

## Economy Committee – Thursday 4 October 2018

### Agenda Item 5 - The Mayor's Draft Strategy for Sport in London

**Susan Hall AM (Chairman):** That brings us to today's main discussion item on the Mayor's draft Strategy for Sport in London. I would like to welcome Matthew Ryder, Deputy Mayor for Social Integration, Social Mobility and Community Engagement, alongside Emma Strain, Executive Director of Communities and Intelligence, and Simon Cooper, Sports Manager. Welcome. I think you know the format. We will be asking you some questions and we will see how we go with that.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Forgive me, Chairman. I wondered if it would be helpful for me to make a short opening statement. I was not sure if that just sets the framework for some of the points that might be helpful.

**Susan Hall AM (Chairman):** We have specific points that we need to know. You can enlarge on some of the answers if you want to, unless there is anything very short that you want to say. But not a long speech. That is not what we normally do.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** That is fine. I will tell you what I was going to say. If you find it helpful at any point for me to expand on it just so that you know what I was going to say, I will be very quick. I was really just going to give a little bit of insight into how we got to where we were, I was going to talk a little bit about the way we have collaborated with others and I was going to talk a little bit about the structure of the programme, the four topic areas of community sport, major events and how we look at that. I was going to just set out the framework, maybe to help Assembly Members put the questions into that framework, but I am in your hands. I am happy to do it as we go along, or I can do it in one go just to set the framework out, I do not mind.

**Susan Hall AM (Chairman):** Well, shall we ask questions first? At the end, if you think we have not covered anything, we are more than happy to listen to your comments after that. If I start off the questioning - and you may be able to include a lot of it in this - why do we need a Mayor's Sport Strategy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** It is a statutory requirement that we have a Strategy for Culture, Media and Sport. Historically, there has been a sort of detachment from that statutory duty in the sense that the larger Culture Strategy, which it is called, in theory should include a Sport Strategy within it.

Those who are here and present at the time will forgive me if I get anything wrong, but during the period running up to and after the Olympics there was an understanding that there was such a specific focus on support that sometimes sport was dealt with in a separate document. When I arrived, perhaps because I am a lawyer, I went back to the Greater London Authority (GLA) Act, took a look at it and realised that sport needed to be part of a '*Culture, Media and Sport Strategy*' as devised by the 1999 Act.

We spent some time looking over whether there had been historical legal advice about it. There had been, and we took the view that rather than try to add sport as an annex or as a chapter in a large Culture Strategy, it was preferable to try to separate them out. We are required by statute to make a strategy and we had to separate

them out. We took guidance and advice about how we would do that while complying with our statutory duty. The end conclusion is that we are allowed to publish them in two separate documents, but those documents must align in terms of referencing to each other. There is also this type of consultation that takes place in relation to the two documents. So that is how we arrived at making the Sport Strategy, which is part of our statutory duty, and why we do it separately from what was perceived in the original statute as being the Culture, Media and Sport Strategy. I do not know if anybody else wants to add to that.

**Susan Hall AM (Chairman):** Can I ask you then, what would be the total cost of creating and implementing the Sport Strategy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Well, the total cost of the community sport side of the Strategy is £8.8 million.

I was going to introduce my colleague sitting next to me and I was going to say by way of introduction that although I have a role over sport, my role is essentially to do with community sport and major event sport. We are happy to answer questions about major event sport here, but major event support is, in practice, rolled up with the Events Team. Leah Kreitzman is the Mayoral Advisor for overseas events [Mayoral Director for External and International Affairs] and Emma Strain, who sits next to me, is the Director who deals with events. Emma is really here to answer specific questions about major events if there are some that I cannot answer, but on the community sport side, that is something I am very, very familiar with.

**Susan Hall AM (Chairman):** Thank you. What evidence is there that public sponsored sports programmes increase social integration?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** We started out almost from an anecdotal point of view. There was a general consensus among those who work in this field that sport promotes social integration. When I say “anecdotal” I do not mean friends and neighbours, I mean the strategies that have been developed by London Sport and a document last year from Sport England, all indicated that they were aligning sport with social integration principles or the ideas of more cohesive communities. Within the current Government community integration agenda, they reference activities like sport as something that can promote community integration. There is a general understanding across the political spectrum and we are quite pleased that there is consensus around the idea that sport promotes social integration. What was really lacking though was some tangible way of measuring that, some tangible way of assessing that, and good examples where that had been done that had shown some benefit.

So, my task initially was coming in and being told, “Look, Sport for Social Integration is something that right across the political spectrum people feel positive about, and we would like to develop that as part of our sports agenda to extend the positive work that has been done so far”. I have spoken to Assembly Members including Steve O’Connell [AM]. I have been down with him to Sutton to see sports going on down in Sutton and we have talked a lot about Sport for Social Integration in the context of rugby and clubs down there in Croydon. I have spoken to Shaun Bailey [AM] - he sits here - about sport. I have spoken to Sian Berry [AM] and I have spoken to Jennette Arnold [OBE AM] about Sport for Social Integration. Across the political spectrum, it is one of those great areas where there is consensus.

So, where is the evidence? What we did is I tasked the team immediately to start to do some detailed research on how Sport for Social Integration worked in practice. We decided that the programmes that had been done under the last administration were generally good programmes. I should probably say at this point I am

absolutely not here to criticise or to disassociate ourselves from the programmes that went before. I think those programmes were very good programmes across the board and our goal here is to do more with them rather than to try to change direction dramatically. We did not shut down the programmes that were going on that I inherited because some of them are very good, but we let them run through while we spent the best part of nine months working on research, globally, to try to find out where social integration worked. My team commissioned some work from a company called Think Beyond - it is referenced in the Sports Strategy - and Think Beyond looked at a number of places where Sport for Social Integration had done a lot of work. In fact, we have the Think Beyond report, a very detailed substantial piece of academic work about how Sport for Social Integration can work as a principle and there is a huge amount of evidence they produced.

One of the most interesting players in this field of Sport for Social Integration is an organisation called Laureus. Laureus has worked on Sport for Social Integration in the United States (US), in Atlanta and New Orleans. We reference them in our Sport Strategy. They have shown that the outcomes triple participation by those in underprivileged areas in relation to social factors, such as education, through their use of sport on a citywide basis through a very specific set of programmes that they use. The work of Think Beyond told us we were on the right track and that people, politicians across the political spectrum who think Sport for Social Integration works are on the right track. We have the academic underpinning for that now.

We then looked at practical people who have done it. There was not really anybody in the United Kingdom (UK) who had embarked on this. This is relatively new territory, in terms of specific agendas. So, we went to Laureus and Laureus wants to partner with us. We have a programme that is worth £1 million, £500,000 of GLA money versus sponsorship effectively match funded from Nike and Laureus themselves of another £500,000. We went through a very rigorous process - I can explain to you in detail if you want me to - of selecting the kinds of areas in London that would replicate the way they have done social integration within the US to bring it to London. It is ground-breaking. It has not been done in London before. It is very interesting stuff.

We wanted to pilot it to make sure it works before we start to roll it out on a broader basis. We have ended up with three pilot areas: [the London Boroughs of] Haringey, Hounslow and Barking. It goes very small because it is about targeting local areas to make change results in local areas, so it is looking at effectively the Mayor's Office for Policing and Crime (MOPAC) or Metropolitan Police Service (MPS) areas, smaller than constituencies, smaller than boroughs. We are looking at areas that have about 50,000 to 100,000 people in them and finding out how we make social change to their programme within those areas.

That is part of our big Model City programme, which you will see is one of our programmes in our Sport for Social Integration. We are very excited. As someone who comes at this as a lawyer, someone that comes at this from an academic underpinning, I was not going to proceed on this if I did not feel I had the academic research to back us up, and my specific instructions to the team were, "We need to be able to show we have academic research for this", which is why we have that report.

**Susan Hall AM (Chairman):** You say nine months of research. How many people have been working on that?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** One person worked on it, commissioned it out, having done it. When I say nine months of research, I am talking about from when we first started talking about needing to do this all the way through to getting the work commissioned and that work being carried out. I am not sure if it was precisely nine months,

but it was more than six months of my team first researching what could be done locally, doing desk-based research and other research here, going through our sources and going through our context.

**Susan Hall AM (Chairman):** How big is your team then?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Simon can give you the exact numbers.

**Simon Cooper (Sports Manager, Greater London Authority):** At the moment, seven and a half staff working on both grassroots community sport and major events.

**Susan Hall AM (Chairman):** The £8.8 million includes staffing costs and everything?

**Simon Cooper (Sports Manager, Greater London Authority):** It includes some staffing costs. Some of the programme money for Sport Unites includes an element of staffing cost.

**Susan Hall AM (Chairman):** If we looked at it on the whole then, it is not £8.8 million. What would you estimate, dealing with sports, the funding is within the building? What would you say that was?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I do not want to give an estimate off the top of my head that is not accurate. The Sport Unites programme is £8.8 million. There is a small amount of staff funding in there. We then have additional staff funding. It was quite difficult to say in a specific way how it is allocated between different things because during the process of me being here we have had to make sure that we have sufficient cover for some major events like Euro 2020 [the European Football Championships] alongside making sure we have sufficient cover for these programmes. While these programmes were developing we did not have the staffing for them; as they developed, we sought to do so. Chairman, I am very happy to come back to you on a much more specific estimate on how the staffing costs go alongside the community sports cost of £8.8 million.

**Susan Hall AM (Chairman):** That would be very helpful because it is very difficult to look up and see the transparency of it.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I could guess off the top of my head but obviously that would not be helpful.

**Susan Hall AM (Chairman):** The Mayor wants to target inactive Londoners. How would you define being “inactive”?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** There are quite specific categories, as defined by Sport England, as to what is “inactive”. They had three categories of people that do certain activity below a certain amount per week on three levels. There is a well-established criteria for those who are active and those who are inactive and, therefore, we use that criteria ourselves.

**Susan Hall AM (Chairman):** Fair enough. How do you go about identifying “inactive”?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Do you mean when we are running a programme, how do we work out who -

**Susan Hall AM (Chairman):** If you are looking at London, how do you identify who is “inactive”?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** It is a good question. I asked the same question pretty recently.

**Susan Hall AM (Chairman):** Good, so you have an answer you can give to me then!

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Yes, I do. I am about to tell you. There are some groups within London who are well

accepted as being less active than others. It is tempting to say if you target certain groups of Londoners then you are going after those who are most inactive, but we felt that statistically or in terms of an evidential approach, that is not rigorous enough. If you simply say, “Well, statistically women are less active than men so if you target programmes at women you are likely to get less active Londoners”, that is not going to work.

