

MAYOR OF LONDON

Sport for all of us

THE MAYOR'S DRAFT STRATEGY
FOR SPORT IN LONDON



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Mayor's foreword

From Wembley's iconic arch, to Wimbledon's famous lawns, London is instantly recognisable across the globe as one of the world's leading sports capitals.

Our city has a rich and unique sporting heritage, boasting historic venues like the fabled home of British boxing – the York Hall – as well as modern sporting arenas, like the magnificent London Stadium, which played host to the incredible 2012 Olympic Games.

We also have some of the most popular sports teams, internationally-renowned events and many of the finest sportsmen and women to ever compete on the world stage.

There is no question that we have a lot to be proud of in London, but there is scope for us to be even better by working to improve the status, standing and quality of sport in our city.

As Mayor, my aim is not only to make our city the undisputed sporting capital of the world by continuing to host the biggest and best events, but also to get more Londoners involved by supporting grassroots sport. This is vital to nurturing the next generation of sporting talent, keeping Londoners fit and healthy, and building links between our diverse communities.

This strategy sets out how we will maintain and reinforce London's position as a leader in hosting major sporting events. We are currently working, for example, with the owners of the NFL, NBA, and MLB to help bring their sports to London and cement our city as a permanent fixture in their annual calendars.

Big sporting events can deliver real economic benefits, but they can also help unite our city and inspire young Londoners. Whether it's Mo Farah, Christine Ohuruogu or Harry Kane, our sporting heroes and heroines serve as positive role models, elevating the aspirations of young Londoners and helping to encourage greater participation in sport and other physical activities.

When I was growing up on a council estate in south London, I played football and cricket and, along with my brothers, I also learnt to box. I saw from an early age how sport could help bring people from different backgrounds together.

My home in Tooting was only a short bus ride from the Oval and I have many fond memories of watching live test matches with family and friends. As a result, I've always felt that all Londoners should have access to major sporting events and that no-one should be denied these experiences simply because they don't come from an affluent background.

In particular, I remember the impact international cricket matches and big football tournaments like EURO 96 had on the local community and how they acted as a catalyst for people from different ethnicities and cultures to come together and bond over their shared love of sport. These experiences are a major reason why I'm determined to help turn high-profile sporting events into unifying occasions for all.

Another big part of our plan is about supporting grassroots sport, empowering local clubs, coaches and volunteers who really make it happen. My goal is to build on what is already being done locally and ensure it is available to everyone – for it is only by making funding and resources more freely available to those at a local level, to those who know what Londoners want and need, that we will be able to create the best possible environment for sports activity.

As Mayor, improving the health and wellbeing of our city is one of my top priorities, and sport is a great tool for achieving this. Regular exercise can help to tackle obesity, improve mental health and raise self-esteem, so it's essential that we invest in programmes that expand access to sport for all Londoners.

Sport can also bring much wider social benefits that are sometimes overlooked - from improving employability and addressing loneliness and isolation, to helping divert young people away from crime. Time and again, I've seen the amazing impact sport can have in our communities and how it can transform the lives of young Londoners - giving them structure, purpose and a sense of direction.

But if there's one thing that stands out for me above everything else, it's the remarkable power sport possesses to bring people together and break down barriers. That's why - for the first time ever – I've made fostering social integration and building stronger communities a key goal of a Mayoral sports strategy.

Our city lives and breathes sport and at a time when our society too often seems divided, I want to utilise this to strengthen the bonds between our communities and help make London the most socially-integrated and active city in the world.

The new flagship programme, Sport Unites, will work to help us realise this ambition by providing common experiences through sport to build bridges between different communities and unify Londoners from a wide variety of backgrounds.

In a global city like London, social integration like this is crucial for our quality of life, success and safety. It not only helps to reduce prejudice and increase understanding between people from different walks of life, but it maximises the chances of young Londoners fulfilling their potential.

I hope everyone in London gets involved in delivering this vision for sport. And, in launching this consultation, I'm keen to hear from as many people as possible. The knowledge and experience of Londoners, especially those who are already making a real difference on the ground, will be invaluable to shaping and fine-tuning this strategy.

So please take this opportunity to put yourselves at the heart of the process as we develop a new blueprint for sport in London that makes sure our city is at the very top of its game.

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the 'h'.

Sadiq Khan
Mayor of London

Executive summary

Overview

At the heart of the Mayor's approach to sport in London is his belief in the power of sport to bring people together and improve their lives. This underpins the Mayor's aim for London to be the most socially integrated and active city and undisputed sporting capital of the world.

London's sport, now and in the future

In creating this strategy, we have examined the current state of sport in London to identify how we can build on previous successes and seize future opportunities. In doing this, we must recognise some of the challenges London faces, for example: 38% of adults in London do not meet the Chief Medical Officer's physical activity guidelines.

In this strategy, the Mayor's commitment to sport in London proposes harnessing the power of sport to enable Londoners of every background to live truly connected lives where differences and diversity are celebrated. By sitting alongside other statutory strategies the Mayor is responsible for (Health inequalities, transport, planning, environment, culture, housing, and economic development), the Mayor will ensure a cohesive approach to tackling London's problems and improving the lives of Londoners.

Our work in sport has two distinct strands. First, we support major sports events being hosted in London. We have a long and proud tradition of staging sports events and in recent years have hosted some of the largest events in sport, including the Olympic and Paralympic Games in 2012, the Rugby Union World Cup in 2015, the World Athletics and Para Athletics in 2017– and we will be hosting the Cricket World Cup in 2019 and seven matches for the EURO 2020 Championship, including the semi-finals and final at Wembley. These events have a significant ability to bring strong economic and social benefits to London, from promoting the city internationally, to offering mass volunteering opportunities for Londoners.

London: sporting capital of the world

London continues to win awards for its ability to host the biggest and best sporting events. Bringing more leading global events to London is key to London's economy. Alongside this, we must maximise the social benefits of hosting events to give all Londoners the opportunity to engage with and benefit from them. The Mayor intends to:

- Utilise the GLA's major sports events framework to maximise economic and social benefits to London.
- Assess that major sports events which receive financial support from the Mayor have a strong return on investment for the Greater London economy.
- Work with London & Partners to attract events to London and assess their impact on global markets.

- Allocate funding through the major sports events engagement fund to widen the community benefits taking place in London.

Our second focus is on community sport, which has previously had a primary focus on increasing participation. We intend to broaden this focus to use the power of sport to improve social integration in London – a core priority of the Mayor's wider work. It is proposed that, central to our work in community sport will be a new programme, 'Sport Unites'.

'Sport Unites'

Our work in community sport will be delivered through a new £8.8 million-pound community sports programme, 'Sport Unites'. We propose that this investment will focus on three themes: Sport for Social Integration, Active Londoners and Workforce & Capacity Building. The programme will also provide investment via the Mayor's £45m Young Londoners Fund.¹

Theme One – sport for social integration

The Mayor proposes making this an explicit goal and bring it to the forefront of his sports programme. His ambition is to make London the first city in the world to maximise the potential of sport to increase social integration. To achieve this, we intend to:

- Launch a partnership with Laureus Sport for Good Foundation to carry out three place-based pilots using its 'Model City' approach.
- Fund partnerships through Sport Unites between non-sport and sporting organisations to deliver community sports which improve social integration.
- Fund initiatives through Sport Unites that target socially isolated people
- Fund initiatives through Sport Unites that combine sport with another activity.
- Support some of London's most talented young athletes to reach their full potential and act as role models in their communities.

Theme Two: Active Londoners

The investment in this theme aims to provide more opportunities for Londoners to take part in a wide variety of sport and physical activity in their local area. Specifically, the programme intends to fund initiatives that cater for inactive Londoners and provide pathways for people to use sport to pursue their goals at all levels - whether that is simply improving fitness or making the transition into top-level sports. To achieve this, we intend to:

- Provide more affordable, local participation opportunities for Londoners in places where demand outstrips supply.
- Promote programmes that target inactive Londoners
- Invest in pilots which test innovative methods

- Invest in organisations that cater for and support Londoners with mental health difficulties.

Theme Three - London: Workforce, Tech & Capacity Building

Developing the community sports workforce and capacity building organisations is vital to ensuring the success of Sport Unites and the wider sport sector in London. Equally, unlocking the full potential of technology helps this. To achieve this, we intend to:

- Reward, and recognise inspirational coaches for their contribution to community sport and give them the support they need.
- Invest in the Civic Innovation Challenge to develop sport-tech solutions to address physical activity challenges in London.
- Develop the next generation of paid and volunteer community sport workforce.
- Consider co-investment in London Sport's sport tech initiatives developing ideas, prototypes and products.

