiety. An additional 3 projects (6%) provided absolute numbers for these outcomes but not consistent to others and so the percentage change could not be determined and included in the report. All, however, implied improvements.

Tropical Isles 'Active' Café – participants attended 3 food workshops where they discussed nutrition and mental health.

"Since joining I have learned how to engage with people that I don't know. Although I am quite social, I have always felt awkward around new groups of people. The group has made me feel really comfortable and I feel like I have come out of my shell a lot."
Maryanne – 17-year-old participant of TI Active Cafe

X. Mental health: average % of participants across Active Lononders reporting...

- increased confidence in their ability to manage mental health: 75%
- reduction in stress levels: 67%
- reduction in anxiety levels: 63%

Sport for Social Inclusion (SfSI)

There was limited evidence provided to robustly substantiate claims, but 11 of 73 projects (15%) provided some form of evidence on this outcome. The main outcome themes identified were improved confidence & self-esteem, improved ability to control their mental health and a reduction in stress levels.

Young Londoners Fund (YLF)

33 of 72 projects (46%) provided some form of evidence on this outcome. Two grantees used a baseline / end-line survey which robustly demonstrated their impact. Others relied on case studies or one-off surveys as main evidence sources. The most prevalent outcomes (in order of frequency) mentioned were: improved well-being, improved confidence & self-esteem; coping better with high emotions; improved motivation; being more optimistic; improved resilience; improved self-awareness; and improved empathy.

Maiden Lane Community Centre's Summer Sports Activities programme was delivered over a 5-week period in two locations plus five sports related activity trips. The project was designed to provide positive activities for young people aged 10-14 living on two highly deprived social housing estates in Camden.

Case study on Shelly – a 12-year-old in need on Maiden Lane Community centre's '10 to Teen Summer Sports' project.
"Shelly came into contact with us through LB Camden's Play Referral Team. When we first met Shelly, she was barely attending school and was coping with difficult family situations. She was an unregistered young carer looking after her Mum (a recovering alcoholic) and was helping care for a younger sibling within the home environment. LB Camden got in touch with Maiden Lane's Play Co-ordinator expressing an interest for structured activities for a girl aged 12. We offered a home visit, an induction and registration day for Shelly to meet all the team at Maiden Lane.

Shelly was offered a place on our Summer Sports programme meeting once during the week and some weekends. This provided her with respite during this difficult time at home. She got involved in all the summer sports, boxing, tumbling and football.

A big turning point for Shelly was that she was barely attending school or outside provision at the time we met her and we were able to offer her activities that she enjoyed and engaged with on a regular basis. She said the scheme enabled her to meet new young

people and take part in sports such as boxing and tumbling that she hadn't experienced before. She really stretched herself both physically and mentally and is now registered on our tumbling term time programme.

As a result of our interventions, Shelly:
- is re-engaging with education on a regular basis.
- made new friends who she is still in contact with.
- built good relations with members of staff.
- is engaging with sports activities providers and joining sessions.
- is attending Maiden Lane's 10 to Teen Clubs on a regular basis.
- has told us that taking part in sports activities keeps her fit and active and keeps her stress levels down."

4.3. Reducing serious youth violence / supporting those not in education, employment, or training (NEET)

This outcome area focuses organisations to run physical activities for young people at risk of involvement in serious youth crime, supporting young people to actively avoid both crime and violence. The key assumption is that sport creates a level playing field, where personal identity is replaced with a shared common purpose. The outcome area is coupled with supporting those NEET and directs grantees to activities that help young people stay in / re-enter education and/or find training or employment.

Sport for Social Inclusion (SfSI)

2 of 73 projects (3%) provided some form of evidence on reducing serious youth violence in terms of improved behaviour and decreased involvement in crime, violence, and gangs. 5 of 73 projects (15%) provided some form of evidence on improving youth NEET status, in terms of reintegration of students from a pupil referral unit (PRU) back into mainstream education, finding employment, improved confidence in the workplace, improved employability skills, and improved engagement among attendees.

Young Londoners Fund (YLF)

40 of 72 projects (56%) provided some form of evidence of tackling serious youth violence. The most prevalent outcome themes were (in order of frequency): improved behaviour; less likely to be part of a gang / be involved in gang activity; improved / changed attitude towards conflict, violence and gang involvement; and participants committing fewer / no offences. In addition, 28 of the 72 projects (39%) provided some form of evidence of tackling issues around those not in education,

employment or training (NEET) and focused around (in order of frequency): increased educational performance; fewer NEET; and improved employability. There appeared to be a close correlation between the two outcomes as often the result of addressing the issues of serious youth violence went hand in hand with participants re-engaging with education, training or becoming employed.

Key 4 Life's mission is to reduce youth re-offending through the delivery of an innovative rehabilitation programme that includes the use of sport to unlock potential to those in prison and those at risk of going to prison. In the summer of 2018, participants join a programme designed for their needs (6 months for those 'at risk' of going to prison and 12 months for those in prison), receive mentoring and assistance in preparing for work.

Case study on Josh from White City

"Josh joined the under 18's programme earlier in the year and continued onto the summer programme. When he first joined the under 18's programme he was heavily involved in crime in the White City estate and had received several convictions for a range of offences and had outstanding cases for robbery and assault. He was very difficult to engage and challenged a lot of the behavioural change work. Josh is one of six children and is estranged from his father who resides in Jamaica after being deported. Josh had also been remanded into custody for a short period of time and he became involved with the Key4Life summer project after his release. Josh has been fully engaged during his time on the programme and attended every workshop, he particularly enjoyed the sports activities where he was also the only one to win against the basketball coach in a 1-1 competition!

Josh aspires to be a rapper and was very engaged with the music element of the programme. As the project progressed, Josh showed good insight during motivational/emotional resilience sessions which were taking place, and this was reflected in his decision making and in his ease conversing with others, which had been previously an area of challenge.

During his time with Key4Life, Josh did secure work experience at Sony, which he completed over the summer and thoroughly enjoyed. He has managed to keep out of conflict/ trouble with the

police and has started back at school with generally a much more positive mindset. Josh's relationships with his siblings have improved vastly, he relishes his role as the 'elder brother' and has openly helped his mother with looking after his siblings."

The Black Prince Trust in partnership with Fight 4 Change worked to offer a Football, Boxing and Personal Development Project called 'Changing Gears' in the summer of 2019. It offered young people between 12-21 years the opportunity to engage in structured sporting activity, alongside personal development workshops leading towards sustainable participation in sporting activity and volunteering.

Case Study on Dennis – a 15-year-old from Brixton.

"Dennis attends Platonos College in Stockwell and has been engaging with Changing Gears boxing sessions and personal development sessions based at the Black Prince Trust. He was introduced to the project by his school and started attending the project from its outset. At the time of his introduction to the project, Dennis was facing a challenging time and was on the verge of being excluded. He was not getting on with teachers and found himself in constant conflict. This was having a negative effect on his schoolwork, relationships at home and as one teacher described it, 'Dennis was at a crossroads and at risk of jeopardising his chances of gaining any qualifications'".

