

REQUEST FOR DIRECTOR DECISION – DD1336

Title: Capacity Building & Sports Club Development Fund

Executive Summary:

This DD seeks authorisation to award up to £1,350,000 grant funding to London Sport for the delivery of the Capacity Building and Sports Club Development Fund. This fund is a core element of the Mayor's Sports Legacy programme, it replaces its predecessor: the 'Skills Fund'. This new fund will work with at least 300 clubs to ensure that they: are better equipped to serve their communities for years to come; and support the Mayor's strategy to provide sustainable opportunities for more Londoners to take part in sport and physical activity more often.

MD1119 authorised Phase II of the Mayor's Olympic/Paralympic Games Sports Legacy Programme, and delegated power to the Executive Director of Communities and Intelligence to approve all recommendations relating to its implementation.

Decision:

The Executive Director approves the award of up to £1,350,000 (revenue) grant funding to London Sport as a contribution to the costs of a pan-London Capacity Building and Sports Club Development programme which supports goals 1 and 3 of 'A Sporting Future for London' the Mayor's strategy for community and grassroots sport.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.
It has my approval.

Name: Jeff Jacobs

Position: Executive Director Communities and Intelligence

Signature:

Date:

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

1.1 As part of our bid to host the Olympic and Paralympic Games, the UK made a commitment to establish a sporting legacy. In order to deliver that commitment in London, the Mayor published 'A Sporting Future for London' (his grassroots sports strategy¹) and made £15.5m available (Phase 1) to fund infrastructure development, skills and capacity building, and initiatives designed to increase participation in grassroots sports (refer to MD385). The full amount was committed and, as a result of match funding, a total investment pot of over £40m was realised.

1.2 Following the success of the Olympic and Paralympic Games, an additional £7m (Phase 2) was made available for the programme to invest to ensure gains made in Phase 1 of the programme are sustained (refer to MD1119). As with Phase 1, it was proposed that funding would be divided into three main categories:

- 'Facilities' – capital funding to support investment in community sports facilities;
- 'Skills and Capacity Building' – revenue funding to build capacity in the sport and active leisure sector, including training for volunteers;
- 'Participation' – revenue funding to support the expansion and growth of projects that provide opportunities for Londoners to take part in sport and stay active (including the 'FreeSport' small grants programme, and the 'Make a Splash' mobile pools initiative).

1.3 The Capacity Building and Sports Club Development fund falls primarily under the second of the headings above.

1.4 The GLA ran an open bidding process to launch the fund. Applicants were invited to apply for grant funding of up to £1,350,000 over two to three years. A prospectus (see Appendix 1), setting out the themes, strategic objectives, and priorities of the fund, as well as selection criteria was produced and published online along with the application form. Applicants had 7 weeks in which to apply. Following a number of expressions of interest, the partnership led by London Sport was the only body to submit an application. Their application was independently scored by members of the GLA Sports Team according to the criteria set out in the prospectus. London Sport's application met the application criteria and the Programme Lead, their Chief Executive, and representatives from their delivery partnership were subsequently invited to attend an assessment panel chaired by the GLA's Head of Sport at which key elements of their proposal were probed and scrutinised further. Following the panel the GLA sought further clarification about a number of points before offering a provisional funding award to London Sport. In order to avoid conflicts of interest, Kate Hoey – the Mayor's Commissioner for Sport, played no part in the selection process due to her role as Chairperson of London Sport. As such, responsibility for chairing the selection panel was delegated to the GLA's Head of Sport. Due diligence assessments were carried out by the GLA finance team and the findings were used to inform the design and details of the proposed approach to programme delivery.

¹ The full document can be downloaded via the following link:
<http://www.london.gov.uk/sites/default/files/A%20Sporting%20Future%20for%20London.pdf>

1.5 This DD seeks approval to award London Sport £1,350,000 to deliver the programme as a contribution to the costs of its wider work programme focussed on pan-London Capacity Building and Sports Club Development.