We look forward to working with a wide range of organisations, sporting and non-sporting to help deliver our work in the coming years.



Introduction

At the heart of the Mayor's approach to sport in London is his belief in the power of sport to bring people together and to improve their lives.

For millions of Londoners, sport transforms their city from somewhere they work and live into a place to play, celebrate, socialise and connect with others. Across the city, sport gives Londoners a sense of pride and purpose. It brings not just happiness and good health – but growth and prosperity too.

This vision does not see sport in narrow terms. Here, 'sport' is not limited to the organised physical games and events that often include an element of competition. We define 'sport' as also including other the various kinds of physical activities that bring people entertainment, enjoyment and relaxation – like dance, yoga and running. This strategy will in addition acknowledge several of the Mayor's other priorities and initiatives that promote active lifestyles.

Historically, the Greater London Authority's (GLA) involvement in sport has had two distinct strands. First, **major sports events**, most notably the 2012 Olympic and Paralympic Games; the Tour de France Grand Départ and Inaugural Women's Tour in 2014; the Rugby Union World Cup in 2015; and the World Athletics and World Para Athletics Championships in 2017 - the first time both championships have been hosted in the same city in the same year. Hosting successful world sports events bring huge benefits to London, boosting our economy, promoting the city internationally and bringing social benefits such as volunteering and the opportunity to get involved in activities linked to the event itself.

Second, **community sports**, much of which followed from initiatives around the 2012 Games and its legacy programmes. Community sports had the main goal of increasing participation, with all of the accompanying health benefits that arise from more Londoners taking part in sporting activity.

London places a clear emphasis on the link between major sports events and community sport. Every major sports event that seeks London's support must show how it will benefit the capital through increased opportunities to participate, volunteer and spectate. Therefore, any funding application is reliant on the submission of a satisfactory community project strategy. This approach affirms the Mayor's commitment to use London's global status to host major sports events that benefit all London's communities.

More importantly, while the GLA's sports programmes have had some success, the Mayor believes they can do much more. At the centre of this strategy is the Mayor's comprehensive new community sports programme **Sports Unites**. It emphasises the importance of community sport and its relationship to major events. Alongside, it adds social integration – a core concept in all the Mayor's work – to the existing goals of healthy

living and increased participation. The Mayor has therefore decided to place community sport under the remit of Deputy Mayor for Social Integration, Social Mobility and Community Engagement, Matthew Ryder.

Sport Unites

Sport Unites is the Mayor's new multi-million-pound sports programme. It is the result of considerable research and draws on successful programmes from around the world. One of its defining features is to make social integration a priority for community sport initiatives across London.

Social integration

The Mayor defines 'social integration' as the extent to which people positively interact and connect with others who are different to themselves. It is determined by the level of equality between people, the nature of their relationships, and their degree of participation in the communities in which they live.²

The Mayor's decision to make social integration a key priority for sport is consistent with his determination to place social integration at the heart of his other work. This includes policing, housing, transport, education and culture.

Through this new strategy, sport in London will seek to achieve positive social outcomes - from helping reach young people and draw them into positive lifestyles, to tackling loneliness and social isolation amongst older Londoners. Where possible, we will use the power of sport to help tackle many of the important social issues that affect everyone across the city.

Through Sport Unites, Londoners will benefit from the proposed investment of millions of pounds worth of funding over the coming years through three proposed themes:

1 – A London that is socially integrated: funding new initiatives that use sport to bring together Londoners from different ages and backgrounds and/or cater specifically for Londoners who are isolated or lonely as well as young Londoners from low income households.

2 - A London that is healthy and active: funding opportunities for affordable, local participation in sport, specifically targeting groups who are not sufficiently active (for example, disabled people and people with mental ill health).

3 - A London that is developing its sporting workforce and capacity: funding programmes that support those working and volunteering in sport. This includes nurturing the very best in sport tech developments, which promote good use of data, innovation and evaluation in community sport.

² All of us: The Mayor's strategy for social integration



Major Sports Events

The Mayor will continue to secure and support delivery of major sports events, but with an emphasis on harnessing the power of these events to bring Londoners from every background together. This supports the goals of Sport Unites and maximises the significant social benefits these events can bring to London.

Major sports events are vital to London's international profile and provide exciting occasions for Londoners to see the world's top sports stars in action. At the same time, we have always sought to ensure these events bring important economic benefits as well as opportunities for London's large volunteering community.

The Mayor believes that major sporting events can bring even more benefits to Londoners. They have a unique ability to boost London's cultural sector. They can also foster a keen sense of collective identity as Londoners come together to celebrate and support the events. The 2012 London Olympic Games' Cultural Olympiad was a prime example of this. It included 500 events nationwide throughout the UK, spread over four years and culminated in the London 2012 Festival.

To maximise these benefits, we will coordinate work with the goals of other major funders and organisations. This will increase the collective power to make a difference in the resources given to London's communities as they come together through sport.

A revolution for sport in London

The Mayor's emphasis on social integration in both community sport and major events, along with other changes, which will be introduced, are part of a revolution in how Londoners will enjoy and benefit from sport.

This vision represents a bold new ambition, with London leading the way in using sport to deliver wide-reaching social change, prosperity and health.

CONSULTATION QUESTION

Question 1. Do you agree with the overall vision and the three themes of this draft sport strategy? If not, why not? Is anything missing?

Stakeholder consultation

In launching this draft sport strategy for consultation, the Mayor welcomes the views of all individuals and stakeholders. This will help us to understand better whether or not the proposals are the right ones for sport in London.

As well as the specific consultation questions, which can be found the end of the strategy, we are seeking views from the widest possible range of stakeholders, through a number of different channels, including:

- **Talk London survey** covering a broad scope of strategy content
- Focused range of representative questions through a **YouGov poll**
- **Talk London online** discussions
- Face-to-face **qualitative research** (such as focus groups, 1:1 interviews)



London's sport, now and in the future

The importance of sport in London

In creating this strategy, we have examined the current state of sport in London to identify how to build on past successes and how to seize future opportunities. Research has drawn on the GLA's considerable expertise but also viewed London's experience in the context of how sport is provided in other global cities. The aim has been to explore the best practice from around the world, and bring it to London.

This is not a simple task. Getting the provision of sport right requires tried and tested techniques, strong partnerships, and pioneering approaches, which reflect the fast-changing nature of the city. It also means recognising some of the challenges London currently faces, for example:

- Thirty eight per cent of adults in London do not meet the Chief Medical Officer physical activity guidelines³
- London has around half the number of leisure facilities per 100,000 people as the rest of the country⁴
- All 33 local authorities⁵ in London have suffered substantial reductions in their expenditure, with inevitable implications for the amount spent on physical activity and sport⁶

The Mayor's policies on sport can make a difference in London and have done so in the past. The evaluation of the Mayor's Sports Legacy Programme⁷(MSLP) found that it had a positive impact on the lives of Londoners.

Without the Mayor's investment, many successful sports initiatives would not have happened. The positive impact they have had on health, activity and participation would also not have transpired. The Mayor's investment in London's sports facilities has helped to improve resources in local areas and has given opportunities for participation and work in sport across the capital.

Importantly, our work has not only impacted the lives of Londoners, it has influenced how sport is approached across the country at both a national and international level. For example, Department for Digital, Culture, Media and Sport (DCMS) sports strategy,

³ Health Survey for England 2016

⁴ Turning the Tide of Inactivity

⁵ 32 London boroughs and the City of London Corporation

⁶ Turning the Tide of Inactivity

⁷ 'The Mayor's Sports Legacy Programme' was proposed in London's bid to host the 2012 Olympics and consisted of three phases of funding up to and including Phase III 2015. Its original goals included funding infrastructure development, skills and capacity building and initiatives designed to increase participation in 'grassroots' sports.

launched in 2015 stated: *‘The GLA has, for some years, used a system under which grants for sport need to reach a certain proportion of inactive people. Sport England will, in future adopt a similar approach with their major grants programmes.’*⁸

Team London

A significant feature of London’s work in sport has been the complementary role of **Team London**, the Mayor’s volunteering programme. Team London encourages all Londoners to become active citizens and to give their time to make the capital a better place. It provides a powerful example of how sport, combined with other activity and initiatives, can bring people together and improve social integration.

Team London’s work and the projects it funds, stretch far beyond sport, but sport remains a vital aspect of Team London’s activity. More people volunteer in sport than in any other sector – 52 per cent of those involved in any sort of regular, formal volunteering do so to support organisations or groups relating to sport or exercise⁹. This equates to just under 109.67 per cent of Londoners who actively volunteer in sport or exercise-related volunteering¹⁰.