Dennis started to attend the project with Adam Martin, Head Coach for F4C and Changing Gears Project Boxing Lead. Dennis quickly built a repour and respect for Adam. He loved not only the boxing but the fitness and structure of the session. He continued to attend the project, which allowed him to train and work on his skills which in turn, increased his confidence and gave him direction, and something to work towards. This would see Dennis start to transfer the skills he was learning in the boxing ring i.e. discipline, respect, and patience, and begin to practice this in the classroom when he returned to school. Reports have subsequently come back that the school has seen a transformation in Dennis' behaviour and attitude and as a consequence he was no longer at risk of being excluded.

Dennis now continues to attend the Fight 4 Change sessions being held at The Hub and now volunteers with the younger age group."

England Boxing are running a pilot project in collaboration with HMP Brixton and partnered with existing initiatives run by Key4Life and the Probation Service to support men serving custodial sentences when leaving prison and entering the community via membership of appropriate Boxing clubs and mentoring.

"When you come out of prison not many people want to give you that much support and that encouragement to do something better with your life. It's a good thing because they're trying to push us in the right direction they're saying 'yeah we know you've been to prison but you can actually go to a boxing gym and use it for positive energy not negative energy', and that helps."
Jermaine, participant of Boxing Prisons Pilot

4.4. Reducing social isolation and increasing social mixing

This outcome area focuses organisations to provide opportunities for isolated individuals, groups, and the wider community to mix through sport with the aim for Londoners to feel less lonely and mix with those from a different background. The key assumption is that sport creates positive social forums at the grassroots, local level, that encourage and result in positive social integration.

Active Londoners

"A 100-year-old resident was able to join in with the sessions. He often spends long periods of time on his own and it helped him not to be isolated and connect with other residents."
Staff member at The Gold Trust on participant on the Putting Wellbeing into Care project

Despite not focusing primarily on decreasing social isolation and increasing social mixing, 5 of 47 projects

(11%) provided evidence on increasing social mixing. The evidence consists of participants feeling more socially included or more connected to the UK community. 1 of 47 projects (2%) provided some form of evidence on reducing social isolation in the form of a case study.

Sport for Social Inclusion (SfSI)

"To meet new ladies from different cultural backgrounds and learn about their lives has been amazing. To encourage each other whether it was to do with our cycling or through conversations we had whilst cycling."
Participant on Fairlop Waters Active and Social Community Project

23 of 73 projects (32%) to date have provided some form of evidence on decreasing social isolation and increased social mixing. The most prevalent themes in terms of impact for social isolation are: increase in interactions with others, decrease in loneliness, increase in friends, taking part in civic life, engaging with community life, feeling they belong to the local area and/ or London, and joining a new club or group. The most prevalent themes in terms of impact for social mixing are: increased interactions with others, increased trust in others, new relationships with people from different backgrounds; developed a sense of belonging to a group; felt more integrated in their community, and more neighbourly support.

The Model City initiative was due to launch capacity building grants in June 2020 which may now be delayed because of the COVID-19 pandemic.

'Muslim Girls Fence' is a collaboration between Maslaha and British Fencing which aims to facilitate spaces at a grassroots level for Muslim girls and women to challenge assumptions and narratives relating to their gender, racial, religious and other identities through both physical and creative methods.

"Frontline deliverers of the project have had conversations with the women that centre around stereotypes and racism. Even from the first week women talked about feeling unsafe and hyper visible in non-Muslim areas of the city. They discussed not being promoted due to stereotypes about them etc. In the week focused on media headlines, lots of the women reflected that they didn't usually get to voice their opinions safely without being asked to justify themselves on these topics, which was reflected in one participants feedback journal, who "enjoyed being able to freely talk today"."
Muslim Girls Fence Staff member comment

Young Londoners Fund (YLF)

2 of 72 projects (3%) provided some form of evidence on decreasing social isolation. The evidence consists of people feeling more socially included, feeling closer to the community, feeling an improvement in relationships, and having made new friends.

9 of 72 projects (13%) provided some form of evidence on increased social mixing. The most prevalent themes in terms of impact are: meeting people from different backgrounds than their own, building trust among people, improving relationships with people from other areas, mixing with people they wouldn't normally mix with at school and improved tolerance of others.

The Haringey Holiday Provision Project was coordinated by Haringey Council and delivered by Broadwater United FC (BUFC) and Tottenham Hotspurs Foundation in two different venues.

Observations from Priya – member of staff at Haringey Council
"One of the key priorities of the summer holiday activity was to build relationships between young people in the local area and the wider stakeholders. As part of the Russell Park delivery we arranged for the local police to organise weekly visits to the camp to engage with young people and build trust. Three officers from the local beat came down to see the camp and talk to the coaches

and young people. The local police were keen to support the activity and wanted to advertise it to the local area. This resulted in the officers taking part in a small side game against a few of the young people, which was recorded and put on twitter to help promote to others who might be interested. A couple of the young people were keen to help and went on to retweet the police account to publicise the opportunity to their social groups. The following week, two additional young people attended the sessions, stating that that they saw the tweets and wanted to get involved. This experience allowed local police to engage with young people in a relaxed environment, showcasing their relationship with young people in Noel Park in a different way. Going forward, everyone involved can build on this positive experience to continue building better local cohesion."

4.5. Capacity building: actors and organisations

A one-day training programme focusing on trauma-informed practice delivered to 26 representatives from 18 organisations.

"Sharing best practices/ideas around issues faced. Opportunity to network with like-minded organisations."
Agnishia, Participant on the Trauma Informed training

This outcome area encourages volunteering and building the workforce via the training of individuals to deliver, and organisations to conduct M&E for a trained and effective workforce, ready to deliver. The key assumption is that training in dedicated techniques, methodologies, monitoring, evaluation and sharing learning (MEL) improves the ability to deliver sport for social integration effectively.

Workforce
Thought Leadership is a series of one-off events aimed at bringing the community sport sector in London together to share learning and network. Events are led by the GLA or grantees and are focused on strategic themes designed to meet the Sport Unites aims and objectives.

Active London 2019 was the fourth Thought Leadership event and was run by London Sport, taking place on 10 September 2019, at

30 Euston Square. The afternoon session was split into four different workshop tracks. This allowed delegates to choose which of the tracks they would get most value from exploring, whilst continuing to concentrate on the concept of innovation in the ways we work. The workshop tracks were:

- Innovation in an Urban Environment
- Community-based Innovation
- Driving Innovation through Technology
- Insight-led Innovation

At the time of writing this report very few grantees have begun activities within the workforce area. 4 of 6 projects (67%) have provided evidence of outcomes in this area. The evidence demonstrates participants feeling they better understand the relevant topic area, feeling more confident about applying the learning to their job role, feeling they better understand sector innovation opportunities, feeling they have benefitted from excellent networking opportunities, and generally rating the events as useful and/or interesting.