One of the things that we have required, particularly in our Active Londoners Fund, is that the principle requirement of anybody running a programme is that they would make an assessment at the very beginning, through the people they are using on their programme, as to how active they are. They are able to tell us how many inactive people they have. It is a requirement that the programmes under Active Londoners would have to target a level of 51% inactive Londoners for that category of programme. We would make sure that those who are getting funding under those programmes are not running programmes unless they can demonstrate that they are reaching people who are inactive at 51% level, more than half of the people that they are reaching. They do that through a qualitative analysis and assessment at the beginning of the programmes.

They would apply to us saying, “This is why we believe we will reach inactive Londoners and this is how we are going to assess it”. We fund it on that basis, but they must show as evidence through the evaluation of the programme that they have done the questionnaire of the people participating that will show they are genuinely inactive, not just in a broadly inactive group.

**Andrew Dismore AM (Deputy Chair):** Just following on from that, how is the Strategy going to improve access and participation - and then, by extension, social inclusion - for some of the groups who we are particularly concerned about like older people, people with disabilities, lesbian, gay, bisexual and transgender people and women, who you have already mentioned? How is the Strategy specifically going to try to improve access for them?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):**

What we do not do is target a programme, for example, at a particular ethnic group or particular individual type of person within a region of London, because we think that may be too narrow in focus. What we do make sure is that our criteria is set in a way that is going to be broad enough to make sure that those who would benefit most in the programme are going to be reached. So, for example, when it comes to the breadth of social integration programmes that we want to do, we make sure we hit a range of categories which we believe are going to hit some key groups in London we think are important. By way of example, black and minority ethnic (BAME) Londoners are an important group, for various reasons, that we need to hit with the social integration programme that is done through sport. We think there is a real power in relation to young mothers, for example. They are an important group that we would want to reach out to in inactive people. Older Londoners as well.

How would we do it? I have not had an opportunity to set out the range of funds that we do, but, for example, under our Sport for Social Integration work, those kinds of requirements and making sure we are

focused in particular groups would be built into the criteria that Laureus use. We used quite a complex data tool - I do not have time to go into it in great detail now; I can if you want me to - showing how Laureus fixed on those three regions of London for inactive Londoners. In relation to, for example, the work we are doing with Comic Relief and the London Together Fund, similarly, again, we are trying to make sure that we focus on particular groups and we try to make sure that our criteria is likely to hit those groups most in need.

By way of an example, and in terms of the group we have already funded. I think we have funded something like 28 projects since June [2018] under the London Together Fund, the impact partnerships that we have done, the Sport Unites Small Grants Fund and the Young Londoners Fund impact partnerships. We think we are probably getting it right because when we look at who we are funding in relation to those groups, we have tried to make sure and keep conscious of the fact that as we go along we are hitting what we think are crucial groups. For example, when it comes to BAME Londoners we have done some SportsAid funding already and 43% of the SportsAid athletes that were funded were from BAME backgrounds. We have made sure that one of the funds we funded under Sport Unites, Young Londoners and small grants is into a Somali community fund, £62,000 for them. The Holloway Neighbourhood Group, which is sporting activities to bring black Asian minority ethnic refugees together, received funding under our Comic Relief London Together Fund.

**Andrew Dismore AM (Deputy Chair):** I did not ask you about BAME, I asked you about older people, people with disabilities and LGBT people.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Forgive me. You are totally right, I am sorry. If we are looking at deaf and disabled, for example, we are funding the Change Foundation with £105,000 for two years. That has been funded already through the recent grant of the Comic Relief London Together Fund. The Royal Society for Blind Children, £64,000 under the Comic Relief London Together Fund. For older Londoners we have the Groundwork London Group, who we are funding to the tune of £131,000 through the Comic Relief London Together Fund.

**Andrew Dismore AM (Deputy Chair):** What are they doing?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Which one? The older Londoners?

**Andrew Dismore AM (Deputy Chair):** Yes, the older one, for example.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** It is a sheltered housing scheme bringing residents and non-residents together through sport.

**Andrew Dismore AM (Deputy Chair):** What exactly does that mean?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** You mean in terms of the detail of the programme?

**Andrew Dismore AM (Deputy Chair):** Yes. What are you actually doing?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** They have been creating a number of sports programmes that will bring the residents together. If you want the detail of how they are going to, that programme has been through a detailed

assessment by my officers and they believe that the sport programmes that they are running to bring residents and non-residents through sheltered housing together is a benefit.

**Andrew Dismore AM (Deputy Chair):** If you do not have the detail now, perhaps you could write to us and explain exactly how. We will use Habitat as an example, specifically how that one actually works, because you can look at it at a higher level saying we are giving this money and it is a programme or whatever, but I would like to know exactly how it is functioning and what it is doing, because part of the issue - and we will come back to this later on - is how you measure success on these things. Just giving money and saying X number of people participated is one measure, I suppose, but I am much more concerned with seeing how it is achieving the objectives of integration and getting people to participate.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Can I deal with that? There are two things within the point you are making, and I think in fairness I should probably explain a little bit. The first point you are making is about the detail of the programme and I think it is a fair point to ask, of course. I do not have the detail of every single programme we have funded so far right on top of my fingertips.

**Andrew Dismore AM (Deputy Chair):** No, I accept that, which is why I have said send us the details.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** No, I understand. I am just saying in relation to any other questions that are asked about the programmes that I will do my best to explain them, but I do not have the specific detail. They were awarded just a couple of weeks ago. From that point of view, I will do my best, but I may need to come back to you on the detail. In terms of the measurement and evaluation, I could not agree with you more. What this programme is all about, our Sport Unites programme, is moving away from an idea that you just get people through the door on participation levels, tick boxes, put the money in and say that is the participation.

**Andrew Dismore AM (Deputy Chair):** We are going to come back to that later on, I think.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Forgive me, Assembly Member Dismore. The only reason I am mentioning that is because I would not want it to be thought that it is something we go lightly on. That exact point is something we have spent a long time trying to unpack.

**Andrew Dismore AM (Deputy Chair):** You are going to be asked about that later on. Just continuing with the line I have just been raising with you, one of the things - I think quite correctly - that the Strategy indicates is that less well-off people have the lowest activity rates. How will you make participating in sports easier for them, particularly making it more affordable?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** There are some specific ways that we do that. Some, for example, are making sure that we have good volunteer programmes and that we have school ticketing programmes to make sure that we make events accessible to people who are on lower income. One of the principle ways we do that is by building low income criteria into the areas and programmes of funding. For example, in the Laureus Model City programme our three target areas, our three pilot areas, are all areas who scored very high on levels of low-income Londoners, Barking, Haringey and Hounslow, and that was a very important indicator in the data set that we devised with Laureus to make sure that we were hitting areas that were not wealthy areas of London, that had high levels of low-income Londoners. It is something we built into our data sets and built into our criteria.

I know you said we will touch on this in a moment but when we are measuring social integration you will appreciate that as Deputy Mayor for Social Integration, there is a whole chunk of my work not specifically related to sport that is about trying to work out how we measure social integration. Those of you who have questioned me on committees before, like Assembly Member [Jennette] Arnold [OBE], will know that from the very moment I arrived here I had a determination to make sure we can measure social integration. We have now developed, through the Intelligence Unit here, a set of 30 measurements. We have a survey for Londoners coming out that is the most comprehensive qualitative survey for social integration for Londoners so far, and we have 30 measures that have advanced from the 18 measures -

**Andrew Dismore AM (Deputy Chair):** If we go back to -

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Can I just finish the answer, please?

**Andrew Dismore AM (Deputy Chair):** You have not answered my question.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I am trying to. Forgive me, what have not I answered?

**Andrew Dismore AM (Deputy Chair):** My question was: how are you going to make it more affordable for less well-off people to participate in sport or a spectate in sport? Now, you have told me you have focused on the poorer areas. That is fine, but poor areas also have more better-off people as well. How are you specifically helping less well-off people?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Forgive me, I thought I had mentioned that we have a school ticketing programme for major events. We are trying to make sure that all major events have a programme and policy around the community gauge, which makes sure they have a certain number of tickets allocated at a certain price level. We try and make that one of our criteria, that we try to keep the prices down as low as possible.

For example, when we ran the 2017 International Association of Athletics Federation (IAAF) Games and then the Para Athletics alongside it, we tried to make sure that we had a significant proportion of tickets that were made available to those who are lower income. We tried to make sure that within the criteria that we set for all of our programmes, whether it is participation or spectating, we take into account the kind of programmes that will target low-income Londoners. That may be through metrics which talk about low income areas or that could be through targeting particular groups where low-income Londoners and more likely to be present.

I will be perfectly frank with you, I am not trying to be here to play an "I know it better than you do" game. If there is something we are missing in terms of how we are targeting low-income Londoners, if you think, genuinely, that there is something we should do that we are not doing that would better impact on low-income Londoners, we really want to know, because it is quite difficult to say, "Let us fund a sport in Hackney that goes after low-income Londoners" without having some form of proxy measurement for what low income is. In the education context we know the proxy measurement can be free school meals. We are constantly working with proxy measurements when we are talking about identifying low-income Londoners, like the kinds of areas they are from and the other metrics I am talking about, but if there is something that we are missing, genuinely, we would want to know, because if there is an idea that you have - and this is not a



throwaway comment, I really mean it - about how we can better focus our work on low-income Londoners, we would really welcome it.

**Andrew Dismore AM (Deputy Chair):** Just following on, you have mentioned schools, which I think is extremely important when looking at sport. You talked about free or cheap tickets for people to go to events but how are you working with schools to encourage more physical activity by the kids, from primary school to secondary school? How does your Strategy plan to work with schools apart from cheap tickets?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Working specifically with schools, I am not sure we are doing anything.

**Simon Cooper (Sports Manager, Greater London Authority):** We have the Schools Team here. We work quite closely with them. London Sport have a Schools Team.

We are in a difficult position in terms of how we spend the money. We said in the Strategy quite clearly that it is a belief and a philosophy we have that people have the right to a physical education as much as an academic one. Now, the background to some of the cuts that have happened in school sport and physical education (PE) need to be addressed. I think some of the answers lies in the micro grants that we will be doing going forward and some of the inactivity work that we will be doing. It is easy to go after the primary school to secondary school link and we need to address that drop-off. I think that is something that we will be doing going forward. Some of the money from the Young Londoners Fund has already started to affect that age group, of course, but there is always more we can do. For every kind of group of people, there is an amount of money that we have, and we just need to be careful how we spend it.