As part of Team London’s work, not-for-profit sports clubs can access the same level of support as other civil society organisations such as capacity building, small grant funding and support from corporate volunteers.

Team London provides a strong starting point for expanding and developing the way in which sport and volunteering can be combined to address many of London’s challenges.

⁸ Sporting Future: Strategy for an Active Nation

⁹ Building capacity in culture and sport civil society organisations – pp19-20

¹⁰ The percentage of adults that have participated in volunteering in the past 28 days. Active People Survey 2015/16.



The Mayor's commitment to sport in London

The Mayor wants London to be a city in which the differences between people and communities are respected and actively celebrated. He wants Londoners of every gender, ethnicity, faith, culture, age, sexual orientation and socio-economic background to live, not just side by side, but truly connected lives. Since taking office in 2016, he has emphasised that sport has an important role in realising this ambition.

This sports strategy sits alongside other GLA statutory strategies the Mayor is responsible for. These include health inequalities¹¹, transport¹², planning¹³, environment¹⁴, culture¹⁵, housing¹⁶ and economic development¹⁷ policy.

Together, these strategies combine and ensure the Mayor has a cohesive approach to tackling London's problems and improving Londoners' lives. They demonstrate how leadership and coordination of programmes at a citywide level, including with other strategic bodies, is vital for maintaining and increasing London's success.

The interconnected nature of the Mayor's work means that this sport strategy is not the only document which reflects the needs of London's sporting community. Everything from London's physical infrastructure, health provision, environment, transport policies, activities for young people, schools, regeneration and work based programmes, are all subject to their own strategies which have connections to sport. As such, this strategy cannot be read in isolation.

Sporting partnerships

To deliver the vision for sport, we also need to work closely with other key organisations.

London Sport¹⁸ is an independent charity, which receives core funding from Sport England. It plays an important role in delivering and coordinating sporting activity in the capital. It has identified a range of factors which affect how physically active a person is. Some Londoners feel they lack motivation, or are intimidated by joining in activity with others. Others know of the benefit of sport but find the rewards too distant in the context of their busy lives. To address this issue, London Sport has a bold aspiration to make 1,000,000 Londoners more active between 2015 and 2020¹⁹. The Mayor is keen to support this initiative.

¹¹ <https://www.london.gov.uk/what-we-do/health/have-your-say-better-health-all-londoners>

¹² <https://www.london.gov.uk/what-we-do/transport/our-vision-transport/mayors-transport-strategy-2018>

¹³ <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan>

¹⁴ <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy>

¹⁵ <https://www.london.gov.uk/get-involved/have-your-say-draft-culture-strategy-london>

¹⁶ <https://www.london.gov.uk/what-we-do/housing-and-land/tackling-londons-housing-crisis>

¹⁷ <https://www.london.gov.uk/what-we-do/business-and-economy/economy-works-all-londoners>

¹⁸ <https://londonsport.org/>

¹⁹ <https://londonsport.org/about-us/our-mission-vision-and-values/our-blueprint-strategy/>

The GLA will work in partnership with national bodies such as Sport England, UK Sport, DCMS and other parts of government. Work will also take place with other partners including boroughs, sports governing bodies, local sports clubs, schools, colleges and community groups. All share our aim of encouraging more people to be physically active or improving their quality of life. As the goals of this strategy are already well aligned with those of other sporting bodies, it creates new opportunities for collaborative partnerships to achieve shared objectives.

For example, we share the same goals as DCMS and Sport England to increase participation and health through sport and to target **inactive and disengaged people**, as part of that work. This is because of the consequent increased social benefits of those inactive groups becoming more active. Collectively, there is recognition that increasing activity and participation merely by encouraging people who are already very active to do even more, does not achieve significant social change. The approach must be more rigorous and discerning about who is being encouraged to be more active and why.

Similarly, although Sport Unites' priority on social integration reflects a new approach to community sport, it is echoed in the approach of others - albeit in a less explicit way. In 2015, DCMS highlighted the importance of economic, social and community development, in addition to the environmental and health benefits of sport.²⁰ And Sport England took a similar approach in its 2016 strategy 'Towards an Active Nation'.²¹ Whilst this strategy adds a new dimension to the use of sport to encourage social integration, we are confident that other key sports bodies already share this aspiration and will join us in pursuing it.

²⁰ DCMS 'Sporting Future' 2015 <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

²¹ <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>



Sport Unites

At the heart of the Mayor's approach to sport in London, is the ground-breaking new community sports investment programme, Sport Unites.

Sport Unites is being developed to contribute to the long-term vision of making London the most socially integrated and active city in the world. Through the programme, the intention is to invest at least £8.8m²² funding into community sport between spring 2018 and spring 2021. It is intended that this investment will focus on three themes: Sport for Social Integration; Active Londoners; and Workforce and Capacity Building. This third theme will help support the paid and volunteer community sport workforce in London, the development of cutting edge technology, the promotion of sport tech industries, and robust monitoring and evaluation.

It is intended that the programme will invest in accordance with the following principles:

Top-down and bottom-up

This is a blend of investment streams. It incorporates both the traditional 'top-down' funding rounds (as per the first three phases of the Mayor's Sports Legacy Programme), as well as 'bottom-up' approaches that will allow local communities to shape and influence investment decisions and priorities.

Small grants and larger longer-term investment

To be successful, the programme will rely on a wide range of people, groups, and organisations, often working in partnership. These will vary in size, type, and levels of experience. They include coaches, youth practitioners, community development workers, traditional sports clubs, community organisations, specialist deliverers, fledgling and established organisations with a long track record.

To support all levels of this diverse eco-system, we will offer different types and sizes of grants. These include grants that help organisations build capacity by developing their workforce, easy-to-access small grants to support local grassroots providers, and larger grants for projects that will run for longer periods.

Diverse portfolio of funded organisations and incentives for collaboration

We will fund and support a wide range of organisations. For instance, those that have typically or traditionally been the 'custodians' of community sport – such as national governing bodies (NGBs), traditional sports clubs, or sports charities. Investment in community organisations that have well-established relationships with and the trust of various London communities will also take place.

²² £3m of this is via the Young Londoners Fund.

Diverse ‘risk profile’

The programme will invest in both tried and tested approaches, organisations and modes of delivery, as well as pilot initiatives that are innovative and experimental. For the latter category, we will take an entrepreneurial approach, which in this context means: ‘investing to learn’. Specifically, a key outcome will be understanding what works, what doesn’t, and crucially, why.

Theme 1 - Sport for Social Integration

Across the world, many cities already carry out sports programmes that impact upon social integration. This sometimes occurs unintentionally or as a side effect of programmes more explicitly focused on fitness and health. It has become clear that sport strengthens social networks and promotes ideals that celebrate diversity and promote social justice. In practice, the indirect outcome of successful sports programmes is better social integration.

The Mayor wants to make these outcomes an explicit goal and bring them to the forefront of his sports programmes. His ambition is to make London the first city in the world to maximise the potential of sport to increase social integration.

The investment in this strategy will support numerous community sports initiatives in inner and outer London that will use sport to bring Londoners from different communities together or will target those Londoners, old and young, who are isolated or lonely. This will contribute to improving social integration, reducing prejudice between communities, and help isolated Londoners feel better connected and supported.

Theme 2 – Active Londoners

Improving health and wellbeing through physical activity remains an important theme of the community sports programme. The investment in this theme aims to provide more opportunities for Londoners to take part in a wide variety of sport and physical activity in their local area. Specifically, the programme will fund initiatives that cater for inactive Londoners and provide pathways for people to use sport to pursue their goals at all levels - whether that is simply improving fitness or making the transition into top-level sports.

This approach to increasing activity will not simply target those who are least active. It will also identify and prioritise Londoners from age brackets, income levels, areas of London, or national / ethnic groups, that are most susceptible to poor health outcomes through inactivity. This will lead to better physical and mental health and improved wellbeing and quality of life for all Londoners. It will help to reduce health inequalities across London too, and contribute to the aims of the Mayor’s Health Inequalities Strategy.

Theme 3 - Workforce and Capacity Building

The aims of Sport Unites cannot be realised without supporting and developing London's community sport 'workforce': those who work and volunteer in sports.

For those that work in sport, gaining experience and qualifications can turn a hobby into a career path, improving their social networks and their social mobility in the process.

For those not working in sport, volunteering offers endless opportunities for people to participate in London life. In a 2016 poll for the GLA, 86 per cent of Londoners said volunteering is an important way to bring communities together to improve their quality of life.