"Very engaging and lots of amazing people chosen to speak, as well as the opportunity to network too."
Delegate at the 'One Year On' event – part of the Thought Leadership series.

4.6. Capacity building: infrastructure and systems
This outcome area provides opportunities to share learning, disseminate knowledge and create physical and digital infrastructure to support the sector with the aim of improving infrastructure and creating better, and more purposeful sports programming. The key assumption is that learning, and knowledge dissemination improves sector understanding of and networks for sport for social integration.

Other than the new networks funded by Sport Unites and highlighted below, no grantees had specific activities during Period 1 or 2 that are directly related to this outcome. A handful reported that they had joined networks or were collaborating with others.

Sport for Social Inclusion (SfSI)
Sport Unites funding has helped to establish two grant streams in association with other funding partners to establish London based networks focused on related sport for social inclusion and sport for integration outcomes: London Together and Model City.

London Together is aligned to Comic Relief's commitment to fund sport for change approaches. Using sport as an intervention to improve social integration is a relatively untested area across Comic Relief funding; social integration is often an unintended outcome but not the primary focus of programmes. Joint investment in London Together is helping Comic Relief to further understand where and how sport for change approaches can play a role in strengthening communities and reducing isolation, including supporting organisations to measure and demonstrate impact. inFocus are acting as the learning partner.

The Mayor of London is working in partnership with the Laureus Sport for Good Foundation, Nike on the Model City initiative. Model City is a place based, bottom up, Sport for Development approach to grant making and delivery to achieve change with and for local communities. The approach is both flexible and rigorous, applying an evidence-based ethos to working with local people to use sport and physical activity as a route to engagement and delivery and to address the issues and priorities they determine themselves.
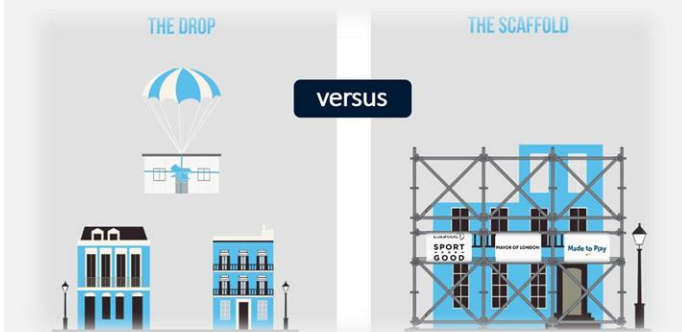
The coalitions are given the power to make decisions within their community and the resources to act. To date this community, buy in approach has involved 388 individuals, 271 organisations (including 123 non-traditional sport-based organisations), 25 community workshops and resulted in three local coalitions of community organisations:

- Generations Active BFH (Bedfont, Feltham and Hanworth) in Hounslow. 18 local groups and community organisations represented.
- Active Change Haringey (East). 22 local groups and community organisations represented.
- Sports 4 Change in Barking. 25 local groups and community organisations represented.

The initiative is being evaluated by NDTi who are also leading the learning across all four phases: research; strategize; invest and demonstrate. Currently 26 projects have been identified and funded

The approach to date has shown that it is important to emphasise the different contexts of each of the communities and specific neighbourhoods within them – relating to geography, people, health and wealth, infrastructure, political and policy characteristics.

Young Londoners Fund (YLF)
Sport Unites funding has helped to establish the Serious Youth Violence Steering Group.

Led by The GLA Sports Team with Paul Bragman (Community and Economic Engagement Consultants) and Sian Penner (Sian Penner SPA Ltd), the Serious Youth Violence membership is made up of 18 organisations working with children and young people with a focus on tackling youth violence and issues around NEET. All have received YLF funding for their projects. In addition, 6 young people are members of the steering group. The group are guided through workshops to enable discussion and to share learnings between organisations. The overall aim is for the group to be identifying specific needs, practices, and methodologies in supporting young people to avoid serious youth violence. They will then be responsible for funding associated pilot projects.

5. Conclusions and Recommendations

The conclusions of this Second Status Report focus upon providing some initial insight and provisional answers to the Phase 1 Final Evaluation Questions (listed in Table 8 below) posed at the outset to this evaluation, to which findings and data will continue to be gathered and analysed up until the end of Phase 1 in March 2021. Recommendations are embedded within the conclusions and 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 and implementation, and MEL processes.

The conclusions in this section are based upon available data and results to March 2020 and provide insights into the Sport Unites programme design, management and implementation to that point in time, as well as its impact upon Londoners. 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 8: Final Evaluation Questions

Final Evaluation Question
1) How effective has Sport Unites been in addressing sport for social integration in London?
2) How effective is Sport Unites in building the capacity of the sport for social integration sector in London, to be able to address the key issue areas more effectively?
3) How many and for whom (in terms of people / communities / organisations) has Sport Unites delivered a positive and meaningful benefit 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?
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*?
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*?

The recommendations from the initial status report (issued January 2020) are outlined and updated in Table 9 below and focus on the Sport Unites investment Programme Design and Grant Management and Project Level Planning, Monitoring, Evaluation and Learning (MEL) processes and Implementation. All new recommendations build upon these and the new insights and key barriers revealed during Period 2 and are orientated around achieving a comprehensive and thorough evaluation of the Sport Unites programme by March 2021.

Table 9: Recommendations from Initial Status Report (December 2019).

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
Update: Communication from the GLA has gone out to all grantees although very few past grantees have taken up the opportunity to train free of charge.	
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.	Grantees
Update: The Learning Community has been developed and promotion and encouragement from the GLA as well as inFocus will be needed.	
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
Update: There has not been an opportunity for this to occur as very few grant streams have come online.	

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
Update: This will develop as the Learning Community evolves.	
The 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 / External Grant Management companies
Update: InFocus have had discussions with Sport Tech and the Workforce grantees at inception and the GLA are now ensuring that potential grantees have access to the Theory of Change to help them develop their programmes.	
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 / External Grant Management companies
Update: New grantees have been signposted to inFocus for support and several have taken up the opportunity to discuss their monitoring and evaluation.	
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 / External Grant Management companies
Update: SIM Workbooks have been established for the Workforce projects and it was deemed inappropriate for Sport Tech. The GLA are working toward providing the Toolbox to all grantees during their inception / start-up phase.	
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.	GLA
Update: This is under consideration by the GLA.	
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
Update: No new grant management companies have been appointed and the GLA are reviewing options including a software solution for their IMM needs.	
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 / External Grant Management companies
Update: All but one of the GLA Sport Team are now members of the inFocus website and have access to the training. Progress will be reported in the monthly reports to the GLA from inFocus.	
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
Update: This was under review by the GLA but given the pandemic restrictions, attention has focused on responding to current needs including a proposed socially distance sport pilot and webinars with London Sport looking at issues the sector is facing due to the corona virus.	
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
Update: Groundwork have worked with inFocus to align their reporting systems and to make it easier for future Stronger Community grantees to report online.	