**Andrew Dismore AM (Deputy Chair):** The point I am getting at is one I think you just hinted at, the way primary schools can have active kids. When you get to secondary school, particularly when you get into the second, third, fourth year of secondary school, there is a drop-off, particularly of young girls. That is a key focus, I would have thought. What are we doing or what are you doing specifically try to get them to continue to participate or indeed start participating, particularly around the pressure on schools in terms of teachers no longer doing coaching like the used to do when I was a boy and so forth? How are you going to address that particular issue through the Strategy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** It is probably fair to say the way we have done it so far has not been through directly working with schools in the specific way of funding school programmes. We have done it indirectly. It is clear from the policy, and I should probably make this a bit clearer now, that the additional £3 million added to this programme by the Young Londoners Fund is an indication of the intention we have to target young Londoners, and there are a number of reasons for that. If we are doing any meaningful kind of social integration project, you are absolutely right, you need to target young Londoners. Young Londoners desperately need their help. It is at secondary school level, but we also know, given some of the pressures that London is under in relation to the activities of young people, that young people need support even earlier than that in order to divert them away from negative behaviour. But you are right, in terms of activity it tails off at the beginning of secondary school level.

The way we have approached it so far is by indirectly working with schools by working with the organisations that work with schools. We fund lots of organisations like Chance to Shine and boxing organisations. We have given out money to those and to a number of other organisations that do activity in schools, so that we are working with schools but through those organisations rather than trying to work directly with them.

**Andrew Dismore AM (Deputy Chair):** That is fine, but that is a bit hit and miss because that assumes that that such organisations are working with schools in a particular area or a particular school. What about the gaps?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I just take issue with the word “assumption”. We would not be funding them if they were not working with schools and young people of that age. What I presume you are concerned about is making sure not that you go into a particular school in a particular area, but that you are hitting as many young people as you can to do activity within the area. Whether they are in this school or that school is less important than the fact that you are getting as many young people as possible. We would not be funding those organisations that work with young people under the Young Londoners Fund work that we are doing, or the other grants that we are aiming at young people, unless they could evidence that they are doing work with young people in those areas and young people of that age. It is not an assumption. I think you are right to be talking about people of a certain age at first, second, third year of secondary school because that is important.

**Simon Cooper (Sports Manager, Greater London Authority):** If I may add one thing, the Strategy document talks about the Daily Mile initiative, which started in Glasgow in Scotland, and kind of become a nationwide programme. That is the sort of thing - without a great deal of investment actually - where the idea was very simple. There is a daily mile of activity within the school. It could be walking, running or whatever it is. That is something is very simple and very straightforward. Referenced in the Strategy, that is the sort of thing we will be looking at and are looking at.

**Jennette Arnold OBE AM:** Matthew, you talked about the Strategy not focusing on any one particular group and I understand the thinking behind that, but I wonder if you share my concerns and the concerns of organisations that I have spoken to about the Strategy, that especially in relation to young men from BAME communities there were already organisations who have used sports as a way of engaging with these particular groups. I can think of Pakistani young men, I can think of Somali young men, and I can think of the work of Salaam Peace over the last ten years in bringing young people together through street football, enabling them to volunteer, and then they have gone into the world of work.

Now, if you are not going to be saying that you are looking to work specifically with organisations who are targeting those young people, who we know from the statistics are at risk, then is there not a problem with the statement you are making that it will bring about social inclusion for those most at risk?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** That sounds like it is my fault in the way I explained it. We are not saying we are not working with organisations that target those groups. What we are not doing is beginning by saying we are going to target a particular section of the community for programmes regardless of what the position is across London at any particular time. The general approach, which we think has consensus, is that we target the issues rather than the particular category of Londoner, but of course those things will overlap in the way that you have described. There will be particular issues that will be much more relevant to certain types of Londoners. A good example might be risk of being involved in negative activity for young men and young men from particular communities.

What we do in that regard is we would look for organisations that are dealing with that issue we need to address - and they may be organisations that would target young men of a particular ethnicity, for example - and we would be looking to fund those organisations. An important example is making sure that we give

young people resilience in their communities. We give young people an opportunity to be involved in positive activities in their communities and all the positive impact of sport of self-discipline and so on, because we think that helps inoculate young people from being tempted into or being distracted by negative behaviour. There are many organisations, for example, under the Young Londoners Fund grants that we have given out already. If you just look through them you would see many of those are focusing on young men from be BAME communities because, you are absolutely right, when you start to tackle that issue, pretty quickly you realise that the organisations that you are funding end up being organisations that focus on those groups.

But what we are not doing is putting the cart before the horse and saying, before you even get in applications, that we only want people who are going to fund a particular ethnic group. The reason for that is because we listen to communities. Communities might say, "This is how you tackle the problem, we know how to do it and we have evidence we can show that we know how to do it, so that is why we are going to focus our attention in this way". We do not automatically accept what they say without questioning it, but if they satisfy us that that is the right approach, that would be how it is done.

Just to give you some examples, in the Young Londoners Sport Unites small grants, already there is a link to the Somali community, the Southside Young Leaders Academy in Southwark and Lambeth, the Ebony Horse Club, the School of Hard Knocks which goes right across London, Fight for Peace, which is another organisation, Chance to Shine which of course we have talked about, and the Change Foundation. These are all groups that have a high level of activity around young boys from minority ethnic communities, almost certainly for the reasons you have said.

**Simon Cooper (Sports Manager, Greater London Authority):** Just to add one thing to that quickly, Chairman, it is precisely that issue that is at the heart of the Model City initiative, where it is for local people to decide what is important to them and who is important to them within their communities. It is the opposite of the top-down thing. This is a bottom-up initiative. They will, in the local area, decide what those issues are and the networks that are going to solve that issue, and it may well be the sort of people that we are talking about and want to help, and what activities that they will do. It is not for us to say you have to do table tennis in Barking or whatever it is. That is the whole point of the bottom-up approach in the City model.

**Jennette Arnold OBE AM:** That is if you recognise the capacity limitation in the community, because it is fine having that thought but in a community with little or no capacity then that is just words. What they will then see is bigger organisations suddenly finding that they have room in their programmes when they have never touched this issue and all of a sudden, they can do it. That is my concern. Always with the bottom-up approaches people assume that there is this capacity there.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** We fully accept that and before leaving this point, very quickly I would just like to say that if there is a better way to work directly with schools, we will try to do so. It is something I am perfectly prepared to go back and look at. We should make that connection more specific in terms of how we work with schools, rather than just with organisations that work with schools. It was too indirect. We will go back and look at that.

**Susan Hall AM (Chairman):** Just briefly, can you send us a list of all these people that you have helped and the funding that has gone to them? I am sure we would all find that very interesting. Very quickly, if I may, what action within the Sport Strategy is designed to encourage people to become active and how? That is for people in general. Simon [Cooper] was mentioning the 'walk a mile' thing. I mean in general as opposed to

funding pockets of people. What are you looking at with Londoners as a whole? What are you putting out there that might encourage people to take up some sort of sport?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** I might have misunderstood the question, but we are deliberately not being prescriptive about the kind of activities Londoners should be taking part in. We do have some big programmes that we are running but we are deliberately focusing on activity rather than specific sport. There are some areas where we do have a focus. For example, we are trying to work with football clubs more directly.

We are trying to bring some specific types of Sports London - but more generally, one of the approaches that Sport England, London Sport, and we are trying to take now is to define 'sport' broadly, as you have seen in the Strategy. It is activity. Things like dance and other things can fall within that broad definition. We want to make sure that we are being flexible enough in the kind of activity we are promoting to make sure that Londoners as a whole are getting involved in sport within that broad definition. At this stage, we would be uncomfortable being too prescriptive about specific types of activity. We do not think, for example, everybody should be running, or everybody should be swimming.

**Caroline Russell AM:** Just very briefly, this idea of getting Londoners more physically active links very strongly to some of the Mayor's transport policies around Healthy Streets. I just wonder how much you are encouraging sporting venues to be Healthy Streets compliant. So, encouraging people to walk, cycle or take public transport to access sports facilities and making sure that the environment around sports facilities is really easy for people so they are encouraged to do their daily mile, for instance, a good crossing across a busy road to access a skating rink or a swimming pool or whatever.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** The short answer is that you will have seen in the Strategy we are trying to make sure we align particularly with the Environment Strategy, with Healthy Streets, the Transport Strategy and so on, and the London Plan as well in terms of venues and how they are used. We are trying to make sure that the kind of principles we are talking about in terms of promoting activity are embedded into those other Strategies. Simon [Cooper] obviously wants to come in to answer your question, but what I would say is that it is a good point. While we have checked that we are aligned with those other Strategies, there could be some work we could do to make sure we are really pushing and promoting, more than just aligning with. We could certainly look at that.

**Caroline Russell AM:** If you tell people to walk their mile or walk to the swimming pool and there is a massive barrier of a very busy main road and nowhere easy to cross, people are much more likely to drive their kids than they all to walk them.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Without getting too one-key about it, we did get into some conceptual difficulties working out where Healthy Streets and Transport ends and where Sport and participation begins. It is not always easy to draw a hard line between the two, but I am certainly happy to look back on whether we can do more to promote, rather than to make sure we just align there.

**Simon Cooper (Sports Manager, Greater London Authority):** The connection with active travel is an important one, and again that is referencing the Strategy and the work that Will Norman [London Cycling Commissioner] is doing. There is work on the [Queen Elizabeth] Olympic Park, of course, where there are trails

and that sort of thing, and there is some work in that area on our outreach for local schools. There is more we can do on that, I would accept that.

**Florence Eshalomi AM:** Just really quickly on that, following on, obviously you touched on it briefly, but the reality is that a number of inactive Londoners are people from lower income, so cost is a big barrier to people accessing some of these sports. What work are you doing to make sure that you are targeting and making sure that anything we are going to be offering will be affordable and accessible to all Londoners?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I would give you the same answer I gave to Assembly Member [Andrew] Dismore, which is that it is a good point both of you are making. We try to make sure that we are supporting through, for example, the Model City programme the kind of sports activities that are going to encourage volunteering, encouraging low cost to be able to participate in them, and also will be funding community activity through the Sports Unites programme. The whole point of it is to make sure we are paying as much as we can to fund activities in communities that will lower the barrier for people getting involved in them.