The Olympic Games Makers in 2012, and more recently the London 2017 Runners Volunteers, were powerful and visible examples of how ordinary people can enrich elite sports events through volunteering.

Sport Unites will provide direct support and training for the staff and volunteers who deliver sport on the frontline and those working in other ways with the people and communities the programme will serve.

It will offer support to those who wish to seek professional qualifications in sport to enhance their working credentials and their employability. But there will also be a focus on helping sports workers and volunteers to develop a wider set of skills - such as team management and confidence building. These skills are particularly important in encouraging the inactive to take part in physical activity.

Modern technology, from the better use of personal data, the development of social platforms and new hardware - like activity trackers, will play an increasing role in promoting and enhancing the sports experience of ordinary participants.

We will assess the three themes of Sport Unites through rigorous monitoring and evaluation. These will map on to the framework for measuring social integration we are currently developing alongside a social evidence base.²³

Measurement and evaluation is vital to assessing the value of projects we fund. But we are well aware that too often it can become overly burdensome, especially on small community organisations. We also realise that some of the concepts we now want to monitor and evaluate – such as 'social integration' – may seem unfamiliar to some and some are concerned as to how they will be measured. There is a danger of organisations misunderstanding whether their project meets our new social integration criteria; or that

²³ All of us: The Mayor's strategy for social integration (p69)

measuring the impact of social integration will seem too difficult or too complicated to be feasible. At worst, evaluation requirements imposed on small community organisations can feel so complex that they deter those organisations from even applying for funding.

With that in mind, we will work with all our partners, large and small, to ensure we set our social integration criteria, for every round of funding, as simply and clearly as possible. We will also provide support so that those projects we do fund are able to measure the social integration impact of their work.

Measurement and evaluation must never be such a disproportionate burden on time and resources that it hinders rather than supports a project's success.



London: socially-integrated through sport

Objective

The GLA will support initiatives that use sport to bring Londoners from different backgrounds and communities together or are aimed at Londoners who are socially isolated or lonely. This will improve social integration and reduce prejudice between communities, and help isolated Londoners feel better connected and supported.

Context

Social integration is the extent to which people positively interact and connect with others who are different to themselves. It is determined by the level of equality between people, the nature of their relationships, and their degree of participation in the communities in which they live. The Mayor's work on social integration has three main parts:

- **Relationships** – promoting shared experiences
- **Participation** – supporting Londoners to be active citizens and
- **Equality** – tackling barriers and inequalities

It is a point of pride for the capital that 90 per cent of people agree that London is a good place to live, and 66 per cent of Londoners say they feel they belong to their neighbourhood. However, we must investigate the reasons why London is not a good place for all people and that some do not feel that they belong²⁴.

Our data suggests that Londoners face challenges in building strong, diverse relationships and they are more likely to experience social isolation than people in other parts of the UK²⁵. In 2014, around 20 per cent of Londoners reported they do not have a spouse or partner, family member or friend, to rely on if they have a serious problem²⁶.

Although Londoners value diversity, this does not necessarily translate into friendships between individuals from different backgrounds or social groups. In 2015, some 21 per cent of Londoners reported that all their friends were the same ethnicity as themselves²⁷. Almost a third said all their friends were the same age as themselves, and 30 per cent said that all their friends had a similar education to them²⁸.

²⁴ GLA Analysis of MOPAC Public Attitudes Survey, 2016/17.

²⁵ GLA (2016) 'Older Londoners and the London Plan: Looking to 2050'

https://www.london.gov.uk/sites/default/files/older_londoners_and_the_london_plan_march_2016.pdf

²⁶ GLA Analysis of Understanding Society, 2013/14.

²⁷ GLA Analysis of Understanding Society, 2014/15.

²⁸ GLA Analysis of Understanding Society, 2014/15.

Sport can be used to improve social integration by providing opportunities for Londoners from different backgrounds to break down barriers, meet and interact, and tackle prejudices and misconceptions.

The huge number of people taking part in sport and coming together around shared activity makes it a powerful way for improving social integration. In 2016, nearly four million adults in London – 58 per cent of the city's adult population²⁹ – reported taking part in active sport in the last four weeks.

But it is not simply the quantity of Londoners taking part in sport that gives it a special ability to bring communities together. Of all activities, sport has particularly high engagement from a diverse range of social groups. For example, amongst young people, there is no difference in active sport participation between white and BAME groups³⁰. This makes the potential of young Londoners of all ethnicities meeting through sport much more likely than activities dominated by one group in particular.

Groups such as disabled people, older people and some groups of women are on average less likely to be physically active than other Londoners.³¹ Sport Unites will target these groups to reduce inactivity and to provide more opportunities for them to integrate with others through sport.

Sport not only brings different groups of people together. It also enables young people who may have become alienated from society or who have made negative life choices, to become better connected with their local communities and socially supportive networks. Programmes aimed at young people at risk of criminal behaviour can boost self-esteem, reduce first-time offending and reduce reoffending.³² The social and economic benefits of using sport in this way are self-evident – the return on investment in sport programmes for at-risk youth are estimated at £7.35 of social benefit for every £1 spent.³³

Consistent with the Mayor's approach to social integration across all areas, a rigorous approach will be taken to ensure the benefits of the programmes are supported by measurement, evaluation and evidence. This will be combined with studying of other community sports programmes around the world.

²⁹ GLA Analysis of Taking Part Survey, 2015/16. This compares with 55% of adults in the rest of England.

³⁰ GLA Analysis of Taking Part Survey, 2015/16. Younger people aged 16-29 years are more likely to do active sport. There is no difference in young black men (76 % involved in active sport) and young white men (also 76 %).

³¹ Sport England (2017). Active Lives Adult Survey: May 16/17 Report.

³² Sport England: Social Value of Sport

³³ <https://www.sportengland.org/research/benefits-of-sport/social-value-of-sport/>



The role Sport Unites will play

Examples of what the Sport Unites programme intends to fund include:

- a partnership with the Laureus Sport for Good Foundation to carry out three **place-based pilots** using its 'Model City' approach. These projects will work intensively with communities in a defined geographical area using community-organising and asset-based development. Sport will be used to address issues that communities themselves identify and recognise as being of concern
- initiatives that create **new partnerships** between traditional sports providers (for example clubs or specialist sports charities) and community organisations, including faith groups, disability groups or groups that provide services and support to particular communities, such as the LGBT community or new comers to London
- initiatives that target and are tailored to **socially isolated people** in London, designed to address the specific barriers that prevent them from taking part in sport and participating in their community
- initiatives that **combine sport with other activity**. For example, for some people social life revolves around music, while for others it may be food, cultural events, or activism that is the primary driver. Combining sport with other activities that people enjoy - and already take part in - will be a catalyst for people with different interests to come together when they might not have done so otherwise
- support for **talented young Londoners with a focus on those from low-income backgrounds**, providing opportunities to train and compete in appropriate settings to realise their potential. Equality is a key aspect of the GLA's framework for social integration, and this initiative will help to tackle some of the barriers that different groups face in accessing sports across London
- initiatives that **support relevant Mayoral campaigns and priorities**, such as the Mayor's 2018 gender equality campaign #BehindEveryGreatCity and the Mayor's Young Londoners Fund

The Laureus project

Laureus comprises the 'Laureus World Sports Academy', the 'Laureus Sport for Good Foundation' and the 'Laureus World Sports Awards', which collectively harness the power of sport to promote social change (and celebrate sporting excellence).

Laureus Sport for Good is a global charity that uses the power of sport to end violence, discrimination and disadvantage for young people. Laureus operates through a network of delivery organisations led by self-starting local leaders in communities in England and around the world. More than 150 sport for development programmes have been nurtured and built in 40 countries around the world. Laureus has brought expertise of grant funding and management, capacity building, coalition building and evaluation and learning, across six focus areas – health, employment, education, women and girls, inclusive society, and peaceful society.

The GLA has partnered with Laureus Sport for Good Foundation to roll-out a place-based funding approach.

The Laureus projects will work intensively with communities in a defined geographical area to identify and address issues (using sport) that communities themselves recognise as being of local concern. This pioneering approach has been used to create positive change through sport in New Orleans and Atlanta. Laureus has committed £250,000 of funding across two years and £40,000 of value in kind.

A budget of £0.5m of GLA funding has been included within the Sport Unites budget to support this programme. The place-based pilots will take place in three geographical areas each with an estimated population up to 100,000 Londoners. In each location between 10 – 15 organisations will receive grants – these will vary in value depending on the needs identified by the local community.