5.1 How effective has Sport Unites been in addressing sport for social integration in London?

Across all the Outcomes pathways which have had Sport Unites activities running during the two-year reporting period (March 2018 – March 2020), there has been evidence of relevant outcomes being achieved, by relevant target populations across London. However, the standard of evidence provided has varied considerably, with a significant proportion of secondary data analysed to date considered to be of either a poor to medium quality. The challenge continues to be to ensure a higher standard and more consistent approach to data being gathered by individual projects (proportionate to the level of investment received from the GLA), to be able to make more nuanced judgements about Sport Unites success, and subsequent decisions concerning how to improve and sustain the programmes impact.

Additionally, the assessment of programme effectiveness is ultimately a judgement of how well programme outputs are being translated into desired programme outcomes. This requires some degree of goal setting to have taken place by projects, against which the judgement of effectiveness can be made. However, it can also be seen that good progress has been made over just the last 3 to 4 month period in relation to the capacity development of the Sport Unites partners (both at the delivery and funding/ support levels) to monitor and evaluate themselves more effectively. Furthermore, primary data collection, analysis and reporting by the evaluation team will be incorporated into the evaluation findings (mainly during Period 3 of the evaluation April 2020- March 2021), which will further support the evaluators in making a final assessment of Sport Unites likely effectiveness as an intervention, by the end of the Phase 1 evaluation.

The Covid-19 pandemic that has gripped the world, , is now a major confounding factor that has arisen in relation to assessing the picture of change by the end of Phase 1, which is likely to impact the evaluation team's ability to confidently attribute the changes (either positive or negative) to the Sport Unites programme. The pandemic has not only interrupted current Sport Unites service provision across London since the start of March 2020, but has very likely also had a profound impact (for better or worse) upon **all of the outcomes pathways** that Sport Unites seeks to address. The effects of the pandemic are likely to be widespread and long lasting, on both Londoners and the community sport sector. Further research is now required to properly assess the ways, and the extent to which social isolation, social distancing and lockdown measures imposed because of the pandemic have affected (and continue to affect), Londoners. How has it influenced their activity levels, their mental health and wellbeing, and their economic welfare and levels of employment (particularly youth)? What has been the direct impact of imposed levels of social isolation and mixing for extended periods of time? As with all sectors of the economy, the community sport sector is also likely to have been profoundly affected by the pandemic, in terms of ability to bounce back to address the 'new norm' for community sport provision, new and varied demands for its' services, as well as a new funding and resource reality, which are all still to be assessed and better understood.

Recommendation	Who?
A thorough assessment in Period 3 should be carried out to evidence the impact that Covid-19 has and continues to have upon both Sport Unites participants and grantee organisations, to take proper and necessary account of the significant influence of this external factor in the final evaluation of the Sport Unites programme.	GLA / inFocus

a)   Decreasing inactivity levels

Most Sport Unites project's (across all programme areas) either have a direct remit to achieve outcomes within this pathway or are contributing to it as a consequence of the sport and physical activity that has been put in place to achieve other pathway outcomes. This is evidenced by a significant number of grantees from the Sport for Social Inclusion programme area reporting against associated outcomes. The Active Londoners programme area had the most evidence and over two thirds of projects reported positive results against multiple indicators demonstrating participants were becoming fitter and getting involved with both organised and generic sport and physical activity.

Since the initial status report (up to December 2019) the inactivity rate across all projects has improved from 41% (listed in the initial status report) to 51%. Whilst improving, the measurement of the recommended indicators, however, has not

been consistent and therefore this has so far limited the standard and scope of evidence available. With the new reporting structures and MEL support in place, future evidence should be more consistent and reliable, permitting a more accurate picture to emerge.

Furthermore, the ultimate value and effectiveness of the Sport Unites programme should be assessed in terms of whether the short-term progress made in relation to inactivity levels i.e. during the term of a participant's involvement in a particular project, can be sustained in the longer term.

As the programme seeks to address inequalities in access to community sport activities for the more disadvantaged communities across London, there needs to be a keen focus on the gathering of **accurate demographic and participation data**, to reflect the programme's success in reaching diverse audiences most in need of these sorts of opportunities in London.

Recommendation	Who?
Consideration should be given by grantees whose primary focus is to decrease inactivity levels amongst a target population on how to identify those individuals who fail to achieve and/ or sustain their activity levels and, what support can be offered to those participants either during or after a project intervention.	Grantees
A more consistent approach to the use of both the **definition of inactivity** being used across Sport Unites projects and its' **measurement**. We recommend a focus upon ensuring these two aspects of programme monitoring are prioritised within all projects.	GLA / Grantees
Failure rates should also be monitored by all grantees in relation to those NOT achieving the recommended levels of weekly activity by the end of a project intervention, and adequate in-project support and/or post project support provided where possible, to enhance each projects short to longer term impact.	Grantees

b) Improving mental health

Some of the best evidence produced was from grantees that used the validated survey 'Warwick Edinburgh Mental Well-Being Scale' (WEMWBS) or its shorter version. This enabled five Active Londoners grantees to report validated evidence on wellbeing. WEMWBS is designed for adults (aged 16 and over) and there is also the 'Stirling Wellbeing Scale' (SCWBS) for children (aged 8-15) that can be utilised by grantees working with younger age groups.

Over half of projects within the A/L programme area were able to report evidence against long term outcomes contributing to increasing participant's confidence in their ability to manage mental health, reduced stress, and anxiety levels. Whilst the A/L programme area had a deliberate focus on improving mental health through participation in sport / physical activity, a significant amount of evidence also came from the Young Londoners Fund grantees. Almost half of all YLF grantees reported evidence against associated indicators demonstrating their activities were improving wellbeing, confidence, self-esteem, motivation, optimism and coping better with high emotions; and being more optimistic. These indicators were not measured in other grantees' activities and so it is not known if they also contributed to improving the mental health of their participants or not. It can be deduced that mental health and wellbeing should be a significant consideration for those grantees seeking to tackle serious youth violence and keeping / getting people into education, employment, or training.

Recommendation	Who?
Grantees focusing on mental health for children need to be made aware that indicator questions can be adapted to be child friendly. inFocus will produce alternative questions within the toolkit as and when good examples arise. This includes the Stirling Mental Wellbeing Score for children which give a validated indication of a participants' wellbeing.	GLA / inFocus

c) Reducing serious youth violence

The Young Londoners Fund's current Impact Partnerships were only able to provide start up details at the time of this report, which showed that all projects were aiming to actively reduce serious youth violence and had plans to collect relevant data against the recommended indicators. Over half (56%) of YLF grantees that reported, were able to provide some form of evidence demonstrating that their activities were successfully tackling serious youth violence. This is lower than desired considering it is the primary focus of the programme area. Further investigation into why some organisations are reporting primarily against other outcomes rather than specific serious youth violence outcomes is needed and will be explored in both the case studies and associated Learning Community.