The fact that both of you are making this point makes me think it is something we need to think if we can improve how we are articulating it, but what is difficult is to work out how you specifically target low-income Londoners and say, "This is an activity of low-income Londoners", other than by either lowering your price and lowering the cost of entry or by making sure that you target low income areas. Beyond that, there are a few other ways, schools in particular areas and things like that, but it is not always easy to say we are only targeting this programme at low-income Londoners unless you use some of those other measurements. We have tried to combine those measurements to find a way of doing so, but because both of you raised it, we will certainly look at it.

**Andrew Dismore AM (Deputy Chair):** You mentioned Sports Unite and that is what I wanted to get onto. Can you explain how you see it working and the sort of projects and organisations that have already got funding from that? You mentioned that you are giving £1,500,000 to Comic Relief and £500,000 to the Laureus Sport Foundation.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** That we have given?

**Andrew Dismore AM (Deputy Chair):** I understand you are giving £1,500,000 to Comic Relief and £500,000 to Laureus Sports Foundation. I do not know much about the last one, a little bit more about the first one. Can you explain how this is all going to fit together and what those two organisations are going to be doing with quite substantial sums of money from us?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Do you want me just to focus on these two or the whole programme?

**Andrew Dismore AM (Deputy Chair):** The whole programme in general and those two in particular, I think.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I will go quickly through the whole programme and then I will answer your specific question about those two. The whole programme, and this is Sports Unite, has four areas. You have Sport for Social Integration where we effectively have six types of things we fund. We have the London Together Fund, which is what we are doing with Comic Relief. We have the Model City, which is what we are doing with Laureus. I

will come back to those as I said. We have Performance Pathways that we do with SportsAid. We have the micro grants that we are doing. There is work we are trying to do with football and major club sports and then support we can give to things like the London Youth Gang. Those are the six areas under Sport for Social Integration.

Second area, Active Londoners. We have two grants, micro small grants and then medium-sized grants. Micro ones go for activities which are up to 12 weeks, the larger ones go for activities up to a year. We then have the third category, workforce and capacity building. We are trying to ensure a better workforce that is geared towards sport but not simply about getting qualifications, trying to do volunteering as well and develop the softer skills. That is one of the things that came out of the research that we did.

Sport tech is the third area we are funding under workforce and capacity building, and then thought leadership. Then, finally, our fourth area, which I think needs to be articulated better in the final version of the Sports Strategy because it is something that has developed between our initial putting it out and over the last few months. It has become much more focused. I think it should be expressed as the fourth area, which is the £3,000,000 from the Young Londoners Fund, which are going to Young Londoners Fund grants, impact partnerships, and the ones that we have done for this year, the summer impact partnerships, which we have already funded for this year [2018].

Those are generally the four areas. We have some miscellaneous things - for example, we gave some funding to Grenfell last year for sport activity around there - but those are the four big areas. In relation to the two big ones, in terms of the London Together Fund and the Comic Relief fund, the opportunity to partner with Comic Relief in relation to London Together, when it is one for one. We are putting in £1,500,000 and they are putting in £1,500,000, and then we combine together to have grant funding for products that support Sport for Social Integration. We think that is a fantastic partnership and it has enabled us to effectively double the amount of resources we have going into that.

**Andrew Dismore AM (Deputy Chair):** That money is administered by them or by you or jointly?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Jointly. What we are doing in relation to that is using our criteria. One of the things that we went through in terms of developing the partnership is that they are comfortable with our idea of what social integration is about and they are aligned with what we think about it. Therefore, we are working with them to make sure that we are promoting those principles, which they agree with, through the grants that we are giving out through the London Together Fund. So far it is worked well in terms of what we have looked to be funding. It is a big amount of money, you are right, and we think being able to double our money in a partnership with them is a good way of using that.

In relation to the Model City and the Laureus [Foundation], that is really one of the flagship ideas of Sport for Social Integration that I mentioned at the very beginning. We think it is unusual and we think is something new. Again, we are effectively doubling our money with that programme. We are putting in £500,000, Laureus themselves are putting in £250,000 and Nike are putting in just short of that, about \$250,000. You can work out for yourself how much that is nowadays, but the reality is that we are almost doubling our money in relation to that project.

The way it works is that we developed a data set with them that looked in very granular detail at a number of areas of London. We started out with around 15 different areas. We did a huge number of workshops and research with stakeholders, we had roundtables and all sorts of various ways of community consultation to try

to find out which were the best areas in London. We narrowed it down. We apply the data set. We ended up with five key areas. Then we applied some discretion to make sure we had a balance of inner London and outer London, making sure we had a different representation within the areas of different attributes. By applying the data set we think we have come up with the top three areas that are going to benefit most from this programme. It has worked in Atlanta. It has worked in New Orleans.

**Andrew Dismore AM (Deputy Chair):** What is it actually spent on, the money?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** You mean in terms of how do we spend on the ground?

**Andrew Dismore AM (Deputy Chair):** Yes. What does it actually do? Not just X bought by Y amount of money, what are they actually doing with it?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** They fund local programmes and the capacity-building and the skills of local coaches and local groups that are doing sport. They determine, and we determine with them as we go into those areas, what that area wants in terms of the sporting activity and what we should be funding. The reality is that the whole point of the Laureus - Simon mentioned the bottom-up approach - is that we do not say, before we even get into those areas, "These are the groups we are going to fund in your area. This is the sport we are going to fund". What we do is we work with the people who are running sports in those areas to find out what they are telling us is the best way we can utilise the funds that we have with Laureus and with Nike, to make sure that we are funding the kinds of activities that are going to best promote social activity, as measured against our measurements.

**Andrew Dismore AM (Deputy Chair):** Can I ask about the MOPAC money next? You are working with MOPAC to distribute additional money they have passed on to you. What kind of projects do you want to fund with that?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I am not sure I know what you are referring to.

**Simon Cooper (Sports Manager, Greater London Authority):** I am not sure either. I mean there is the Kicks programme that was with MOPAC, and some of the work we are doing with MOPAC now talking to the Premier League, for example, about what can follow the Kicks programme. That is something that we are talking about and is in development.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Do you mean the Young Londoners Fund? The Young Londoners Fund money is the £3,000,000. It is not through MOPAC, it is £3,000,000 that is been given to our programmes to improve them, to boost them up, and to make sure that we are better able to give grant funding. It has been a fantastic resource for us at an early stage, to be able to give to the very groups that we talked about at the beginning [of this meeting]. You build resilience within those communities by giving to those groups that are particularly focused on young Londoners, giving them opportunities, giving them an ability to have resilience and have a positive way of moving forward through sport, away from negative activity. The Young Londoners Fund has been a quick resource that has enabled us to do that with a lot of money at our disposal.

**Andrew Dismore AM (Deputy Chair):** The next question is about grant giving, and you have your grassroots organisations across the capital anyway. How are you going to make sure that the grants you give are going with the grain of grants that other people may have given as well? You will find, I suspect, that a lot of the organisations are bidding all over the place for bits of cash. How are you going to make sure that your grants work in tandem, for want of a better word, with others?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Do you mean, how do we make sure they work in tandem with other GLA grants or other third-party grants?

**Andrew Dismore AM (Deputy Chair):** Third party grants or the GLA grants, grants from all over the place.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** We have a pretty rigorous grant giving approach that does that. My understanding, before I turn over to Simon, is that the detail of how we give out the grant has got to do that in every area, culture, business and sport. This is not something unique to sport. We would apply the same, in terms of making sure that we do not cause people to benefit twice from the GLA or to get grants from third parties and then want to come to us for a grant. We would use the same level of rigour that we would use in any other area. If you are questioning the rigour of the GLA grant making process, I am happy to ask Simon to give you some insight into how he has dealt with it in sport. I apply the same type of rigour in making sure that we assess grants are done properly for sport as we would with any other, like I do with my social integration grant.

**Simon Cooper (Sports Manager, Greater London Authority):** Certainly, on the process side of it, it is a pretty rigorous process. The previous programme, for example, went through two internal audits. The first one was the next one down from the highest and the last one we had gave the highest risk assurance rating that is possible within the building, both in terms of the process and the transparency of the of the work that we did. It is as rigorous as you can get, and we do not just rely on our own version and knowledge and experience, we do get other people in from outside the building to assess. We use the organisation London Sport, who have a fantastic insight into what is going on in the networks they have out there, which obviously supplement our own. One of the things they do - I think it is part of your original question - is around the coordination. You have somebody applying for a pot of money over here and a pot of money over there, which I absolutely understand is frustrating, I get that, and some of the work that they do helps to do that. If they know there is a pot of money over there, there is some sort of coordination. You are right to raise that issue because it is very, very real for particularly very small clubs.

**Andrew Dismore AM (Deputy Chair):** I am going to go on then. You are talking about asking the communities what they want rather than take what you want to give. There has always been a tradition of doing something for inner city football or something like that. What I am more concerned about is how you do that. For example, if there is a group of elders who will not have a bowling club or - another example - special education needs people who want to have a sports facility for them, how are you going to engage with those? How are you going to support minority sports? I was hopeless at football, but I found that I was rather good at fencing and judo, which I then took up. How are you going to encourage minority sports in those circumstances?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** There are two ways. I am trying to take some of the heat out of these exchanges if there is a bit of heat, because we are trying to do exactly the same thing. I asked exactly those questions early on in the Laureus programme because my concern was saying, well, if you ask communities what they want, with the



greatest respect to communities, they may just give you exactly what they have been getting for a long time. If you ask people if they want faster courses, realistically you have to be in a situation where you can fill gaps rather than just do more of the same.

One way we did that was by relying on Laureus' experience in doing it in Atlanta and New Orleans. What they do is they try to find out what activities are going to be most helpful, and they tailor the discussions with the communities around what is needed in that sphere. I did, for example, two roundtables here in which we were trying to say to communities, "What would be the kind of sports and the kind of things, out of the selection of choices?" for example, rather than simply saying, "We want to fund more of what we are doing already". Now, of course there are going to be people who run boxing clubs who say we need to do boxing for everybody but that is not necessarily going to be particularly helpful. What we want to do is find out those sports that are going to bring people in.

The second thing is in terms of minority sports, and I understand you to mean minority in terms of not that many people are playing them rather than sports for people from particular minorities.

**Andrew Dismore AM (Deputy Chair):** With minority sports a lot of people do not even know they exist and when they actually get a taste of them, they are very into it.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** That is exactly why what we are trying to do is promote participation. For example, one of the things we are finding out - forgive me if I get this wrong, I could get the name wrong - but there is one group that we are funding which is a fencing group, which is teaching fencing in East London. There is another one which is to do with riding, Ebony Horse Riding. It is horse riding in Brixton. These are ways of trying to introduce sports and activity that are not necessarily well established in particular areas of London.

