

MAYOR OF LONDON

Call for Expression of Interest (EOI):

Funding to

Support the community sport sector to more effectively and sustainably provide sport projects to tackle social issues in London

Background

Within Phase 1 of the Mayor's Sport Unites programme capacity building elements were introduced alongside grants however this was not available to all grantees or other community sport providers.

The understanding that sports organisations need more than just financial resource has become particularly pertinent following the COVID-19 crisis. According to SportEd's March 2020 survey many community sport organisations were already in survival mode before the crisis began, and therefore the crisis is potentially leading to a large number of organisations which are critical to physical activity in London going into administration – 1/4 of those surveyed in March 2020 were concerned that they would not be around in 6 months' time, the situation did improve thanks to emergency funds and volunteer-led groups managing to survive by incurring little to no costs, but the difficulty was of course for those organisations with fixed costs which could not easily be covered. The current concern is that funding is still uncertain throughout the sector as we know that many funders, including the GLA, will not have the same level of resources to support groups as was available prior to the pandemic. Therefore, although Sport Unites is providing grants for projects which support Londoners, the GLA is aware that non-financial support to the community sport sector should also be available. It is also recognised that support should not just be for the health and growth of organisations but for the individuals working and volunteering within those organisations as well.

The community sport sector in London has suffered during the COVID-19 crisis. We have seen that although emergency funding has been available it is not always easy for some organisations to apply due to lack of resource and knowledge of the funding landscape. The organisations which are more successful at accessing regular funding tend to be well-established and stable, have multiple diverse projects. They are therefore more sustainable and generally have the resource to write effective bids or plan a business model. Both the London community sports sector and the community sports workforce need to be stronger, one way to do that is by joining people together, sharing ideas, tools, and resources.

From consultations with organisations in the sector the Mayor's community sport team have understood that organisational development and capacity building will allow the sector to more effectively support Londoners and a bottom-up approach to this support is required to ensure it is relevant and effective. For Phase 2 of the Mayor's Sport Unites programme (April 2021 to March 2025), in order to better support both grantees and potential grantees the GLA will provide funding to an organisation or consortium to support the organisational development which the sector needs. This support will be linked to the Sport Unites rolling fund, which will be a fund available for community sport organisations to run project activities aimed to meet one or more of the 5 key Sport Unites issues: reducing inactivity, social mixing, social isolation, mental health, and serious youth violence.

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In particular, we know that there are **2 key areas** in which funding for this kind of support will be most beneficial.

1. For organisations which are not well-established i.e. they do not have full policies and processes in place or are not a registered charity or CIC, potentially run by volunteers, and/or do not have official policies and processes in place
2. For organisations which are established (see above) and do have processes in place but would like to support the upskilling of their workforce, diversify their work, and/or build their knowledge in using sport to tackle the 5 key social issues identified by Sport Unites above.

This funding will be granted to an organisation or consortium whose priorities align with the aims of Sport Unites and who are able to support the varying needs of community sport organisations across London, particularly as they recover from the Covid-19 pandemic.

What will this funding support?

- Funding will be granted to an organisation or consortium responding to key areas identified above. This project will offer support to grantees identified through the Sport Unites programme. To include (but not limited to):
 - Governance - i.e., support with putting policies and processes in place, strategy and change management, crisis management, impact measurement and management etc.
 - People and volunteer management – i.e., progression routes and succession planning, supporting freelancers and casual/sessional workers
 - Funding - i.e., applications process, putting together a business case, becoming investment ready, financial management
 - Workforce support - i.e., leadership training and development at all levels and cross levels, mental health first aid, trauma-informed training
 - Community support - i.e., safeguarding, mental health of beneficiaries, disability support and inclusion, use of technology, diversifying work, engagement
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- The creation of a suite of shared resources and toolkits to support the beneficiaries - The project will also benefit from tools utilised within the GLA Ideas Incubator¹ which is designed to allow organisations which have clearly identified a need within their beneficiaries and have a project idea which may not be investment-ready the opportunity to develop their idea into a more robust business case.
- The promotion of good practice and ensuring sharing of insights by creating networks for learning or building upon those already in place. Starting with Sport Unites Phase 2 grantees and opening to the wider sector where possible.
- A project driven by the aim that beneficiary organisations go on to be resilient, sustainable and increasingly effective within the community sport sector in London,

¹ The Ideas Incubator will deliver in a similar timescale to this organisational development project and there will be opportunities to learn across the projects. The details of the Ideas Incubator are tbd but will be shared with the successful grantee when available.