In addition to many YLF grantees supporting participants with their mental health, grantees also tailored their activities to tackle serious youth violence by upskilling participants and / or changing their behaviour and outlook. Many activities in the impact partnerships are focused on providing young people with positive role models (and in some cases developing them to become positive role models), keeping young people in education or getting them ready for employment with clear pathways for training or work experience. The summer activities also serve as a 'distraction' for young people from anti-social behaviour as they are drawn to the sporting activities which provides an opportunity for additional interventions such as workshops and mentoring.

Some SfSI grantees also had activities that targeted 'at risk' youth, a consequence of this group often also experiencing social isolation / exclusion from opportunities. These grantees also contributed to outcomes related to NEET and collected associated evidence.

Recommendation	Who?
Grantees who are at a formative stage of developing their projects should ensure they document ('codify') and focus upon the particular activity combinations (including their 'dosage' and any associated delivery quality standards), required to best address serious youth violence and/ or NEET outcomes through sport (e.g. sport provision + role models + back to work support + methodology + ?). This should be further explored, documented, and shared via the Learning Community to support the wider adoption of good practices in this complex area.	Grantees
Grant Managers should ensure that end of project outcomes targeted by projects, are appropriately aligned with the nature of a grantee's activities and the target populations being engaged (e.g. largely diversionary activities for 'at risk' youths are aligned with participation outcomes; whereas more intensive interventions involving back to work activities/ recidivism prevention, might align to either NEET / re-offending outcomes).	GLA / External Grant Management Companies

d) Reducing social isolation and increasing social mixing

42 SfSI grantees (58%) focused on reducing social isolation with 23 (32%) providing outcome evidence. Across all grantees, activities were tailored towards either supporting lonely people or to community groups who were often left out of, or had barriers to accessing, mainstream sport and organised physical activity. This included a small number of YLF (3%) and A/L (2%) grantees, who specifically focused their activities on decreasing social isolation.

49 SfSI grantees (67%) focused on increasing social mixing with 23 (32%) providing outcome evidence. In addition, 13% of YLF and 11% of A/L grantees also provided some form of evidence on increasing social mixing. Much of this focused on developing relationships and building trust between, and tolerance of, different people.

Much of the grantees that received Stronger Communities grants (SfSI) had little or no guidance on GLA reporting requirements prior to starting their activities. With all grants under £5000, with a requirement to deliver activities over a 12-week period and with several having issues around COVID-19, this meant that it was difficult for many grantees to do any robust outcome data collection, for example baseline / end-line surveys. Almost all that did submit evidence used short, one-off reflective surveys. This has led to a large deficit in evidence but it is dis-proportionate to impose more

substantial M&E requirements upon these individual grantees therefore the most robust evidence will only come from a review of all secondary research available by grantees in the thematic case study.
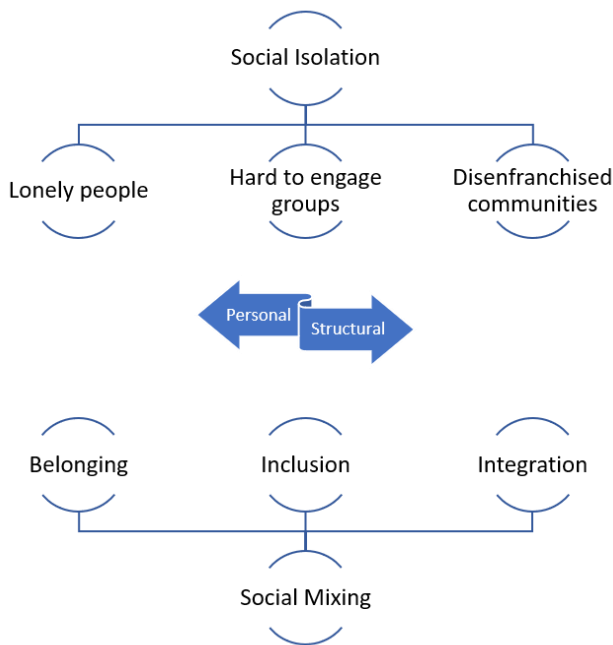
It is evident that social isolation and mixing go hand in hand as almost all that reported on tackling social isolation, also reported, or inferred also addressing increased social mixing and vice versa.

inFocus are currently working on a definition for Sport Unites which demonstrates the links between the two outcome areas. Social isolation refers to different target groups be it lonely people, hard to engage groups or disenfranchised communities – a scale that encompasses the individual to whole sectors of society that may be isolated because of personal and/ or structural barriers and challenges.

These personal and structural barriers / challenges also apply to social mixing which focuses on the needs of target populations. This includes feeling a sense of belonging or connection to others or where they live and including and/or integrating individuals and groups into society. The Learning Community will highlight good practice and pitfalls to avoid such as avoiding activities that are designed to assimilate rather than integrate.

Recommendation	Who?
Adopt the social inclusion / social mixing definition to orientate prospective grantees to design activities to tackle personal and systemic issues for targeted beneficiaries.	GLA

2) How effective is Sport Unites in building the capacity of the sport for social integration sector in London, to be able to address the key issue areas more effectively?

Evaluating grantee's competencies, readiness and capabilities, as important factors in achieving outcomes, is an important aspect of the Sport Unites evaluation. The Sport Unites assumption is that unless a grantee and its' staff/ volunteers are well-equipped with the necessary tools, skills and knowledge and hold enough capabilities to allow them to deliver their projects to a high standard, they are unlikely to succeed in delivering meaningful outcomes.

For grantees who are at an early stage of their development, where clear targets and benchmarks for their 'end of project' outcome(s) are often vague or simply not possible to define, then it is necessary to fall back upon the measurement of either earlier stage outcomes (being more feasible to both define and measure) and/ or the evaluation of the grantee's capacity in key areas, which takes on a greater level of importance in the assessment of the project's likely effectiveness in delivering outcomes. The inFocus Impact Measurement Management (IMM) Training is key to building the capacity of the sector to better evidence, report and learn from its impact and findings.

Recommendation	Who?
Grantees should be advised that as a condition of their grant, attendance at the IMM training is compulsory. However, the mandatory requirement to attend the different IMM training levels available (IMM Introduction/ Foundation/ Builder courses) will vary according to the level of investment received. For example: • All Grants – IMM Introduction is mandatory (IMM Foundation and Builder advised but optional) • Grants £25k+ – IMM Foundation is mandatory (IMM Builder advised but optional) • Grants £100k+ – it is expected that grantees have an effective IMM plan in place and IMM Builder is suggested where capacity is limited.	Grantees

Some grantees have included training courses in coaching and / or specific methodologies to upskill their staff and volunteers and enable them to deliver the activities they have designed. This is not a requirement of funding for most grants but demonstrates the flexibility funding has in allowing grantees to use funds to upskill staff. However, this is often not monitored in terms of its impact on those being trained and a project's participants.

Recommendation	Who?
Grantees at an early stage of their development should be actively encouraged to utilise funding to send their staff and volunteers on appropriate / related training courses and capacity building activities should be monitored and reported on.	GLA

The Trauma Informed Training was well received, as were the Thought Leadership events which were well attended and designed to bring the workforce together and focus on specific issues. Some participants are now attending more than one event. Some of the events have been targeted at specific stakeholders whilst other (Beyond Sport and Active London) have been open to anyone across London (and beyond). There is potential for these events to go online despite social restrictions and / or link events to the Learning Community.