**Andrew Dismore AM (Deputy Chair):** That is what I am getting at.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** The reason why we managed to hit those is because we gauge a criteria, which is looking at how do you attract people to kinds of sports and activities that they would not normally be doing, and on the kind of measurements that we are using, how do you make sure you are bringing in people who, for example, are particularly inactive or may not have done this sport, because someone who's obsessed with football may well be very active already and may well be doing lots of football, but if someone like the Ebony Horse Club can show us through their evidence that the number of people who they bring have never done this experience before, never been involved in this activity before from the kind of questions we are asking in the beginning, they score very highly on our assessment and they receive the grant.

**Simon Cooper (Sports Manager, Greater London Authority):** One more very quick thing, if I may. I did not think we would ever fund a skiing project, but we have done that, believe it or not, in Stockwell. I think the other part of that is that we are trying to get people to be active and one of the best ways to do that, we have found, is to offer a wide range of sports, which is why a lot of the funding that we have ordered so far has gone into multisport to give people a taste of different sports and allow them then to choose rather than tell him it has to be this or that.

**Andrew Dismore AM (Deputy Chair):** I am pleased to hear that. That is what I was getting at with that questioning. Slightly following on from that, how do you engage with elite sports people as role models in trying to develop this?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** We have our programme, which is Sports Pathways, where we are engaging with young people who are not quite elite level sports people yet, but on their way to being able to carry out elite sport, and we do that with SportsAid, where they are giving out £1,000 grants to 70 young people across London who show unusual potential in their area. As part of that process they then contribute back to the area. They are required to do a number of appearances and talk to people. There is that sense of a role model who is not necessarily an untouchable Olympic gold medallist but might be someone who is closer to your own age but is still performing at a very high level, who might be on the brink of playing for their country or might be doing very well for the borough or their county. That kind of role model is bordering on elite sport because they are reaching a sporting level that few of us manage to achieve.

We thought the most successful way to do that is through an established organisation like SportsAid. So that is £100,000 a year for 70, and then that the other 30 is divided up in a different way. I can go into detail if you want me to. But in relation to that fund, one of the things that I was concerned about is how we get really big sporting role models to come and help us. I went through a process of saying, "Well, we can ask favours, we can ask people to help us and so on". One of the things I found in my discussions with a few elite athletes in particular was they were saying you have to be a little bit careful because elite athletes, particularly track and field, are a little bit fed up sometimes of always having to go out with no pay, with no remuneration, to do things when they often do things in their own locality. When the Mayor of London says, "Will you come and do something for me?" how do we do that?

So, what I tried to do is not compete with things that those athletes are doing already themselves. They are not people who do not care about the community. They are already doing things. Rather than try to compete with that, we held over £10,000 of the £100,000 each year, and we said, "If an athlete comes and does an event for us then we will give a donation in their name to go along with the other donations". That, in a sense, is giving that athlete a sense of being remunerated for what they are doing without being themselves paid. It is finding a useful device, so that the young person who is getting that funding knows that has been done through the generosity of time being given by an elite athlete.

**Andrew Dismore AM (Deputy Chair):** Can I go on now to 2012 Olympic Legacy? That was supposed to go on for quite a while. In particular, what I am concerned is mass participation because one of the objects of the 2012 Olympics legacy [London 2012 Olympic Legacy] was to encourage mass participation in sport. How does the Strategy link in to the 2012 Legacy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** We have, as you will have seen in the Strategy, three areas. I am now saying four with the Young Londoners Fund added on. The 'active Londoners' part of that is about the participation strand that was very prevalent in the previous Olympic Legacy work. We think that the participation and the health benefits that come from participation are obviously important to continue sport and increasing participation is very important, but we felt that we needed to build on that, and to some degree the level of sport participation.

We are trying to work with London Sport, who have a target, I think, of a million more people more active by 2020. We are trying to work with them and align with them on that. But we felt that one of the most important areas that we needed to do was to use sport for something more than just participation, which is why we focused - as well as, not instead of - on sport for social integration. We have our two Active Londoners funds, so the micro small grants, £5,000 for up to 12-week projects. That is £500,000 over the

period for Sports Unite, and the medium grants, which are £25,000 to £100,000, with projects that go up to one year. We think those two funds are truly ways that we are promoting increased participation, and the Active Londoners grants -

**Andrew Dismore AM (Deputy Chair):** Is that linked to the 2012 Legacy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Not in a specific direct way. It became clear to me when I came in 2016 that we were in post post-Olympics, and so although it was important to make sure that we continue the Olympic Legacy, to lock ourselves into a focus on what people thought was going to be right in 2009 or even in 2014 was not necessarily going to be right for 2018 or 2020. We felt we needed a little bit of freedom to be able to say that it was really good, that was good work - I have tried to make it clear I am not in any way criticising previous administrations' work on sport - but we needed to reassess the level of participation and what we need to do to increase participation from 2018 onwards, and that is what we have done.

**Andrew Dismore AM (Deputy Chair):** Sticking with the 2012 Legacy, we have the venues on the Olympic Park, and indeed elsewhere, and they are all losing money or seem to be, I do not know about the Velodrome, but The Copper Box [Arena] the London Aquatic Centre between them seem to have lost £6,500,000 over five years, and the stadium, we all know the problems with that. What are you trying to do to maximise the usage of those facilities as part of the legacy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I think when it comes to usage of venues, there is certainly more work that we could be doing on that. A lot of that is a legacy in relation to the kind of agreements that were made and the commercial relationships that were developed, but that element of how those large venues are being used flows a little bit more into the area of events. I am happy for either Emma [Strain] or Simon to deal with those.

**Simon Cooper (Sports Manager, Greater London Authority):** I think the general legacy, and you asked the question does it link to the Legacy, and I am not even sure which bit of the Legacy you refer to, to be perfectly honest, but the participation element I think is really important on the venue.

**Andrew Dismore AM (Deputy Chair):** It is two, it is participation, which Matthew has dealt with, and the other is the venue.

**Simon Cooper (Sports Manager, Greater London Authority):** On the mass participation, RideLondon is a good example of, I would say, the legacy from London 2012, as in fact is the Team London Ambassador Programme, which was from the Games Makers. There are two things there. It is not all about participation, it was about volunteering and other areas. In respect of the venues, I think it is worth keeping in mind that all of the venues were up and running in record time and that all of them have hosted Royal Championship equivalents since the Games. There have been some pretty large, major events going on in all of those venues. If you try to book a session for swimming at the Aquatic Centre, for example, it is in pretty good shape in terms of the community stuff that they do there.

**Emma Strain (Executive Director, Communities and Intelligence):** Looking forward, they are a world-renowned home for major events in the city and London is very experienced at delivering major events, as we saw with the Olympics, but also with the events that follow it and the events that are coming in the future. Yes, there are issues, but those venues are astonishing and an amazing legacy in their own right and they bring an opportunity for London in terms of -

**Andrew Dismore AM (Deputy Chair):** What future big international events are you bidding for?

**Emma Strain (Executive Director, Communities and Intelligence):** The International Swimming Federation (FINA) World Diving Series may well be coming back to London in 2019 and going forward. We are also looking at UEFA for 2020, as you will be aware of, and actually some other football events, but there is a big programme of major events across the world and London is a place which is very attractive to run those events. We work with those national governing bodies and sports bodies to work out whether London is the best place for those events to be hosted, and the key benefit that we bring not only is the assets of London, but that when we put investment in to major sporting events in London, we mandate the inclusion of community sport alongside it. We use those assets as leverage to bring investment into community sport and allow people to access those opportunities.

**Andrew Dismore AM (Deputy Chair):** So, going back to my question, what other things are you digging for at the moment?

**Simon Cooper (Sports Manager, Greater London Authority):** UK Sport, only yesterday, which is the government agency that is involved in bidding for events, have announced their programme of events they want to bid to over the next 15 years almost, you might even see the World Cup kind of leaked out a week or so ago and the Prime Minister [The Rt. Hon. Theresa May MP] gave her support for that. Emma has given you a couple of examples. There is the Euro Women's World Cup, for example, in 2021, and that would be fantastic on the back of Euro 2020 to come in and do two tournaments over two years. One of the things that we will be doing now that UK Sport has identified its list, which literally was only yesterday, and we have very good relationships with them, is to sit down and work out tactically which of those events we might support.

**Andrew Dismore AM (Deputy Chair):** The World Cycling Championships are going to Yorkshire next year, and I remember asking questions of the previous administration about bringing the Tour de France to London, which was extremely popular. I think Boris [Johnson MP, former Mayor of London] got his numbers the wrong way around because it was going to cost us money but the amount of money it was going to bring into London was far more than it was going to cost. Are we bidding for the Tour de France again?

**Simon Cooper (Sports Manager, Greater London Authority):** We would like the Tour de France to come back. It was fantastically successful last time, it started off in Yorkshire, and if ever there is a legacy example there, actually the two days of the ground depart in Yorkshire and then day three here, and they have built up cycling as a result of that. Hugely successful. It is an ambition that we have and we are talking to the Amaury Sport Organisation about it still.

**Andrew Dismore AM (Deputy Chair):** The last question from me on this lot is, looking then at sports infrastructure more generally, we have covered the elite end, do we have the right sports infrastructure, because we know that playing fields and so forth have been under a lot of pressure over the years, local authority cuts have meant that some things have not been maintained as well as they should have been, through no fault of theirs, they just did not have the money. Do we have the right infrastructure and is there anything that you are doing in this Sport Strategy aimed to improve that infrastructure?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Simon is more familiar with sports infrastructure not least, because sports infrastructure was something that could be focused on more previously than now, so Simon might be able to give some context to that. My position is that we are not in a position where the best use of our resources, in terms of the limited

resources we have, can go into large capital acquisitions or trying to support capital projects in relation to infrastructure. It is quite difficult. It is not impossible, but it is difficult. We have a limited amount of funding, for example, for community sport. You have seen that is £8.8 million over three years, it is not a ginormous amount, but we are trying to do the most we can with it, and where we are trying to be able to exert some pressure in relation to facilities and infrastructure is through the London Plan, and through trying to impress upon boroughs and others how they have to preserve certain spaces that are good for sport or promote support as part of the planning policy. I do not know, Simon, if you want to add anything to that.

**Simon Cooper (Sports Manager, Greater London Authority):** In terms of the elite side, of course, we have some of the best venues in the world.