2. Expected outcomes and objectives

Expected outcomes and outputs

- 2.1 The funding will see London Sport work with at least 300 sports clubs and other frontline grassroots organisations that provide opportunities for Londoners to take part in regular sport and physical activity.
- 2.2 The funding will ensure that each of these clubs is better equipped to serve their communities for years to come, by:
- developing their people, including a strong base of trained coaches and volunteers to ensure a high quality offer for participants;
 - helping them develop and implement strategies and plans for the future;
 - working with them to sustain and grow their active membership, thereby increasing the overall number of people in London participating regularly in sport and physical activity; and
 - supporting them to become more sustainable and attractive to funders.
- 2.3 Each club will receive a bespoke service from the programme: starting with a needs assessment which will identify their individual capacity building and development requirements; followed by the production of an action plan; and then delivery of that action plan via the provision of tailored services, support, and interventions as required.
- 2.4 Aggregate programme-level outputs and associated outcomes will be determined once each club's detailed needs assessment has been carried out. However, based on consultation and research during the design phase of the programme it is anticipated that at least 1250 individuals will be trained by the programme and serve as coaches or volunteers contributing at least 25 hours each (31,250 hours in total) to support the clubs. In addition, in terms of participation outcomes, the programme will target 50% uplift in regular participation across the portfolio of funded clubs, and 30% uplift in regular participation of disabled people - these outcomes will be measured from a baseline determined at the start of delivery.
- 2.5 The design of this programme draws on learning from the 'Skills Fund', input from stakeholders sought during the research and consultation phase, and strategic advice provided by the London Community Sports board. The focus on clubs rather than investing to support individuals is intended to provide wider, longer-term benefits, more sustainable outcomes, and better support the aims of Goal 3 of the Mayor's strategy for grassroots sport in London, outlined in paragraph 4.1 below.

Objectives and monitoring

- 2.6 A funding agreement will be put in place between the GLA and London Sport. The GLA will receive monthly and quarterly updates from London Sport to account for progress against the programme's four headline objectives, listed below:
- Objective 1: Deliver sound leadership and management to the programme, including relationship and stakeholder management of partners, and business development to raise funds to maximize the programme's reach and impact.

- Objective 2: Deliver tailored support to clubs that results in a sustainable improvement to London's sports club and community sport infrastructure.
- Objective 3: Develop a more qualified, confident, and motivated club workforce (including volunteers) deployed in roles to actively support participation opportunities.
- Objective 4: Deliver an increase in the number of people participating regularly in sport and physical activity in club environments through the programme.

2.7 A suite of detailed indicators will sit beneath each of these objectives, and every quarter the GLA will hold face-to-face review meetings with London Sport to evaluate progress against each indicator, determine whether delivery milestones have been met, and to ensure that risks and issues are identified and appropriately managed.

3. Equality comments

3.1 An equalities impact assessment has previously been undertaken on the overall Mayor's Sports Legacy Programme.

3.2 According to the most recent Sport England Active People survey (APS 8 published in January 2015), levels of participation in sport and physical activity are variable across different socio-demographic groups in London. Across all 33 London Boroughs, average figures indicate that 43% of men participate in sport at least once a week compared to 32% of women. 37% of Black Asian Minority Ethnic (BAME) people participate weekly compared to 39% of people of white origin. 19% of disabled people participate weekly compared to 40% of non-disabled people. 17% of people over the age of 65 participate weekly compared to 52% of those between the age of 16 and 25. 41% of people from socio-economic groups 1 to 4 participate weekly compared to 25% from those from socio-economic groups 5-8 (based on the National Statistics Socio-economic classification system).

3.3 Sports programmes supported by the Mayor's Sports Legacy Programme engage significant numbers of women, disabled people, BAME people and people from lower socio-economic groups, both through sports participation programmes and training opportunities. The Capacity Building and Sports Club Development Fund will contribute towards increasing participation opportunities for these groups across London.

3.4 Through the development phase of the Capacity Building and Sport Club Development Fund a broad range of organisations and individuals were researched and consulted including: experts in growing sport participation amongst London's most deprived communities, community organisations, traditional sports clubs, youth clubs, capacity building experts, club development specialists, and organisations that have successfully developed innovative approaches to engaging hard-to-reach demographic groups into sport.