Recommendation	Who?
Future training and Thought Leadership events should be tailored around developing the capabilities of organisations to deliver projects post-pandemic considering issues such as mental health now have a higher relevance.	GLA
Place emphasis on organisations contributing to the Learning Community as this is where we can discover the needs of organisations and identify good practice for sharing.	GLA

The two grantees with significant funding in the Workforce grant stream had only just begun their work as COVID-19 hit. Those projects have a remit to build the capacity of organisations to better deliver sport for social inclusion. London Youth are working with 15 grassroot youth sport organisations to develop youth leaders through an agreed curriculum who will work in their communities and take on roles within their organisations to help deliver activities. Sported are developing a training curriculum with selected individuals with experience in the field ('teachers') which will then be rolled out to all organisations across their London network ('learners'). Both will have grants available for participants to take up training opportunities unique to their needs and context.

Three pilot collaborations: Model City; London Together; and the Serious Youth Violence Steering group have been established to determine how funding systems can be enhanced and altered to provide a better service. Model City utilises a bottom up approach where government (the GLA), international networks (Laureus Sport for Good) and private corporate social responsibility entities (Nike) collaborate to work alongside and empower communities. Through a series of community coalitions, communities themselves identify their problems and needs and allocate funding to projects. London Together offers a partnership between government (the GLA) and funder (Comic Relief) to learn how sport can be utilised to achieve sport for social inclusion and mixing to inform funding practices and policy. The Serious Youth Violence Steering group brings together grassroots organisations working in the field and using sport and physical activity to discover what works and what can be done to improve the sector.

Recommendation	Who?
Model City and the Serious Youth Violence Steering Group are potential models for more localised grant making decisions to be made concerning what a particular hyper-local group of actors need and to involve them in the decision-making process around use of funds.	GLA

Led by London Sport, the Sport Tech initiative was due to launch and once established, will focus on demonstrating how the creation and application of 'open data' within the community sport sector, can be put to best use within a social prescription setting. Social prescribing is when health professionals refer patients to non-clinical support in the community, to improve their health and wellbeing. Developing a robust social prescribing system in London will enable GP's to have an extensive list of community partners running activities with specific outcomes related to physical activity and mental health

to tackle patient's issues such as weight, health, loneliness and wellbeing. It will also enable organisations to access their activities to target audiences and receive referrals. A/L grantee Disability Lambeth are using social prescribing within their 'Intosport' project and many other GLA funded activities could benefit from increased participation rates because of social prescribing.

Recommendation	Who?
Investigate if the experience of grantees would benefit from social prescribing and how activities could be adapted / created with social prescribing in mind – post pandemic. Also looking at who could / would do the prescribing (other than GP's) and the role of personnel to coordinate social prescribing options for GP's. Examples can be garnered via the Learning Community and the subject is a possible theme for Thought Leadership linked events.	GLA Project Managers

3) How many and for whom (in terms of people / communities / organisations) has Sport Unites delivered a positive and meaningful benefit in London?

There have been **34,528 unique Sport Unites participants** to date with **27,598** benefiting from grantee activities. A significant proportion of grantees in the early stages of Phase 1 and before inFocus were appointed did not consistently report the demographics of participants. Those using the SIM Workbooks or SIM aligned Reporting forms (Active Londoners and Stronger Communities) have been more consistent with their reporting as they have received the necessary information and categories prior to recruitment and delivery.

With large numbers of participants (34% of all participants) but very little demographic data available, the London Youth Games obscure the overall results. To achieve the long-term outcomes defined by the Sport Unites programme, it is important to target the people and communities in London, who are both in need or at risk of suffering the negative consequences of a lack of social integration, sports opportunities and inactivity across London. Both the numbers and demographics of those engaged in programming are therefore key indicators in helping us to understand the programme's success.

Recommendation	Who?
Omit London Youth Games in the overall analysis of the impact of Sport Unites investment programme. Results can still be reported on and figures included in overall participant numbers with a caveat that they are excluded from any relevant demographic data as this has not been accurately provided. This will reduce the amount of 'unknowns' in reporting and create a clearer picture.	GLA / inFocus

There has been concern from many grantees about the categories and terminology used for disabilities and ethnicity which may be one reason for some not reporting data consistently.   Grantees feel that the term 'intellectual disability' is inappropriate and should be replaced with 'Learning difficulty' or not used at all. Many grantees are simply reporting numbers of 'registered disabled' where the participant is recognised as disabled and receive benefits regardless of the type of disability. For ethnicity, the word heritage after certain categories could be added in order not to offend e.g. Black with Caribbean heritage.

Recommendation	Who?
Demographics terminology and categories should be reviewed for Phase 2 and adjusted as necessary in Phase 1.	GLA
External grant management companies and those in co-collaboration with the GLA should adopt GLA categories in the reporting of grantee activities (in addition to their own if necessary).	External Grant Managers
Grantees need firm guidance on what demographics should be reported to ensure consistency and alignment to the GLA demographic categories. This will ensure an accurate portrayal of who is benefiting from Sport Unites funding.	Grantees

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?

Targeted recruitment of participants is key to ensuring suitable participants and those in need gain access to activities. GLA priority target groups can be categorised into two groups – those that are based on the demography (gender, age, or ethnicity) and those that are part of a group that have specific needs, challenges or barriers in place to access sport and physical activity. Grantee activities are predominantly focused on Young people aged 16-25 (36%) and Children (33%). Despite this, a significant number of activities are focused on Black, Asian, and Minority Ethnic groups (27%), Women and Girls (23%) and those with a form of disability (physical disability 16%, mental health difficulties 14% and intellectual disabilities 12%). All GLA priority groups have been targeted by grantees and a wide range of small isolated groups have had activities developed specifically for them – many within the Stronger Community SfSI, small A/L grants and the Impact Partnerships (YLF). With many of the demographics for age, gender, ethnicity, and disability unknown or reported inconsistently, it is difficult to garner the full picture and establish if these targets have been met.

Some grantees have an open access policy based on one of the demographics e.g. women only or young adults only (those aged 16-14); some have an open policy but actively target specific groups; and many grantees have specifically targeted participants with a combination of priorities e.g. BAME young women which covers three target areas. Further analysis will need to be done at the end of Phase 1 to determine which approaches have been the most successful in terms of recruiting those most in need into projects, and the Learning Community will focus upon understanding the pros and cons of different approaches to targeting, recruiting and enrolling participants (i.e. open v targeted approaches) and which approaches align best to the achievement of particular outcomes. The learning from this will be shared with grantees and can inform future funding stream requirements in terms of targeting and recruiting participants.

Recommendation	Who?
A 'central' or 'open' fund rather than separate grant streams should be considered which allows for local knowledge, targeted approaches to recruitment, and linked to project outcomes.	GLA

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*?