**Andrew Dismore AM (Deputy Chair):** We have dealt with that, I am talking about community sport.

**Simon Cooper (Sports Manager, Greater London Authority):** Playing fields is an issue, protection of playing fields, you will be as familiar as anyone about the loss of playing fields. The position that we have very strongly is around maintaining, as a default position, if the idea is to lose the playing field but build somewhere else, then that is the kind of principle that is okay, and that is a policy of supporting them too. But I think one of the things that we learnt from the evidence from Think Beyond from the Sport Unites programme is it is not all about, necessarily, a sports facility or a sports centre. The point earlier around getting inactive people to be active, make better use of those informal areas, those informal spaces, whether it is just a local bit of grass, it might not be technically a playing field, but it is a recreational space anyway or a community centre. They do not have to be specifically to sport. In fact, in some respects that puts people off things like going into gyms and all that sort of stuff so the non-traditional sports facility infrastructure is really important.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** One of the principles and Sports Unites, as you will have seen, is a principle called “sport with”, which is one of the things we developed, which is to do sport alongside other things, alongside other social activities. This research showed us that some of the ways people get most attracted to and stick with sport is if there is a social element to it that really attaches to it strongly, food and some kind of celebration event alongside some kind of activity can be really successful. So as a result, you end up with a situation where you are looking at more informal spaces, activities, parks, local parts of housing estates are being underutilised, and that is partly why one of the things we are trying to do with funding people is not funding those who necessarily come from big established organisations which have a venue they want to fill, but people that can be creative and agile in the spaces that they are making use of.

**Jennette Arnold OBE AM:** It is along the same line. I know loads of communities, cricket communities, the people who throw the bowls, and they just do not have the capacity to do their clubhouse and there is absolutely no money around. Now, you said in terms of linking sports with the community, these are places that are known, and these are places where, if you go there, you will see other people who could be attracted to get engaged. I understand you do not have the resource to do capital, but I would have thought that there was something to be said and to be done around and the call or working with local authority to say that there is a need for those facilities that will give continuity. I understand what you are saying about the park, that is great, but there are some things that if you bring the family along, if you have people coming, then just having that clubhouse, I would have thought that that is something that would be needed. I am not talking about huge capital, but I think to just exclude the need for facilities for local community groups would be a mistake. You can consider that.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Workforce capacity building programme is partly to help those small organisations. Our sport tech focus is also to make sure things are much, much easier. We are working with the London Sport Tech Hub in Downham [London Borough of Lewisham] to make sure we are promoting that, also we are just trying to make sure that our liaison with boroughs and at borough level is not repetitive and is not duplicating relationships. London Sport is effectively the community sports partnership that is for London and, therefore, we work through them and with them, and they are doing a lot of that and we promote other work through them. So, we are trying to find various ways to make sure we support those smaller organisations.

**Florence Eshalomi AM:** Just on capacity and support looking at infrastructure, what you will find is that a number of the smaller groups would have seen a number of their funding cuts, so those that were grant funded from councils and the voluntary sector, and another area in terms of capacities of support, which you mentioned UK Sport, Simon, a sport which does not receive UK Sport funding, basketball, and obviously this week we lost Jimmy Rogers [Basketball Coach in London, Brixton].

**Simon Cooper (Sports Manager, Greater London Authority):** I think it might be just about to. I think that is changed recently, very good news.

**Florence Eshalomi AM:** That would be good news. So just in terms of looking at participation across London, making sure that we are actively encouraging those groups that we know have a wide reach in terms of participation, but have not always been successful in the past, what additional work are you going to be doing to work with some of those smaller groups?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** I would say actually that if there was a criticism of our strategy it would be that we are focusing less on the very established types of sports and organisations and much more on the local community, smaller organisations. The big response that came from us on this point was that it is about promoting the individuals within areas who really make change by the young people that they touch and the people they touch generally, and so promoting making life easier for those people who will volunteer and do sport in the area, is a very powerful investment and focusing too much on the facilities, although the facilities must be there, is dangerous because what you want are the real champions of the sport and that is why allowing people who are creative with space in which sport can be done and those sorts of sports that people do not often participate in or that are sometimes overlooked who are hitting those sports, is really, really important.

You take, for example, the late Jimmy Rogers, the Brixton Basketball coach who died this week, his ability to reach people in sport was not because he necessarily had some great venue that he had all to himself. Although he did have a commitment from the local recreation centre for three days a week, but what did happen is that he went across Lambeth teaching basketball in any space that wanted him and taught all the young players, including myself, who played for him that that was something you should give back to the community. Go in there and teach basketball wherever you can find it, outdoor courts, school courts, wherever, and that kind of flexible way of being able to provide sport is only possible if we champion the individuals who are teaching it and give resources to the individuals who are teaching it. We cannot say go and do it, we have to help them have the other resources.

**Caroline Russell AM:** Just following up actually on this very point. I had been going to say there is a lot of focus on the activity and not so much on the spaces where that activity happens. Now if you think of somewhere like the Crystal Palace NFC [National Sports Centre], if you visit there you see very rundown but professional sports facilities that local community groups and participants are using. It is providing access for

people to engage in serious professional sport as opposed to that everyday physical activity, which I completely endorse on a population-wide thing, but is there a risk that those facilities that actually allow ordinary Londoners to engage with what might potentially become a professional engagement in sport, looking after and making sure that there is an overview on the provision of those facilities, I cannot quite see where that sits in this strategy.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** I think that is a fair criticism to this extent. I think the Strategy does not set out as much detail as it should do, or could do exactly how we promote the provision of, almost what you are talking about is elite level high quality venues for people to participate in. Now one of the reasons for that is because the Strategy document was a concept document where we were trying to explain people that we are trying to push sport down to communities, but you are right, it is always a balance that you have to strike. You have to keep those venues available to those who are up-and-coming elite athletes, so I certainly am happy to try to see how we could clarify what we do. Just one little point on that that may be interesting, and I will keep it short, that those spaces where you can use good venues for people at different levels is a conundrum which we are trying to fulfil through our sport tech initiatives. A lot of the sport tech programmes that are being done are ideas about how you can better utilise sport by getting information out to people about how they can share the availability of sports venues with each other.

So rather than you trying to find out how you got a regular club that will always book badminton on a particular night at a leisure centre, the right kind of platform can enable you to make sure that you are gathering with a group that you might not otherwise know, to be able to get take that venue together. There are quite a lot of start-ups who are trying to get into that space better utilising sports venues. It is something we have seen a lot in the sport tech space.

**Susan Hall AM (Chairman):** Shaun is going to take us to another section on delivery.

**Shaun Bailey AM:** I am going to talk probably a little bit on delivery. I am going to start with, what is the decision-making process for which project should receive funding? You have touched on it earlier. I am interested in the smaller groups and also the individuals as well. I am less concerned about the provision of big places, capital things, I am much more concerned about the provision of individuals who actually provide these services. So, what's the decision process for some of these smaller grants that you have?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** It depends on the type of grant, for example, for the Sport for Social Integration Grant we have the London Together Fund and we have also got the micro grants. The London Together Fund has an established criterion and we have already started giving out those grants and we have already started looking at how we are funding those. On the micro grants, we have not yet set out a criterion for those on the Sport for Social Integration. The reason for that is, being perfectly frank about it, we have been stretched to be able to make sure all these other streams of funding that we are doing have out, but secondly, with that micro grants, we have been quite attracted to the idea that we try to work out the best way to respond to any - use those small, very small grants to respond to any gaps. One of the things we are interested in with the micro grants is reducing the criteria to make sure there is not too much bureaucracy for those who really want small grants, who need them in small communities, and so the micro grants may be a way we can do that which gets the right balance between bureaucracy and accountability.

When it comes to the active Londoners the criteria are different. The criteria there is very much based on activity and participation and promoting participation, and so what we are trying to do with those grants is to

make sure that we have a 51% inactive target in relation to each of those grants, both the micro grants and the larger grants, to make sure that we are looking at inactive Londoners. So it does depend a little bit. The criteria is going to vary depending on which type of grant we are putting out, and we felt if we are going to be faithful to the legacy of participation but also build something new on social integration, that is how we should do it.

**Shaun Bailey AM:** I understand the difference and that makes sense to me, but how will you record the outcomes of those small grants, because there is a tension there, is there not? If someone has a small situation they definitely do not have the criteria to be filling in forms et cetera, but you have the duty to protect the public funds. So how are you measuring that success?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** You will see in the budget, for the entire programme we have something close to £400,000 developed for measurement and evaluation. We have had an initial bit of work done on that and we are going to finalise the measures to make sure they align with our social integration measures. We are going to make sure we have a good, robust process of measurement and evaluation across all the grants from that £400,000 that we have for measurement and evaluation within our budget. When it comes to the larger grants, I think the level of expectation about what you are supposed to fill in versus the amount of money you get is probably pretty well understood by the kind of organisations that might be applying.

When it comes to smaller grants, it is difficult. I mean, I do not want to go off on too much of a tangent here, but I was very struck, we were almost out with the Strategy and someone who'd been working with us quite closely on it explained to me that they would be concerned about applying for one of our grants that they had been helping us with and I said "Well, why would you be concerned about applying for it?" And they said, "Well, on the face of it, I would be concerned that trying to measure social integration when I am just trying to put on some sport in a local community, how am I supposed to do that and what are you going to require of me in terms of measurement evaluation? It is going to be so difficult that the kind of young people I want to be able to help, I am not sure if it will just be too much stress".

So immediately we try to work out how do we make sure that we get that balance right and the most direct answer to that question, the answer to the conundrum that that person had posed to me, was the what we are trying to make clear to people is that you give us the information that you have about your users and we will help you work out, through our evaluation process, how that information, the data that you are giving us, hits our targets or does not hit targets. In other words, we are going to make sure that we remove some of the difficulty of evaluation from the user and that by giving us what, for want of a better phrase, might be called 'the raw data' about their users, we can then use our evaluation models to be able to assess -

**Shaun Bailey AM:** I understand that, and that model makes some sense, and I understand that you may - I use the word risk - take some risk, but of course you need to do that up front because you do not want to get back all the data and then realise that the wrong outcome has happened, but that is just an observation. But what arrangements do you have in your systems to look at the transparency that is given? The point I want to make here is around the broadest definition of 'sport' because the power of the Strategy, if it has any, is to broaden sport because if I am already involved in sport, I have self-selected. If you are going to talk about activity, how are you able to define to people who deliver an activity which is not easily defined as sport and then do this assessment as well, because when you talk about inactive Londoners, they have said that they do not want to do sport.