4. Other considerations

Key Risks

Risk	Description	Likelihood / Impact	Response
Risk 1	Fraud. The risk of funding not being used for the	Low / High	Across the breadth of projects commissioned to date there have been no known instances of fraud or misuse of the Mayor's funding. The fund

Risk	Description	Likelihood / Impact	Response
	purpose it is intended. Potential result: reputational damage, failure to hit pre-agreed objectives.		will be subject to performance monitoring and before claims are processed evidence of delivery and spend will be required. The internal audit review carried out in Winter 2014 issued the programme with a 'Substantial Assurance' rating.
Risk 2	Reliance on delivery partners. The risk of partners failing to provide services, support, and interventions to beneficiary clubs in timely manner and/or to the required standard. Potential result: the programme's aims are compromised / slippage / reputational impacts.	Low / Medium	Proposed delivery partners have been vetted and selected by London Sport taking account of their track-record and delivery expertise to date. London Sport asserts that all organisations within the partnership are market leaders in their field. During the initiation phase of the programme, all partners will sign an MOU setting out their responsibilities and what the programme expects of them. To manage financial risk, London Sport will carry out due diligence checks all delivery partners before confirming their suitability to formally be part of the programme. After the needs assessment for each cohort has been carried out London Sport will enter into funding agreements with each delivery partner – these funding agreements will set out what is required of partners and how any risks identified through the due diligence process will be managed.
Risk 3	Delivery delays. Potential result: benefits realisation and expenditure time lags.	Medium / Low	Accept but monitor closely. Slippage tolerance thresholds will be allowed but where these are exceeded – London Sport will be held to account with the GLA making clear that funding can be withdrawn should the quality of timeliness of delivery prove unsatisfactory. These conditions will be reflected in the funding agreement.

Links to Mayoral Strategies

A Sporting Future for London

4.1 'A Sporting Future for London' is the Mayor's strategy for delivering a grassroots sporting legacy from the London 2012 Olympic and Paralympic Games. The strategy was underpinned by four goals, two of which are of particular relevance to the Capacity Building and Sports Club Development Fund:

- *Goal 1 - Get more people active* by tackling inactivity and inequality of access to sport and physical activity; and supporting local initiatives and innovative approaches to increasing participation.
- *Goal 3 - Build capacity and skills* by recruiting, retaining and up-skilling the workforce; and supporting local sports clubs and volunteering.

Team London

4.2 'Team London' is the Mayor's volunteering programme for London, since 2012 it has been a key strategic initiative for the GLA. Two priorities for Team London are: (i) making London a better place to live by increasing healthy living, strengthening local communities, and providing opportunities for Londoners to support cultural and sporting events and activities across the capital, and (ii) increasing opportunities for young people to gain experience and skills.

4.3 According to the Sport and Recreation Alliance Club Survey 2013², 42% of clubs reported concern about recruiting volunteers in the next two years and 37% reported that retaining volunteers represented an upcoming challenge. In light of this, the Capacity Building and Sports Club Development Fund will ensure that all beneficiary clubs are made aware of and supported to utilise Team London's resources and platforms.

5. Financial comments

5.1 The proposed grant award of up to £1.350m to London Sport will be funded from the Sports Legacy Programme budget as approved by MD1119 and forms part of the phase 2 programme. The grant expenditure will be phased over three financial-years as follows (with the budget being profiled accordingly as part of the Authority's budget setting process):

- 2015-16 – £376,748
- 2016-17 – £547,537
- 2017-18 – £425,715

5.2 Any changes to this proposal including budgetary implications will be subject to further approval via the Authority's decision-making process. All appropriate budget adjustments will be made.

5.3 The Sports Unit within the Communities & Intelligence Directorate will be responsible for managing this grant award and ensuring that all activities and expenditure complies with the Authority's Financial Regulations, Contracts & Funding Code and Funding Agreement Toolkit.