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here it will be important to also discuss what has been learnt from the Covid-19 pandemic and therefore what is required moving forward.

- For the workforce in these organisations to have improved their ability to use sport to tackle social issues and increase their professional and leadership skills.
- The project team should develop a clear monitoring and evaluation framework in order to measure success and impact, with support from the GLA

Indicative Funding and outcomes

The outcomes from your project will be

- 1. For organisations which are not well-established and/or do not have clear or efficient processes/procedures in place**
 - Organisations will have the ability to future-proof themselves, run more efficiently and have a better understanding of investment strategies, due diligence, partnership working, policies and procedures.
 - Applicants are encouraged to propose other areas where you think grantees will benefit from support in order to improve their resilience.
- 2. For organisations which have policies and processes in place and are generally well-established**
 - Organisations will have the ability to improve their knowledge by supporting the upskilling of the workforce, supporting sessional staff, and building knowledge in areas identified following a more detailed skills audit.
 - Applicants are encouraged to propose other areas where you think grantees will benefit from support in order to improve their knowledge and skills.
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- 3. Impact and success to be measured by the successful organisation**
 - The monitoring, evaluation and learning framework should be inline with Sport Unites outcomes pathways²

Total funding available is **£75,000** to provide support to **up to 50** beneficiary organisations through direct support with the opportunity to engage and support other organisations through resource and toolkit development

Proposals should demonstrate your experience in:

- Working and delivering projects in the community sport sector and with other organisations in the sector.
- If applicable working with organisations of a similar nature outside of the community sport sector but within the wider social enterprise or VCS sector, particularly those who have experience of delivering similar organisational development projects.

² These are currently being updated but will be shared with the successful grantee when available

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- Cooperation with other organisations. Applicants may seek to apply in consortium with other organisations to enable a more collaborative approach to this project. Please specify all organisations involved, their specific roles and experience within your EOI. Please also identify a lead applicant to manage this project.
- Support a wide range of beneficiary organisations. The successful organisation/consortium will support at least 50 grantees during the pilot year.
- Understanding of London communities and their needs.
- Sport for Social Integration.
- The community sport workforce and organisational development.

When will the project take place?

- It is expected that the project will take place between July 2021 and June 2022. However, there should be clear scope within the project for extension and expansion.

How to express an interest?

In no more than four sides of A4, please submit a short EOI making reference to the following points:

1. Why is your organisation suited to deliver this type of activity?
2. What additionality and creativity do you think you could offer?
3. Outline a brief description of your approach. *To include objectives, key deliverables and impact measurement and management of the project.*
4. If you will be submitting a collaborative proposal please be clear which organisation will deliver each element of the project and how you will work together on delivery
5. What do you think are the risks involved with the work and how could you mitigate against them?
6. What are some suggested measures of success?
7. Indicative project cost broken down by type of spend

Please submit the EOI by e-mail to lauren.kocher@london.gov.uk by **2nd July 2021**

The GLA is happy to answer questions formally and will share questions and answers with all applicants.

Please contact lauren.kocher@london.gov.uk or kerri.atherton@london.gov.uk for further information.

Following the 2nd July, we will inform you if you have been shortlisted or not within 2 weeks, we will then invite successful shortlisted applicants to interview before awarding the final grant. Please bear in mind that interviews will take place during the week of the 12th and 19th July and if possible, all partners involved in your application should be available.

Once the successful grantee has been informed, we expect work to commence as soon as possible.