How Sports Unites intends to complement existing and emerging GLA initiatives which support sport for social integration

Young Londoners Fund and Sport Unites

The Young Londoners Fund (YLF) will support education, sport and cultural activities with a focus on disadvantaged and vulnerable young people aged 10-21, with £45m being invested over the next three years. This includes £5m a year to scale-up existing GLA projects that already support young Londoners.

Each year, £1m of YLF investment has been ring-fenced for initiatives that engage young people in sport or physical activity under the banner of Sport Unites. This will be distributed via:

- **community grants:** for small to medium grants for grassroots community organisations and
- **impact partnerships:** expanding the reach and impact of well-established, larger-scale, longer-term initiatives that operate across multiple locations

All funded programmes must aim to increase social integration and community cohesion, focusing on the needs and circumstances of young Londoners. Individual programmes may seek to:

- support young people into education, training or employment and away from conflict, violence and gangs
- reduce discrimination and stigma by increasing positive connections and interactions between people from different backgrounds or communities
- enable isolated young people to feel more supported by and connected to their community
- improve trust, respect and understanding between young and older people through intergenerational interaction and
- increase opportunities for young disabled people

All outcomes will contribute to one or more parts of the Mayor's approach to social integration (relationships, participation, equality). We are currently developing indicators to measure these.

Team London

Team London increases social integration by encouraging Londoners in all communities to volunteer and become more active citizens. They:

- make volunteering more accessible and easier to take part in therefore creating a culture of volunteering across London

- work at grassroots level with civil society to help organisations offer more volunteering roles to their local community and
- unify Londoners towards common causes and make them proud of their contribution to a 'City for all Londoners'

Team London Young Ambassadors (TLYA) is the Mayor's volunteering programme, which helps primary and secondary students to start their own social action projects. To date, over 2,100 schools have taken part. Thousands of young people have improved their school and communities by setting up projects on issues they care about such as bullying, homelessness, recycling, connecting generations, food poverty and the environment.

Each year, 600 Team London Ambassadors welcome tourists and visitors to London. During the summer period, Ambassadors will be in many locations in central London as well as at Gatwick Airport. Team London also provides volunteer support for major sporting and cultural events including the London Marathon, Ride London, Formula E and Lumiere.

Comic Relief and Sport Unites

Comic Relief's major grants programme aligns with the GLA's objectives for social integration. To launch Sport Unites, we have launched a three-year partnership with Comic Relief. The £3m 'London Together Fund' is a combination of £1.5m from each party. The fund is offering large grants to initiatives that use sport to improve social integration across London.

Grants of £25,000 to £150,000 will support projects that increase social integration, for example by:

- reducing isolation and loneliness
- bringing together people from different backgrounds to reduce prejudice, negative stereotyping and increase trust
- supporting Londoners into work, employment and training and
- providing opportunities for Londoners from all backgrounds to volunteer

There will be a minimum of three funding rounds across three years for the London Together Fund.

Case study: Everton in the Community - Imagine Your Goals (IYG)

IYG engages and supports vulnerable women and men (18+) who are experiencing mental illness and are accessing mental health services with Mersey Care NHS Foundation Trust. IYG forms part of their care package for those in acute care hospitals and within the community once discharged.

IYG promotes recovery, community integration and the building of resilience and a social contact. According to research and anecdotal evidence, these individuals are often isolated, unemployed, lonely, physically unfit, at times suicidal and at-risk discrimination and premature death.

IYG uses football to positively address mental illness by raising awareness and challenging societal stigma.

The programme aims to:

- increase sports participation from marginalised groups
- improve physical health, fitness and mental wellbeing
- tackle unemployment by providing training and qualifications
- tackle unemployment by creating volunteer and employment opportunities
- provide competitive football opportunities
- raise awareness of mental health and challenge stigma
- share information and build partnerships
- prevent suicide and premature health-related death
- enhance social contact and connection
- underpin project impact with robust independent evaluation

IYG delivers seven 'football therapy' sessions per week, coupling football with mental wellbeing related education and personal development workshops. It also enables an extensive mentoring programme that gives participants a platform to dream 'big'. For example, defining life goals, planning to achieve them, shadowing professionals and getting a tailored employability/ confidence building training course.

This programme also encourages participants to connect with and support each other beyond the football therapy sessions. This allows them to provide each other with support and listening and advice from a 'lived experience' point of view that is confidential, authentic and easily accessed.

IYG encourages its participants to take up active roles within the wider community by engaging with the 'Everton in the Communities' volunteering programme, which enhances individual's sense of autonomy, purpose and social capital.

CONSULTATION QUESTION

Question 2a: Does chapter 2 (London: Socially integrated through sport) identify the main issues that might impact on the role of sport to support social integration? If not, what is missing?

Question 2b: How should the Mayor best work with partners to help remove barriers and help improve social integration through sport in London?



London: healthy and active through sport

Objective

The GLA will increase opportunities for Londoners to take part in sport and physical activity in their local area and will fund initiatives aimed specifically at people who are inactive. This will result in improved physical and mental health and improved well-being and quality of life, as well as helping to reduce health inequalities across the capital.

Context

Within London, rates of participation in physical activity vary hugely between different boroughs and locations. London contains some of the most active areas in the UK, such as Richmond-upon-Thames, where only 35 per cent of people do no sport at all. But London also contains some of the most inactive areas, such as Barking and Dagenham, where 66 per cent of people are inactive.³⁴

Physical inactivity is crucial for good mental and physical health. Public Health England recommends that adults in England should take part in at least 150 minutes of moderate intensity physical activity each week, in bouts of ten minutes or more.³⁵ Across London, fewer than 60 per cent of adults meet these recommendations.

Participating in sport brings a wide range of health benefits. Active people are 14 per cent more likely to report good physical health than those who are inactive.³⁶ Physical activity is also associated with improved mental wellbeing, reducing the likelihood of someone being affected by depression by around 30 per cent. The potential cost savings to the NHS of people doing more sport has been estimated by the DCMS to be more than £900m a year.

In promoting more physical activity, the target must be groups who are less active. These include specific groups of women, some BAME adults, as well as older people, disabled people and people in lower socio-economic groups. Support must be given to organisations and initiatives that are skilled at increasing physical activity for groups who are least likely to take part and who would benefit the most.

³⁴ Sport England Active People Survey 2015/16. APS9 Q1 to APS10 Q4 (October 2014 - September 2016)

³⁵ <https://www.gov.uk/government/publications/health-matters-getting-every-adult-active-every-day/health-matters-getting-every-adult-active-every-day>

³⁶ Active People Survey 2015/16.

The role Sport Unites will play

Sport Unites aims to increase the number of Londoners who participate in and engage with sport and physical activity because of the multitude of physical and mental health benefits they bring. It is intended, this will be done by:

- providing **more affordable, local participation opportunities** for Londoners in places where demand outstrips supply. Convenience, affordability, and proximity are key factors that determine whether or not people exercise regularly
- promoting programmes that **target Londoners who are not sufficiently active**. During the Mayor's Sports Legacy Programme, all projects had to reach a proportion of previously inactive participants. This included a minimum of ten per cent for phase one and at least 20 per cent for phases two and three. This programme will target a majority (51 per cent plus) of previously inactive participants and address the barriers they face to being active
- investing in ground-breaking pilots that test innovative methods of engaging inactive people. This will include encouraging providers to offer sports programming alongside cultural activities, food, and other pursuits that inspire, excite and motivate people and
- investing in organisations that cater for and **support Londoners with mental health difficulties**. This is the first time that funding has been invested in sports programmes to help people deal with mental health difficulties such as depression, bipolar disorder, anxiety or substance abuse

In addition, major sports events in London will be used to encourage more people to increase their levels of activity in their everyday lives³⁷.

Evidence suggests that the foundations for an active lifestyle begin at an early age. The Mayor believes that children and young people are as much entitled to a physical education (PE) as they are an academic education. The provision of high quality PE in schools, taught by qualified staff, is hugely important.

The high levels of overweight and obesity in children and young people makes this even more of a pressing and urgent issue, and the Mayor has convened a taskforce for London to help more children in London achieve a healthy weight. Consequently, we will consider how we might support those schools who provide opportunities for children and young

³⁷ See 'The Sports Capital of the World' section from page 55

people to be physically active every day for example by supporting initiatives such as 'The Daily Mile', which is having a positive impact in schools across the country.

CASE STUDY: THE DAILY MILE

The aim of The Daily Mile is to improve the physical, social, emotional and mental health and wellbeing of children – regardless of age, ability or personal circumstances. Any primary or nursery school can be involved, completely free of charge and without the need for staff training. It is a social activity, where children run or jog at their own pace with friends. They can occasionally walk to catch their breath, if necessary, but should aim to run or jog for 15 minutes.