6. Legal comments

6.1 The foregoing sections of this report indicate that:

6.1.1 the proposals in respect of which the Executive Director's approval is sought may be considered to fall within the GLA's powers to do such things as are facilitative of or conducive to the social development in Greater London;

6.1.2 in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:

- a) pay due regard to the principle that there should be equality of opportunity for all people;
- b) consider how the proposals will promote the health of persons, health inequalities between persons and to contribute towards achievement of sustainable development in the United Kingdom; and

² http://www.sportandrecreation.org.uk/sites/sportandrecreation.org.uk/files/web/Sports%20Club%20Survey%202013_0.pdf

- c) consult with the appropriate bodies.

6.2 Sections 1 and 2 above indicate that the proposed contribution of funding amounts to the provision of grant funding and not payment for works, supplies or services. Officers must ensure that:

- 6.2.1 the funding is distributed fairly, transparently, in accordance with the GLA's equalities and in manner which affords value for money in accordance with the Contracts and Funding Code; and
- 6.2.2 appropriate funding agreements are put in place between and executed by the GLA and the recipients of funding before any commitment to fund is made;
- 6.2.3 GLA funding is not used for any activities or overheads incurred in respect of activities for which the recipient charges and a clear operational limit is placed on its use of funds for the administration of the project in this regard;
- 6.2.4 the recipient are required to have a separate account for the receipt and use of Authority funding, or if this is not possible, that they show the funding and related expenditure as a restricted fund in their accounts under a clear identifier, e.g. "GLA Capacity Building Funding"; and
- 6.2.5 any award by recipients of funding to sub-recipients (if permitted) under the funded projects are made in accordance with EU "de minimis" principles.

6.3 Officers must also ensure that:

- 6.3.1 any services or supplies required are procured by Transport for London Procurement who will determine the detail of the procurement strategy to be adopted in accordance with the GLA's Contracts and Funding Code; and
- 6.3.2 appropriate contract documentation is put in place and executed by the GLA and service providers before the commencement of any such supplies or services.

7. Planned delivery approach and next steps

- 7.1 The fund will be delivered by through a partnership of organisations each selected by London Sport for their specialist expertise and ability to provide the services, support, and interventions it is anticipated that the beneficiary clubs will require. London Sport will lead the delivery partnership and be solely accountable to the GLA for delivery of the programme.
- 7.2 The programme will be coordinated by a programme manager (employed by London Sport) and implemented by four Clubs Support Officers (CSOs) each of whom will be responsible for a portfolio of beneficiary clubs.
- 7.3 The clubs will be divided into 3 cohorts. For each cohort, a four-phase delivery approach will be implemented which covers the following: (i) selection of the beneficiary clubs; (ii) a needs assessment and action planning phase to identify each club's ambitions and development requirements; (iii) provision of services, support, and interventions to clubs; and (iv) evaluation and exit route support to ensure sustainability.
- 7.4 London Sport will convene and chair a Programme Board that will meet quarterly and offer strategic direction to the programme, drawing on input from delivery partners and independent members. The Programme Board will be accountable to the corporate board of London Sport, and the GLA will have a

standing invitation to attend. Programme delivery will be supported by an Implementation Group, comprising the Programme Manager, CSOs, and delivery partners - this group will meet monthly to plan programme delivery, share best practice, and manage risks.

Activity	Timeline
Signed funding agreement in place	Q4 2014-15
Announcement	Q1 2015-16
Delivery Start Date	Q1 2015-16
Pilot cohort identified and needs assessed	Q1 2015-16
Pilot cohort delivery targets agreed	Q1 2015-16
Cohort 1 identified and needs assessed	Q2 2015-16
Cohort 1 delivery targets agreed	Q3 2015-16
Cohort 2 identified and needs assessed	Q4 2015-16
Cohort 2 delivery targets agreed	Q1 2016-17
Delivery End Date	Q2 2017-18
Project Closure & Finale Evaluation	Q4 2017-18

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:**Is the publication of Part 1 of this approval to be deferred? NO**

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Mandu Reid has drafted this report in accordance with GLA procedures and confirms that:

✓

Assistant Director/Head of Service:

Amanda Coyle has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date