**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** If I have understood that the first bit of your question correctly, and forgive me if I have this wrong, are you saying that you could get people who are too loosely defining what they are offering as sport just to be able to get a grant, is that is that what you are driving at?

**Shaun Bailey AM:** No. What actually I am saying is the opposite. How do you make sure you get people who are not immediately thinking this is a football club, this is a boxing club, how do you get people, say, like Wheels for Wellness which is not a sport, but it is a disabled cycling initiative? That is absolutely perfect for getting elderly disabled people into activity, but I am pretty sure they are not sitting there thinking they are providing sport. So how do you get them in that process as well?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Really, if I may respectfully so, and a really good point, one way that we do that is by making sure that we are really clear up front in the way we offer the grants, that we are throwing the net wide in terms of the kind of activities we are including. That is why we tried to make it really clear in the Strategy that we were about participation more broadly than just sport. I think we might want to consider whether we need to continue to broaden that message or make that message clearer in relation to how we are talking about sport, but we tried to make that clear in the definition.

The second thing is, we may try to make it clear when we are making the applications available to people, that we are making it clear that we are not just looking at sport in a narrow way that we are looking at sport more broadly. Those are those are really the two principal ways.

I suppose the third way that we would do it is that I have a Civil Society Officer located within my Community Engagement Team and what I have done with that Civil Society Officer is, and it is the advantage of me having oversight of all these different areas, I have made it a kind of point of contact for her that when we are dealing with groups across London, she is able to communicate to them all the grants that might be available to them, and one of the messages we put out to communities we engage with across the board, older Londoners, LGBT Londoners, Londoners from BAME communities, is we say, "Look, there are grants that might be available to what you are doing that you might not realise they apply to you. If you are running an activity group for a group of women in Tower Hamlets, you might not realise that that is a sport grant. Please be in touch with our Civil Society Officer and she can explain to you what all the grants are and if there is any uncertainty from you as to whether that grant might apply to you, she'll talk you through it and our team will talk you through it", and that way we think it does not just apply - just to finish the point, sorry, I have gone on a bit here, but just to finish the point - it does not just apply to sport. We think that is a really healthy way to do all kinds of grants because communities, not just in the sport context, in all sorts of other contexts, walk into the grant application process with quite narrow focus, thinking only this grant applies to us or that grant applies to us, and they need to be helped to know that there is a much broader range of money that might be available to them. It is not about who can fill out the best applications it is about who's in the most need.

**Shaun Bailey AM:** I just want to make a plea that the word 'activity' peers larger than 'sport', as somebody who has been in sport his entire life we are used to the grant process. People who provide activity, which to my mind considering the health of Londoners is probably more important, would find it hard to find the grant process. So activity first.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** You are not the first person to say that, and it is a good point. It is difficult for us; we have to

strike a balance between sport and activity, but I will certainly look at that. I cannot promise a result, but we will certainly look at that.

**Shaun Bailey AM:** Could I just move to us a slightly different place? Within our notes we have been provided here, there is a lot of talk about the number of beneficiaries. You yourself made the point that this is not a large sum of money, but the number of beneficiaries attributed to any one of these activities seems to be pretty large to me. I would like to know how was this number arrived at?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** The number of beneficiaries we have, if you give me a moment -

**Shaun Bailey AM:** Our Members Briefing has a number of grants in here, Active Londoners fund, it talks about 30,000 individuals are expected to benefit. How were these numbers arrived at?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** So the way we have looked at the numbers is that we estimate the total number of beneficiaries for the Sport for Social Integration funds will be 80,000 and the way we break that down, just to give you the quick maths, 35 grants at 1,000 beneficiaries each at 35,000 that will give 35,000 people.

**Shaun Bailey AM:** I have all that detail and I -

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** So that that is 35 grants and 1,000 beneficiaries -

**Shaun Bailey AM:** But I want to understand the rationale behind someone saying this sum of money in this way gives you these sums of people, because elsewhere in this building we have had estimates made that have been hugely optimistic and then have been proven to be very problematic going forward, and I would just like to understand where this relationship comes between money, the type of grant and the number of beneficiaries.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** When, for example, we are saying we are giving out 35 grants and we are saying we think 1,000 people would benefit in relation to each of those grants, you are saying how do we determine 1,000 from each grant?

**Shaun Bailey AM:** Yes.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** The way we have relied on that, as I understand it and I am happy for Simon to shed any light, but the way we have reached those figures, as I understand it, is from the analysis of what, in our experience, has been the type of beneficiary on the evaluations we have had of past grants, for those kind of grants, how many people that they reach. We have tried to use the most robust evaluation methods that we have used in the past to make an estimate of how these kinds of grants reach a certain number of people. Grants of that kind, the sort of medium-sized grants, are going to reach about 1,000 beneficiaries each on our estimates. The smaller grants are going to reach about 50 beneficiaries each, and this is just based on past experience and past evaluations. We are not picking the numbers out of the air, these are based on the kind of assessments that we have had from programmes we have run in the past.

**Shaun Bailey AM:** Of course, I cannot comment, but what I would suggest is, in this Strategy, that rationale should be put because to someone reading it this means very little unless I understand why you have arrived at these numbers.

Just to move on, I will address this mainly to Emma, what plans do you have to work to benefit from major activity coming down the line? We all know the deal, Wimbledon comes, all of a sudden I feel like playing tennis, the World Cup starts, I find football boots, and you have some idea of what's coming down the pipe. So how does that relate to the kind of activities and grant programmes you get going?

**Emma Strain (Executive Director, Communities and Intelligence):** London is one of the first cities to actually say that when we support a major sporting event, it is a fundamental part of us supporting that event that there is a programme of engagement for the community alongside it, so it is not just that that sport arrives, does its stuff and then leaves. If you take the NFL [The National Football League] as an example, they come here they play games, they have some activation-type activity, but in our support role we do not pay for any of that stuff, but what we do is say to them actually, we have a small amount of money that we support them with and they bring a much larger amount of money to ensure that we actually do the community engagement, which has meant across London that there are young people contributing in that sport. So that is just one example. Part of that whole process of the major sporting event says, what is your community engagement plan? How can we help you build a really robust programme so that Londoners benefit from this major event, as well as the international visitors that come into the event as they would normally? It is a big part of our criteria, and that criteria includes economic evaluation, the community piece, and of course the big international broadcast and exposure that the event can bring to London.

**Shaun Bailey AM:** Is any work done with the relevant societies, you know, Badminton World Championships, we know it is in two years' time, we are handing out small grants, do we focus on people delivering badminton, and also clue in the British Badminton Association, or whatever?

**Simon Cooper (Sports Manager, Greater London Authority):** I have to say, this is something we feel absolutely passionately about, and certainly me personally in the team, we have to get, as well as economic benefits for London, the social benefits that come from them, and we are getting better at that now, frankly. What will make these events richer is the way that they engage with the communities. So, the show comes into town, great for two days, and then rolls off. The bit that Emma is talking about, which we must make more of with you perhaps in the document, is that the opportunities that absolutely exist with the events that come to town within London, that is why we are sitting together, so of course it is about the community engagement programme. So when the event comes, you get people going to local schools to talk about the sport, develop the sport, and we have done that with hockey in the schools, for example, with the recent world championships and last year with the athletics. Get a good engagement programme, that is the sort of thing that will drive, help participation, but help to explain to Londoners why these events are important.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Can I just make a quick point on that? First of all, we have gone to quite some effort in the last year or so to make sure we are examining and actually rethinking the relationship between the funding for community engagement for major events and the way major events are put on in terms of to make sure that my community sport work aligns with the major events work. There is been a whole rethinking of that which has happened and which we have finished and we have come to now, which means that we are working much more well aligned with London Sport, who are doing an assessment of that along with us to make sure that they look at what's needed for London's communities alongside us and, therefore, then it comes back to me to work out should we fund this, should we not fund it. One of the ways that we have done that, which has been

quite helpful in the past was that sometimes at an early stage when somebody might be interested in bringing an event to London, to have somebody from the community sports make them very welcome.

I will just give you an example. You might have a sport, an American sport, which has a lot of reach to people who might be involved in the Americana cultural aspect of what it is about, baseball for example, a lot of people might love the kind of whole environment around baseball, but they are also communities across London who like baseball in a completely different way, who are really interested in baseball from their own particular community, their own particular culture, and so it is using the power and the context and the connectivity of the GLA to make sure you are sending out those large events and the work that they might be doing to different communities across London who they might not otherwise have thought of as being the kind of communities that will connect with their sport and making sure they have a community engagement plan that hits as many communities across London as possible.

**Shaun Bailey AM:** I understand it, and that sound fabulous, but again, it is not really reflected in this Strategy. I go back to a comment that my fellow colleague, Andrew Dismore AM, made about taster. You know, I will be much more interested in any given sport when it is coming down a television and if Emma's department understands it is coming, is not that the time to align the arrival of diving, swimming, gymnastics, whatever it is, with the individuals or the clubs, so they can get a taste? Because I want to drive here, I come from a sporting background, people who want to do sport are determined to make it happen. Participation in sport is a very different thing. People who do not participate are stubbornly not doing that. So, you will have to do extra to attract them, but I digress.

What is the timeline for taking sports you like forward? What risks do you foresee enrolling at the programme?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** The timeline that we have, I mean, we have quite a well thought through programme of milestones between now and 2021. They are not set out in the Strategy that seemed to be a level of detail that was not necessary for a strategy document, but we are working to timelines in terms of each programme, when we are opening the grant funding, when we are giving it out and so on. So we do have quite a thought through process of how we are going with our timetable and Sport Unites and how the grants and everything else is going to fit together.

In terms of what the risks are, I think the major risks really are trying to ensure that what we think is a good way of reaching various communities to promote social integration is going to actually work, we have what we believe to be good measurement and evaluation in place for that, but the biggest risk for that is that we need to be confident that our measurement evaluation is as good as it possibly can be. The approach we have tried to take is being less fearful about trying and not getting it quite right in this kind of area than we should be about getting our measurements wrong. So long as we get our measurements right, I feel okay, because if our measurements are good then even if we have not quite hit our targets or have not quite hit our marks, we can adjust, we can iterate the programme as it is going along. We are trying something really ambitious here with Sport for Social Integration, but if we do not have our measurements right that is where we really get into difficulty, which is why we have tried to align it with the social evidence-base that has been done by the intelligence unit, why we have brought someone in like Laureus [Sport for Good Foundation] and why we have a theory of change and those other things being done for us.