<https://thedailymile.co.uk/>

Evidence from a report published in May 2018 by BMC Medicine suggests that The Daily Mile makes primary school children more active, less sedentary and improves their fitness and body composition

<https://bmcmmedicine.biomedcentral.com/articles/10.1186/s12916-018-1049-z>



How Sport Unites intends to complement existing and emerging GLA initiatives which promote a London that is healthy and active

Several of the Mayor's other initiatives also encourage active lifestyles. The most prominent are those relating to Londoners' health and reducing air pollution.

The Mayor wants to encourage 'active travel' (walking, cycling, scooting and similar activities³⁸), and reduce car dependency. These are included in the Mayor's Transport Strategy, the London Environment Strategy and the draft London Plan. The Mayor also wants every Londoner walking or cycling for at least 20 minutes a day by 2041. To achieve this, he has adopted the **Healthy Streets Approach** which aims to make streets and public spaces pleasant, safe and effective areas that work for all, including those using active travel. The draft London Plan also calls on boroughs to maintain and promote the Walk London Network.

The **Healthy Schools London** programme promotes and rewards initiatives which encourage active play and travel. More than half the capital's schools have signed up to the programme.³⁹ The forthcoming **Healthy Early Years London** programme will work on a similar principle, in settings where young children are being cared for by parents, carers, nursery staff etc. It will reward achievements in health, wellbeing and school readiness.⁴⁰

The Mayor also backs the **London Healthy Workplace Charter**, which accredits employers on promoting physical activity and mental wellbeing for their staff.⁴¹

The draft **London Plan** sets out the Mayor's proposed planning policies on sports and recreation facilities, including the protection and enhancement of existing facilities and the extension or provision of new facilities, where there is a need. The plan makes clear that there should be no net loss of facilities, unless it can be shown there is no continual or future demand. Facilities include leisure centres, swimming pools and playing pitches. The draft London Plan also covers open spaces more widely across London and encourages their protection. It notes the importance of open space for informal recreation, and those forms of sport and physical activity that do not necessarily require formal facilities.

The Mayor also wants to make London the world's first **National Park City**⁴², with high-quality green spaces, cleaner air and waterways, and greener streets that encourage and provide more space for healthy living. A National Park City will also create more opportunities for Londoners to get involved in physical activities as they help make the city greener, such as tree planting and gardening. The draft London Plan also proposes

³⁸ See TFL STARS programme

³⁹ <https://www.london.gov.uk/what-we-do/health/healthy-schools-london>;

<https://www.gov.uk/government/statistics/schools-pupils-and-their-characteristics-january-2017>

⁴⁰ <https://www.london.gov.uk/what-we-do/education-and-youth/support-families-and-early-years/early-years-and-childcare>

⁴¹ <https://www.london.gov.uk/what-we-do/health/healthy-workplace-charter#acc-i-42964>

⁴² London Environment Strategy

shared use and co-location of services (that means placing more than one facility on the same space) thus providing communities with better access to them. It states that facilities such as health, education, sports and community facilities should be in accessible locations near to public transport or walking and cycling routes, in order to ensure a wide catchment and maximise their potential use.

The Mayor is also instrumental in **Thrive LDN**⁴³ is a collection of activity and initiatives, described as a new ‘movement’, to improve mental wellbeing across London. Over 200 experts, voluntary, public and private organisations, clinicians and academics are working with the Mayor to promote better mental health in schools and workplaces. This will help to reduce the stigma associated with mental health issues, and improve Londoners’ access to services. Increased levels of sport and physical activity is proven to benefit mental wellbeing.

Case study: Falls Prevention Programme, Enfield

The Falls Prevention Programme targets older people who have fallen or are at risk of having a fall. It provides them with exercise sessions to improve balance and core strength in order to reduce the risk of future falls. The sessions provided are tai chi, qi gong and chair based exercise. Everyone can come for up to twelve weeks, and afterwards they are given information on local exercise options. Many of the programme’s participants go on to take part in Enfield’s ‘over 50s days’ at the borough’s leisure centres. These reduced price days provide both social events and the chance to do physical activity.

The key aims of the programme are to:

- enable independent living and care outside of hospital
- reduce the risk of individuals falling or repeat falling and fracturing
- enable people to have as much control over their lives and to live independent lives for as long as possible
- promote health, wellbeing and self-care
- identify people as early as possible at risk of falls and isolation and
- avoid unnecessary costs and reduce the burden of the impact of falls on the NHS

Over 700 people have attended the Falls Prevention Programme in the past two years.

CONSULTATION QUESTIONS

Question 3a: What barriers to participation in sport should the Mayor focus on in order to increase participation in sport and so improve Londoners’ physical and mental health?

Question 3b: How can the Mayor help to increase sports participation to improve the physical and mental health of all Londoners, but in particular, for those Londoners who are inactive, or who have poor access to sports activities/facilities?

⁴³ Thrive LDN



London: sporting workforce and capacity growth

Objective

The GLA will invest in programmes that support the sustainability of existing work in London by encouraging those who work or volunteer in sport to obtain the qualifications and skills needed to increase their skills and capacity. We will also support investment in 'Sport Tech' to bring the use of data, information and technology to benefit and improve community sports.

This will result in a work and volunteer force that is more motivated and better equipped to encourage Londoners to be active and stay active. It will improve sports as a way to develop professional skills and will increase social mobility through sport.

Context

Workforce and capacity building is vital to ensure there is a thriving sport sector in London. Support for the community sport workforce, both paid staff and volunteers, will help the sector to deliver to the best of its ability. In addition, investment in the development of sport tech and robust monitoring and evaluation will help London's sporting workforce to make more of an impact.

Community sport in London is almost entirely dependent on the millions of paid workers and volunteers who use their dedication, experience and enthusiasm to make sports available to others. They create great experiences for the communities they serve. Without the energy, passion and commitment of these dedicated individuals, the system would collapse. We want to create a better environment for this workforce to make it easier for them to fulfil their roles.

This community sport workforce should consist of people who reflect and support the communities where they live. They should be encouraged to use their sporting skills to tackle inactivity amongst the most difficult to reach groups, and use their knowledge of local communities to better achieve social integration.

In summer 2017, London Sport and Sport England commissioned HPI Proactive to do research⁴⁴ into whether London's sport workforce is able to encourage inactive people to take part in sport and remain involved.

The research found that:

- the current workforce does meet the needs of Londoners that are active now
- a different or enhanced workforce is needed to reach, engage with and inspire less active Londoners

⁴⁴ Building a Workforce for the Future

- there is appetite among the workforce to work with inactive Londoners but they need information, training and support to develop their skills appropriately and
- the community sport workforce in London needs to adapt and evolve to meet the challenges ahead

In addition, the research explored satisfaction levels amongst London's community sport workforce. Two out of five of the people surveyed said they are looking for further training opportunities in the next year. Most were satisfied with their positions, but as many as one in five were dissatisfied. This was broadly consistent across the 15 different types of sport workforce roles that the research examined. These levels of dissatisfaction need to be improved and are not addressed simply by encouraging a workforce into greater levels of technical or academic qualification. At worst, such dissatisfaction poses a long-term threat to the stability of the sport workforce which is vital to a healthy sport environment.

The research also showed that key reasons inactive Londoners are prevented from taking part in sport are lack of confidence, a sense of trepidation, low self-esteem, or feeling that it is not for 'people like me'. To reach inactive Londoners, it shows that workers and volunteers need 'softer skills', rather than purely specialist sports skills. Those that acquire those 'softer skills' can also benefit from experience and expertise that can be easily transferred into other work and alternatives areas of social activity.

This means we need to adjust our focus. Previously, we had viewed improving workforce capacity largely through the lens of higher sporting qualifications. While this remains important, the research shows that more technical qualifications will not necessarily result in a sport workforce that is better satisfied, or with the skills needed to motivate and encourage those that are inactive.

For these reasons, Sport Unites will not only focus on giving those that work and volunteer in sport an opportunity for better qualifications. It will focus on how they can get the right skills to provide the best possible experience and motivation for inactive people.



Sport Tech

Digital technology, in the form of smartphones, apps, social media, and GPS, is evolving at a rapid rate and having a profound effect on the way people interact with one another, make decisions, and live their lives.

In London, the digital economy is worth £62.3bn annually, with over 300,000 digital jobs in the capital. With 81 per cent of the UK population now smartphone connected⁴⁵ – the opportunity to digitally engage with Londoners has never been greater.