There are several factors affecting a non-profit or community group's ability to perform well i.e. deliver meaningful and sustainable change for individuals and communities with whom they work. This includes having strong and diverse leadership; financial/ resource sustainability; and an impact driven culture along with relevant capacities to create and manage social impact.

This evaluation question specifically looks at the role of an effective project strategy (i.e. the combination and 'dosage' of activities delivered to effectively target the right people/ communities and bring about intended outcomes, in a sustainable way). We break this down into the following five elements of Programme Design, which the Learning Community activities will allow us to dig deeper into and uncover, document and share good practice insights and lesson learnt during the final periods of Phase 1:

Five elements of programme design

Be intentional about all five elements!

Designing / Promoting	Joining	Sport/ Non Sport Provision	Exit	Post Project
• Designing and promoting the project to find the target population • Referral management	• Applying criteria • Formalising enrolment • Managing 'No's'	**Most charities focus their efforts only here**	• EOP outcome reached • Formalizing exit • Managing failures	• Post-programme support • Tracking

The Leaning Community process has evolved and is outlined in the diagram below. This will culminate in learning materials focused on offering insight to grantees on good practices.
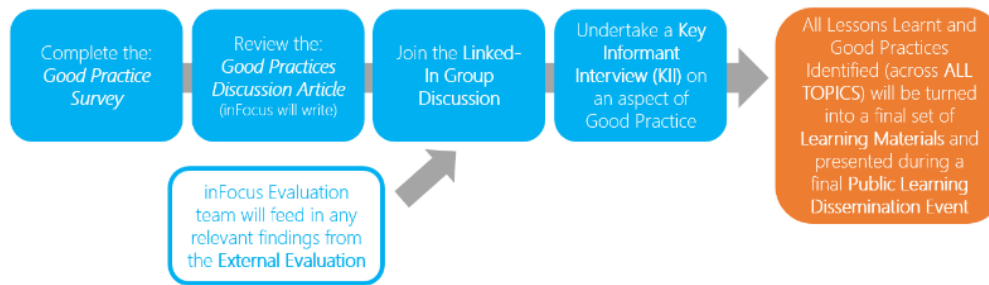
All grantees will be encouraged to:

- Attend and contribute to the appropriate Learning Webinars. These will be hosted by inFocus and a GLA Project Manager. Invited guest speakers will be invited to offer examples of good practice and / or to co-host.
- Complete the Good Practice Survey which poses questions around their learning in terms of success, failure and resulting adaptions.
- Review the Good Practices Discussion Article produced by inFocus (this will be in the form of a short video on the five elements of programme design) which will orientate people to the key questions posed in the Learning Webinars and LinkedIn Group discussions.
- To join in the online discussion in the LinkedIn Sport Unites community. A private community has been established within LinkedIn and can be jointly managed by the inFocus and the GLA. The site intends to allow communication between grantees and with inFocus and the GLA and for constructive discussion to occur. This is also a forum where findings from the overall evaluation of the Sport Unites programme can be fed into the discussion.
- To participate in a key informant interview on good practices. Willing participants identified from the previous stages and the webinar will be interviewed around their good practices to gain detail and context.

Recommendation	Who?
Promotion and encouragement of grantees contributing to the Learning Community activities. GLA Project managers to actively engage with the Learning Community themselves.	GLA

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*?

Model City, London Together and the Serious Youth Violence Steering Group have taken unique approaches to how their grantee's activities are focused and managed. Model City led by Laureus Sport for Good uses a bottom up approach whereby members of a community form a hub and decide on grant allocations based on the specific needs and expertise in their area. London Together led by Comic Relief have formed a learning community whereby grantees share their successes and failures and incorporate good practice into their own activities. Both allow grantees to decide on their outcomes (either collectively for Model City or independently for London Together) and do not require a specific focus on one outcome pathway. The YLF Serious Youth Violence Steering Group has also been set up for those working within this outcome pathway to come together, share good practice and determine what works best. The intention is to provide grants to projects that meet the criteria designed by the steering group and it will be important to see what approach has been taken and to compare and contrast with the other two grant streams taking a collective bottom up approach.

Most grantees are working towards multiple outcomes despite grant streams often orientating them to a single focus. This is evident in that almost all grantees in A/L, SfSI and YLF are working towards multiple outcomes including those from outcome areas not 'required' for their grant stream. This demonstrates the intricacies of different and successful approaches and that 'one size does not fit all' and establishes a need for flexibility in the nature of the investments and grants provided by the GLA.

Recommendation	Who?
A 'central' or 'open' fund rather than separate grant streams could be used to commission projects for outcomes, allowing grantees to tailor their project outcomes to the local context and needs of their target population.	GLA

At present, grantees are simply posed a series of quality assurance questions on safeguarding, DBS checks, first aid training and whether they require staff and volunteers to have training in specific methodologies or require specific coach qualifications. These questions have not been posed to 66% of all projects and currently do not have the option of stating that the question would not apply to them e.g. no need for staff and volunteers to have DBS checks (as they do not work with children, young people, or at risk adults). This means that some responses may appear to be counted negatively despite it not being the case. Posing questions to as many grantees as possible will help to ensure a more accurate assurance that the community sport sector is adhering to basic standards but also will highlight where further GLA support could be placed. The GLA also have an opportunity to champion quality standards and certain evidence-based approaches through their monitoring requirements as it can withhold funds to organisations that do not meet minimum requirements. In future, these questions should form part of the application process to ensure that positive change occurs.

Recommendation	Who?
The addition of 'not applicable' should also be given so those grantees whose activities do not apply are not negatively affecting results. In future all grantees should be posed the quality assurance questions. Existing grantees currently running activities that have not been asked these questions should have them posed retrospectively where appropriate.	GLA / inFocus
In Phase 2, all projects should meet minimum requirements in terms of 'quality assurance' prior to delivery.	Grantees
The GLA could offer training in first aid and safeguarding to small organisations needing support to enable to access funding. Other training events linked to good practice in achieving specific outcomes could also be developed.	GLA

The Learning Community will work with grantees to better understand where to focus GLA activities, how to integrate good practices / quality standards in terms of delivery and impact measurement management. It will actively explore what more we need to know in terms of how helpful is the capacity development support provided by GLA? And how can it be improved upon?

At the time of writing, the GLA were planning a series of webinars with London Sport for the London community sport sector to discuss issues around COVID-19 and how to best support the sector. The GLA had also developed a risk form and have asked all active grantees to complete it to assess how activities have been affected. This has allowed grantees to focus on what they can do; what they can adapt or change; and what alternative activities can be put in place that may be unrelated to sport but aimed at supporting participants during lockdown. As many grantees are small grass root community interest companies and groups, the GLA have stated that they are flexible and will work with grantees on a case by case basis to help the community sport sector survive the pandemic and operate as best they can. The intention is to investigate the results of the GLA's approach in the September status report.