The tech sector is a hotbed of growth and innovation. Despite this, in terms of the influence on people's habits and routines, developments in and the impact of 'Sport Tech' lag behind those of tech enabled finance and transport innovations. Whilst acknowledging that digital solutions are not the answer to everything, we will work with London Sport and others to discover and promote ways that technology can:

- erode some of the barriers that prevent people for getting active
- incentivise, motivate and encourage people to make active lifestyle choices and
- support efforts to bring people together through sport

Case Study: Sports tech for social prescribing

According to the British Heart Foundation (BHF), physical inactivity and the associated risk of heart disease are increasing. BHF reports that an estimated 39 per cent of the UK population fail to meet the government's recommendations for daily exercise, and 60 per cent of UK residents are unaware of the physical activity guidelines.

As part of the drive to tackle these high levels of physical inactivity, GPs and other primary health care professionals are using social prescribing. This new and evolving concept sees patients referred to a range of local and non-clinical services. To support this, a range of London start-ups are using their products to get a city moving. These include:

- TrainAsONE which uses artificial Intelligence to provide personalised coaching to users based on health, fitness level, time available to train and personal goals.
- Flex which delivers live-streamed interactive workouts, giving the user total control of being active when and where it suits them.
- Racefully - a connected social fitness platform that enables users to exercise together virtually, no matter where they are in the city/world.

⁴⁵ Deloitte: There is no place like phone

The Mayor's Civic Innovation Challenge

The Mayor's Civic Innovation Challenge is a business support programme. It challenges London's start-ups to develop fresh solutions to address some of the big issues facing London and Londoners: from inequality to air quality and the health challenges of an ageing population.

Firms that succeed in their funding bid will receive targeted business support, with up to £15,000 to further develop their ideas working directly with the market. It is a programme that helps connect London's entrepreneurs, microbusiness and small and medium sized enterprises with the support that is available to help them start, sustain and grow.

The role Sport Unites will play

The outcomes this part of the programme are intended to deliver are:

- a better community sport workforce in London, that is confident, motivated and better able to meet the specific needs of inactive Londoners
- inspirational coaches and volunteers rewarded and recognised for their contribution to community sport in London, such as maintaining high morale, increasing work satisfaction and retention rates, as well as amplifying best practice in a way that inspires others and
- the next generation workforce being identified and supported to learn from and follow in the shoes of inspirational coaches and volunteers, who can be excellent and inspiring role models for young people

Co-investment in London Sport's ground-breaking sport tech will result in:

- a series of 'reverse pitch' events, which invert the traditional formula of developers 'pitching' for investment in products they are already working on. Instead, they will allow sports stakeholders to 'pitch' to tech developers, by explaining the problems they would like to see sport tech addressing. This would bring the developers, investors and diverse members of communities together to identify their challenges and barriers to taking part in sport
- hackathons which gather budding entrepreneurs, founders of companies, subject matter experts and tech specialists to work together over a short period of time to solve a 'themed' challenge – *'how to use digital technology to make London the most physically active and socially integrated city in the world'* and
- a Sport Technology Innovation Fund and incubator hub to nurture and develop ideas, prototypes, or products that have the potential to boost the delivery of

community sport in London. This will accelerate and enhance progress towards realising the aims of targeting more inactive Londoners through sport.

Consultation question

Question 4: Does chapter 4 identify the main issues for creating a thriving sport sector in London? If not, what is missing?



How it is intended that Sport Unites will complement existing and emerging GLA initiatives which support London achieving workforce and capacity growth

London 2017 Runners volunteer programme

Team London delivered the Runners volunteering programme for the 2017 World Para Athletics Championships and the IAAF World Championships. The team managed the 15,433 applications, interviewed 11,600 candidates and trained and deployed 3,903 volunteers to roles across the programme.

More than 72 per cent of volunteers agreed that as a result of volunteering for London 2017, they were more likely to volunteer again in the future, and 65.7 per cent were more likely to recommend volunteering through Team London to friends or family.

Sport Unites is an ideal opportunity for future London sporting events to build on the legacy of volunteering. This contribution appears set to continue.

Case study: Clubworks

ClubWorks is a club development programme, managed by London Sport, which provides support for clubs to become more sustainable and better providers of sport. The programme works with around 300 clubs over three years, with each club receiving a tailored package of support to boost their sporting offer and increase levels of participation.

ClubWorks is a pioneering £1.35m scheme that gives sports clubs the tools they need to serve the city's diverse communities. Clubworks aims to strengthen a wide variety of sports clubs in London, helping them to grow and increase participation by:

- developing a strong base of trained coaches and volunteers to provide high-quality coaching
- helping them develop and implement strategies and plans for the future
- working with clubs to grow and sustain their active membership, to increase participation across London and
- support clubs to become more sustainable and attractive to funders



London: Sports Capital of the World

Objective:

The Mayor wants to make London the undisputed sporting capital of the world and harness the power of major sports events to promote London as one of the best cities in the world to visit, and in which to invest, work, and study.

He will achieve this by bringing even more leading global events to London and maximising the social benefits of hosting events by giving more Londoners the opportunity to engage with and benefit from them.

Context

The 2012 Olympic and Paralympic Games reaffirmed London as a global leader for hosting major sports events – and London continues to win awards for its ability to host the biggest and best events. For example, London has recently been named SportBusiness International's Ultimate Sports City of 2018 .

As a global city, Londoners appreciate and celebrate the very best that the world has to offer, as evidenced by the record crowds of over one million spectators that attended the IAAF World Championships and IPC Championships in 2017. Every nation participating in London has its own 'home crowd' amongst London's population. It is a unique place for the world's sports stars to compete.

As well as being home to six Premier League clubs, in recent years many major international sports leagues, including the NBA and NFL, have made London a regular fixture on their annual season calendar.

Since 2012, London has hosted many major international events, including:

- 2013: Rugby League World Cup
- 2014: Inaugural Women's Tour
- 2014: Tour de France Grand Départ
- 2015: Rugby Union World Cup;
- 2016: Track Cycling World Championships; European Aquatics Championships
- 2017: World Athletics Championships & World Para Athletic Championships; ICC Champions Trophy and Women's Cricket World Cup Final.
- 2018: Table Tennis Team World Cup

In the coming years, London will continue to host high-profile international sports events, including:

- 2018: Women's Hockey World Cup;
- 2018 UCI Track Cycling World Cup
- 2019: Cricket World Cup

- 2020: UEFA European Championship

In addition, London plays host to regular world-class sporting events, including:

- NBA Global Games
- RideLondon
- London Marathon
- The Championships, Wimbledon
- The FA Cup Final
- Six Nations Championships
- International Cricket
- NFL International Series Games
- ATP Tennis World Tour Finals
- Rugby League Challenge Cup Final
- Major League Baseball (from summer 2019)

We will maximise the benefits of hosting major sports events

We work with a range of stakeholders from across the city to ensure that major sports events bring both economic and social benefits to London.

The GLA's major sports events framework 'London: Home of World Class Sport' formalises a London-wide partnership approach for bidding for and supporting major sporting events. It establishes the Mayor's Office as the strategic lead for major sporting events in the city and the first point of contact for anyone looking to bring their event to London.

The framework sets out the range of support that can be offered to event organisers by the city and its partners, and details the criteria used by the GLA to assess all applications for support:

- **Economic impact:** the potential for events to increase numbers of jobs, tourism and associated visitor spend, measured as a return on investment against any funding contributions made by the Mayor.

Economic impact measurement is a powerful tool for capturing and evidencing the financial benefits that can result from hosting major sports events. The GLA uses eventIMPACTS methodology to calculate the economic benefit of an event proposal, measuring the total amount of additional expenditure within Greater London which can be directly attributed to staging an event.

All events that request financial support from the Mayor are assessed based on the likely return on that investment through estimated direct spending in the Greater London economy.

- **International exposure:** the likely reach of the event through television and other media, particularly in strategically identified territories and markets.

World-class events shine a spotlight on London, allowing us to engage with international audiences by driving overseas promotion of the capital as a thriving business and tourist location which brings significant added value to the city's economy. They help affirm London's position as one of the best cities in the world to visit, and in which to invest, work, and study.

We work with London & Partners (L&P), the Mayor's official promotional agency for business and tourism, to attract events to London, assess their potential impact on global markets and tell London's story brilliantly through international marketing and communication.

In addition, the #LondonIsOpen campaign is supported by major sports events in the city. This helps to attract even more visitors and businesses to the city.

- **Community engagement:** the extent to which event organisers provide genuine and meaningful opportunities for Londoners to engage with the event. This includes using local volunteers, providing opportunities for Londoners to access tickets and, crucially, increasing opportunities for sports participation as a consequence of hosting the event, aligned to the principles of Sport Unites.