Appendices

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

Decrease Inactivity — Focuses organisations to deliver physical activity and sport opportunities to encourage active, healthy lives

Mental Health — Focuses organisations to provide physical activity interventions designed to foster positive mental wellbeing

Youth Violence — Focuses organisations to run physical activities for young people to tackle serious crime and issues around NEET

Social Mixing & Isolation — Focuses organisations to provide opportunities for isolated individuals, groups and the wider community to mix through sport

Building Org/Actor Capacity — Encourages volunteering and building the workforce via the training of individuals to deliver and organisations to conduct M&E.

Building System Capacity — Provides opportunities to share learning, disseminate knowledge and create physical and digital infrastructure to support the sector

2. Outcomes (Results) Pathways

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

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

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.

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

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

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.
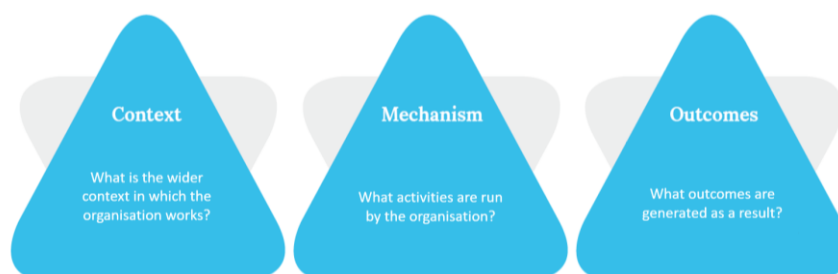
Figure 3: Realist Case Study structure

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[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.

Appendix 3. New recommendation from Second Status Report

Recommendations	Who?
A thorough assessment in Period 3 should be carried out to evidence the impact that Covid-19 has and continues to have upon both Sport Unites participants and grantee organisations, to take proper and necessary account of the significant influence of this external factor in the final evaluation of the Sport Unites programme.	GLA / inFocus
Consideration should be given by grantees whose primary focus is to decrease inactivity levels amongst a target population on how to identify those individuals who fail to achieve and/ or sustain their activity levels and, what support can be offered to those participants either during or after a project intervention.	Grantees
A more consistent approach to the use of both the **definition of inactivity** being used across Sport Unites projects and its' **measurement**. We recommend a focus upon ensuring these two aspects of programme monitoring are prioritised within all projects.	GLA / Grantees
<u>Failure rates</u> should also be monitored by all grantees in relation to those <u>NOT</u> achieving the recommended levels of weekly activity by the end of a project intervention, and adequate in-project support and/or post project support provided where possible, to enhance each projects short to longer term impact.	Grantees
Grantees focusing on mental health for children need to be made aware that indicator questions can be adapted to be child friendly. inFocus will produce alternative questions within the toolkit as and when good examples arise. This includes the Stirling Mental Wellbeing Score for children which give a validated indication of a participants' wellbeing.	GLA / inFocus
Grantees who are at a formative stage of developing their projects should ensure they document ('codify') and focus upon the particular activity combinations (including their 'dosage' and any associated delivery quality standards), required to best address serious youth violence and/ or NEET outcomes through sport (e.g. sport provision + role models + back to work support + methodology + ?). This should be further explored, documented, and shared via the Learning Community to support the wider adoption of good practices in this complex area.	Grantees
Grant Managers should ensure that end of project outcomes targeted by projects, are appropriately aligned with the nature of a grantee's activities and the target populations being engaged (e.g. largely diversionary activities for 'at risk' youths are aligned with participation outcomes; whereas more intensive interventions involving back to work activities/ recidivism prevention, might align to either NEET / re-offending outcomes).	GLA / External Grant Management Companies
Adopt the social inclusion / social mixing definition to orientate prospective grantees to design activities to tackle personal and systemic issues for targeted beneficiaries.	GLA
Grantees should be advised that as a condition of their grant, attendance at the IMM training is compulsory. However, the mandatory requirement to attend the different IMM training levels available (IMM Introduction/ Foundation/ Builder courses) will vary according to the level of investment received. For example: • All Grants – IMM Introduction is mandatory (IMM Foundation and Builder advised but optional) • Grants £25k+ – IMM Foundation is mandatory (IMM Builder advised but optional) • Grants £100k+ – it is expected that grantees have an effective IMM plan in place and IMM Builder is suggested where capacity is limited.	Grantees
Grantees at an early stage of their development should be actively encouraged to utilise funding to send their staff and volunteers on appropriate / related training courses and capacity building activities should be monitored and reported on.	GLA
Future training and Thought Leadership events should be tailored around developing the capabilities of organisations to deliver projects post-pandemic considering issues such as mental health now have a higher relevance.	GLA
Place emphasis on organisations contributing to the Learning Community as this is where we can discover the needs of organisations and identify good practice for sharing.	GLA
Model City and the Serious Youth Violence Steering Group are potential models for more localised grant making decisions to be made concerning what a particular hyper-local group of actors need and to involve them in the decision-making process around use of funds.	GLA
Investigate if the experience of grantees would benefit from social prescribing and how activities could be adapted / created with social prescribing in mind – post pandemic. Also looking at who could / would do the prescribing (other than GP's) and the role of personnel to coordinate social prescribing options for GP's. Examples can be garnered via the Learning Community and the subject is a possible theme for Thought leadership linked events.	GLA Project Managers
Omit London Youth Games in the overall analysis of the impact of Sport Unites investment programme. Results can still be reported on and figures included in overall participant numbers with a caveat that they are excluded from any relevant demographic data as this has not been accurately provided. This will reduce the amount of 'unknowns' in reporting and create a clearer picture.	GLA / inFocus

Demographics terminology and categories should be reviewed for Phase 2 and adjusted as necessary in Phase 1.	GLA
External grant management companies and those in co-collaboration with the GLA should adopt GLA categories in the reporting of grantee activities (in addition to their own if necessary).	External Grant Managers
Grantees need firm guidance on what demographics should be reported to ensure consistency and alignment to the GLA demographic categories. This will ensure an accurate portrayal of who is benefiting from Sport Unites funding.	Grantees
A 'central' or 'open' fund rather than separate grant streams should be considered which allows for local knowledge, targeted approaches to recruitment and linked to project outcomes should be considered.	GLA
Promotion and encouragement of grantees contributing to the Learning Community activities. GLA Project managers to actively engage with the Learning Community themselves.	GLA
A 'central' or 'open' fund rather than separate grant streams could be used to commission projects for outcomes, allowing grantees to tailor their project outcomes to the local context and needs of their target population.	GLA
The addition of 'not applicable' should also be given so those grantees whose activities do not apply are not negatively affecting results. In future all grantees should be posed the quality assurance questions. Existing grantees currently running activities that have not been asked these questions should have them posed retrospectively where appropriate.	GLA / inFocus
In Phase 2, all projects should meet minimum requirements in terms of 'quality assurance' prior to delivery.	Grantees
The GLA could offer training in first aid and safeguarding to small organisations needed support to enable to access funding. Other training events linked to good practice in achieving specific outcomes could also be developed.	GLA