The GLA has recognised the value of community engagement in the hosting of major events for some time now. We allocate funding through the Major Sports Events Engagement Fund to widen the community benefits of events taking place in London.

Sport Unites presents a chance to reinforce and communicate the role that major sports events play at increasing levels of social integration. In future, the objectives of Sport Unites will be integrated in all major event community projects.

We will evaluate the GLA's major sports events framework to ensure it reflects the Mayor's priorities and stays relevant to the needs of London and Londoners.



Existing and emerging GLA initiatives which support London's hosting major events

Sustainability

The Mayor's vision is to develop London as an exemplar of big city sustainability, through concerted actions designed to create:

- strong, diverse, long-term economic growth
- social inclusivity to give all Londoners the opportunity to share in London's future success and
- a cleaner and greener London including ensuring the city is zero carbon by 2050

We recognise our duty to demonstrate leadership in the field of event sustainability management by conducting our event related activities in line with the GLA Event Sustainability Policy. The priority areas as identified within this include, for example, encouraging the London Living Wage and improving environmental sustainability.

The wider GLA group has updated its Responsible Procurement Policy. This is a strategic document setting out its plans, ambitions and commitments for pioneering socially, environmentally and economically sustainable procurement to provide better quality of life and better value for money. Major sports events we support must agree to adhere to the principles of both GLA Event Sustainability and Responsible Procurement policies. We will also consider how to work with event organisers to ensure they demonstrate a commitment to improving London's environment and align further with wider Mayoral environmental policies and objectives. This could include recycling and waste, for example single use plastic bottles, plastic straws etc. The Oval cricket ground is pioneering work in this area with a pledge to make the Kia Oval a single use plastic free ground by 2020.

We acknowledge the important part the physical environment can play in inclusion. For example, high quality green spaces can help people to be physically active through recreational and informal exercise, whilst low quality green spaces can encourage anti-social activity / foster a sense of fear of using green spaces, which has impacts on people's levels of physical activity.

London Borough of Culture

We will also explore ways in which UEFA Euro 2020, which will have seven matches staged at Wembley stadium, can link to Brent's work as part of its London Borough of Culture activities in that year.

CONSULTATION QUESTIONS

Question 5: Do you think these are the right criteria for the Mayor's support of major sports events in London? If not, what should the criteria be?

Question 6: What sort of major sports events do you think should be held in London in future, and why?

Case study: London 2017 – IAAF World Championships and World Para Athletics Championships

Over four weeks in July and August 2017, Queen Elizabeth Olympic Park hosted the 'Summer of World Athletics'. For the first time in the history, both the IAAF World Championships and the World Para Athletics Championships were hosted consecutively, in the same venue. This helped to create an unprecedented celebration of disabled and non-disabled athletics.

The Summer of World Athletics set new benchmarks in a range of areas. Ticket sales for both events were the highest ever. The World Para Athletics Championships included 213 events, the most since the event's started in 1994 and saw athletes from 92 countries competing.

An independent report published by The Sports Consultancy in December 2017 highlighted the impact of the events on London, including:

- more than 1,000,000 spectators in attendance;
- direct economic impact for Greater London of £107m;
- some 97 per cent of Londoners attending were proud that London hosted the events
- some 93 per cent of Londoners attending felt the events had a positive effect on London's communities
- some 5,378 volunteers helped make the championships a success
- a cumulative global TV audience of 962 million

The 'Team Personal Best' programme saw £2m invested into community athletics initiatives that sought to maximise the community benefits of London hosting the events.

'The Big Half'

The Big Half is a new annual mass participation event launched in 2018. It aims to show how sport and the community can combine to inspire social change, create social

cohesion and improve health and wellbeing. It does this by bringing together people from a variety of socio-economic groups, faiths, ages and ethnicities. The event includes a number of social activities in addition to the half marathon run itself, including:

- a mass participation race, starting at Tower Bridge and finishing in Greenwich
- 'The Little Half' for younger runners over a 2.1 mile route
- 'The Big Relay' for community groups from the host boroughs of Tower Hamlets, Southwark, Lewisham and Greenwich – with distances ranging from one mile to five miles and
- 'The Big Festival' in Greenwich with food, music, cultural activities and entertainment, including performances from community groups, activities and fitness classes

Measuring success and evaluation

The effective measurement and evaluation of our programmes is key to their success. As we will broaden our focus to deliver programmes with an emphasis on social integration, we will adjust our monitoring and evaluation appropriately.

The GLA will design evaluation methods that measure impact both during the lifespan of projects, and after they have finished. Our aim is to create meaningful, long-term social change. Therefore, the impact of the programmes will be monitored for months after completion. The focus will be on measuring not just the quantity of Londoners engaged, but the quality of that engagement. Techniques already used in other countries will measure the impact of sport to create social change across London. In addition, we will also use available user data and information gathered and shared through the GLA's social evidence base.

London: socially integrated through sport

We are developing a set of measures that will be used to track the state of social integration within London. Sport Unites will help to test and pilot those measures and will then embed them within the programme's key performance indicators (KPI).

London: healthy and active through sport

Sport England's '*Active Lives Survey*' provides a straightforward measurement of participation levels in sport. However, it is not designed to demonstrate individual organisations' direct contribution to participation levels. Therefore, new KPIs will be developed to measure this through Sport Unites, in order to maximise awareness of what works.

London: sporting workforce and capacity growth

We will establish a programme of thought leadership activities. This will be a series of events and conferences that bring stakeholders from different backgrounds together to share best practice, learnings and collaborate on how sport can be used to achieve social integration. Information from different stakeholders will be compiled to inform and feed into the measurement and evaluation work of Sport Unites.

This will help secure involvement and commitment from those in leadership roles who have the influence and expertise to help realise the vision of Sport Unites. It will include conferences that bring organisations together to share best practice and collaborate, a leadership engagement programme and partnerships with academic institutions and think tanks that have shared interests. .

CONSULTATION QUESTIONS

Question 7: If you are a funder of activities, what scope is there to work with you:

- i. to align policies;
- ii. to align funding pots;
- iii. in other areas (please specify).

Question 8: If you are a potential recipient of funding, what practical issues do you consider important in helping you with delivery?

Question 9: Is there anything that you would like to add about our proposed involvement in sport as set out in this document? Please also include where you think there are issues that ought to be included but are missing.

Summary of consultation questions

Question 1: Do you agree with the overall vision and the three themes of this draft sport strategy? If not, why not? Is anything missing?

Question 2a: Does chapter 2 (London: socially integrated through sport) identify the main issues that might impact on the role of sport to support social integration? If not, what is missing?

Question 2b: How should the Mayor best work with partners to help remove barriers and help improve social integration through sport in London?

Question 3a: What barriers to participation in sport should the Mayor focus on in order to increase participation in sport and so improve Londoners' physical and mental health?

Question 3b: How can the Mayor help to increase sports participation to improve the physical and mental health of all Londoners, but in particular, for those Londoners who are inactive, or who have poor access to sports activities/facilities?

Question 4: Does chapter 4 identify the main issues for creating a thriving sport sector in London? If not, what is missing?

Question 5: Do you think these are the right criteria for the Mayor's support of major sports events in London? If not, what should the criteria be?

Question 6: What sort of major sports events do you think should be held in London in future, and why?

Question 7: If you are a funder of activities, what scope is there to work with you:

- i. to align policies;
- ii. to align funding pots;
- iii. in other areas (please specify).

Question 8: If you are a potential recipient of funding, what practical issues do you consider important in helping you with delivery?

Question 9: Is there anything that you would like to add about our proposed involvement in sport as set out in this document? Please also include where you think there are issues that ought to be included but are missing.

About this document

The GLA Act 1999, places a requirement on the Mayor to produce a Culture Strategy, which includes sport. Although published separately to 'Culture for all londoners', this document is intended to meet the requirements set out in the Act. 'Culture for all Londoners' was published in spring 2018 for consultation.

Although called 'Sport for all of us', references to sport include 'sport ' alongside 'physical activity'. The GLA is interested in promoting any form of physical activity that people do for enjoyment, entertainment, relaxation or active travel.

Due to the new emphasis the Mayor is putting on using sport and physical activity to help improve the relationships different groups of Londoners have with one another, it is important to receive as much feedback as possible to help achieve this aim. Feedback is welcomed from sports and non-sports bodies.

This consultation process will be invaluable in helping us to better understand the potential opportunities and challenges faced when realising this vision. The Mayor encourages everyone who has a part to play in delivering all forms of sport and physical activity to respond with their considered opinions and relevant evidence.

Other formats and languages

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