**Shaun Bailey AM:** I accept that, and that is all very great. I just one point because, again, my focus here is participation. One of the measures for targeting using schools and free school meals is accurate in one sense, because you find the children who at least from an economic point you have can identify, but it is very

inaccurate in another sense because it is not children that drive participation in their community. You need to find the adults. If you have a sporting family, then everybody gets involved. If you have a sporting child, it is just that child, and I wonder if you spend a little more time figuring out how you get to adults who are inactive, because if there are children around them, they will make them active as well.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Our Workforce initiative has precisely that goal in mind, I could not agree with you more. This goes back to the point you were making before about inspiring someone, and when you inspired in the sport, how they actually going to get to do it? The way they get to do it is not by trying to work out once it is popular how do you make it happen, you have to be supporting the coaches and the people in the community at an early stage before the event comes out so that they are well resourced to be able to receive an audience of people that are hungry to be in the sport.

The way you do that, through our Workforce Initiative, we had our first meeting on 27 December, a bunch of experts with us trying to work out how we promote Workforce within the community, is making sure that you are locating the best coaches and the best people to coach that sport and coach sport within the communities so that you are finding out from them what do they need to support their activity in the most comprehensive way. That is what the Workforce initiative is about, and we are running a scoping exercise of it at the moment, we bought the people in for the first meeting last month.

**Shaun Bailey AM:** I am going to stop you, but in my notes, it says the Workforce Initiative, the money's been diverted, where from? In my notes it says the Workforce Initiative, there is money being diverted to it.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** I am sorry, if that is your note, then if I said that maybe I misspoke. I do not know what that -

**Shaun Bailey AM:** No, you did not say that, it is in my notes, but we will take it offline, Chair. I am done.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Forgive me, if I have said something wrong there then that is my fault.

**Shaun Bailey AM:** No, that is fine. It is just a piece in my note, not a word you uttered, but we will write to you and you can just let us know.

**Susan Hall AM (Chairman):** Andrew is going to ask a couple of questions.

**Andrew Dismore AM (Deputy Chair):** It is useful to come on, after Shaun to talk about the workforce, because one of the things that the Strategy seems to do is to treat volunteers and workers pretty well the same and they are, of course, quite different. So why is that?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Our research showed us that the success of making an impact on people's participation rates and their enjoyment of the sport related not just to the qualifications of those who involved in it, but the softer skills, and that is particularly important when you are looking at participation rather than organised sport.

We were clear from the research that came back to us last year, that we needed to make sure that we were promoting a workforce that was not just people who got formal sports qualifications, but the people had the

range of skills that would be needed to help with volunteering as well. We do not look at a hard-dividing line between those who work in sport and those who volunteer in sport as one group being in the workforce for sport, and one group being out of the workforce for sport.

**Andrew Dismore AM (Deputy Chair):** But is not that - trying to phrase the question, really. Volunteers are different because they are doing it for the love of what they want to do and whether they have soft skills or not is not really, to my mind, the issue. The issue is you have people who are actually working and being paid, who you have that small oversight of as opposed to volunteers, and they have different needs, different asks to my mind. Yet, you are saying, all you are interested in is teaching volunteers soft skills.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** What we are not doing is trying to develop a recruitment and employment plan in sport exclusively. What we are trying to do is prepare a workforce that can best meet the needs of the people that want to participate in sport. We recognise that there will be times when you have people who are well qualified, well paid, and they need to be given the respect that their professional skills give them. What we are clear on is that if Sport for London is going to be made accessible to everybody, you have to view the workforce more holistically than just the people who have professional qualifications who are getting paid to do it. The line between someone who is putting in five days a week or three days a week coaching football for a small amount of money versus someone who's doing it volunteering is a thin line. I think to make a hard line distinguishing between those who are paid and those who are not for the purposes of what we are doing, which is building the capacity of London's sport workforce, I think is something that you want to be careful of.

There will be times when we make the distinction, when you are talking about which grants you give and to who, and the level of expertise within an organisation and that is going to matter. But what we want to do is move away from the notion that you prepare a workforce for London needs in sport simply by making more people qualified; it is broader than that and especially - in relation to Assembly Member Bailey's point - we are talking about activity and participation rather than just organised sport. It is a broader set of skills that you need.

**Andrew Dismore AM (Deputy Chair):** Well, I am not entirely sure I agree with that, but going on to those people who are working in this in the sports sector, how are you going to work with employers to make sure that a living wage is paid?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Through all of the ways that we already do that through a range of different means. I mean, I sit on the Economic Fairness Group, we have the good work standard, someone who works in sports should be respected in the same way they respect in any other line of work. We do it in exactly the same way.

**Andrew Dismore AM (Deputy Chair):** My last question for you - it is probably one for Emma, really - when you have these big international events, you rely on people coming here to work to support in hospitality and security in particular. How do you feel about the impact of Brexit on people coming in to help with that sort of thing?

**Emma Strain (Executive Director, Communities and Intelligence):** Yes, I am definitely not an expert in Brexit and I cannot see the answer of what will happen, but there will be impacts. That is part of what we have to do, is to consider how we ensure that we have the right resources to deliver these things. As well as saying that, through team runs and our volunteering programme, we have a lot of really engaged Londoners who

volunteer on a very regular basis and a really active programme to building that volunteer base for major events going forwards, but it is a challenge, yes.

**Andrew Dismore AM (Deputy Chair):** Just the last one really. How do you work with The Healthy Workplace Charter and The Good Work Standard to try to cover your employers to support people who want to get involved with the flexible working time?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** We do not discriminate in terms of how we perceive people that work in sport from other types of workers across London. We have a whole range of work we are doing around low-income workers, poverty and people who need good employment rights and making sure employers give them those rights in whatever field they work in. It would be possible to put in a Sport Strategy, every single aspect of every aspect of that industry to the Strategy would be thousands of pages long. The reality is, these are all good points, but these are points that we address in exactly the same way we address it through other industries.

If there is a specific need that sports people have in relation to meeting those requirements, that is what our workforce group is about. They will raise those with us and we can feed those back to make sure that if there is something specific about working in sport that relates to, for example, London living wage, then we will address those within that context.

**Susan Hall AM (Chairman):** Okay, lovely. Thank you, we have one more section and luckily the answer should be quite brief to these. Ever hopeful, we are. Caroline, thank you.

**Caroline Russell AM:** Thank you, Chair. So, this is just finally looking at your processes of evaluation, which I realised we have touched on a bit on next steps. First of all, you have been talking about delivery with Shaun, talking about the measures for evaluation. You have been talking about aligning measures, looking at how you measure social integration in relation to physical activity. The question is, how do you intend to monitor the effectiveness of the programme, what key performance indicators will you use, and how will you monitor whether an individual project is actually achieving?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** The first step is we have had New Philanthropy Capital give us a theory of - work with them to develop a theory of change. We are expecting to receive that very, very shortly. Following on from that, we have procured work to make sure we have a third party give us a good monitoring and evaluation framework to make sure we can apply that. Because this is ambitious and there are new elements of it, we are trying to make sure that we develop new, robust methods for measurement. That is why we have done those two things in the process and we are already underway. Ideally, we would have been able to do that more quickly, but we have done it as fast as we can in the circumstances. From that point of view, we are hoping that the measurement evaluation at the third party helps, based on that theory of change, is going to give us those robust measures. One of the requirements of that, though, is it is not completely in isolation. One of the requirements is that it has got to draw on the kind of measurements and evaluation that we have used in the past to try to work out what are good and what were not. Very importantly, it needs to align with what are now 30 measurements in our social integration social evidence base to make sure that the leading work, and it is globally leading work, and that is not an overstatement of our intelligence unit on social integration measurement, is aligned with what we will be doing here.

**Caroline Russell AM:** That obviously makes a lot of sense. How will you deal with any instances where a project is not progressing or achieving as well as you would hope it might?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** I have two people either side of me who have probably dealt with that many, many times. I am happy to hand over to either of them.

**Simon Cooper (Sports Manager, Greater London Authority):** We have a process of monitoring and evaluating. That was covered in - I mentioned the audit reports previously. They looked at that very thing. We have a system of monitoring each project in project, and, very simply, we played back what the project said it was going to do to them and use that as the key milestones within the funding agreement. We will then monitor that usually on a quarterly basis or six-monthly basis. And, of course, we pay in arrears, so if we do not hit the target, we do not get the funding.

**Caroline Russell AM:** Do you think that you have enough flexibility to it? You are obviously doing something very ambitious around engaging groups delivering physical activity projects that are way beyond what might traditionally have been called a sporting project. Do you think you have the flexibility to kind of measure that good work that might be going on that might not fit with exactly? Sometimes projects do not go exactly as you'd expect but they are still getting good outcomes. Do you have that sort of flexibility to acknowledge good work that might not have gone in the direction it anticipated?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** I think so, because what we are trying to do - I tried to explain, maybe I did not do it very well earlier - we are trying to make sure that we slightly separate out the assessment of performance on the programme for the assessment as to how it hits are our goals. Those who are receiving funding to a very large extent are going to be concerned with can they deliver on what they said they would deliver? So, they can see whether they are getting it right or not.

It is, to a large extent, for us to then determine how far are the things that we ask them to deliver on going to fulfil the aims that we are trying to fulfil with our programmes. That is, in a sense, the challenge, because we are trying to measure something new and that is going to need to be iterative. That is why to some extent year two, year three, they are all going to be important, because we will learn from year one the things we were mentioning. Did funding that programme actually did give us the outcomes that we wanted? I think it would be too onerous on people who are trying to do new activity or do things that we are reframing a sport to try to say to them, "Well, we are upset that this did not give us the outcome we wanted". I think we have to determine simple outcomes for them, particularly for small community groups. If they meet those then I think they have done their bit of the task and it is up to us to assess it.

**Caroline Russell AM:** Thank you. Just then looking at funding, the funding for Sport Unites is for a fixed term. How are you going to be able to ensure that the Mayor's Sports Strategy is sustainable over a longer term, and will you need to come back for more money in 2020?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community**

**Engagement):** Unless we were planning on the Sport Strategy ending permanently in 2021, then I imagine we will want to come back to ensure that there is more funding going forward. The goal would be that we are exceeding our goals, we are fulfilling what we said we could do with this programme and will be seeking to get more funding for further years if we can justify it and hopefully we will be able to do so. I mean, I think what we have here is a three-year programme and I do not think anybody around this table would think that after three years that would be the end of sport in the GLA. We have to have some form of sports programme after that and we are hoping this programme, these three years will set the tone and set the direction for what will



be something new. Obviously, if we can justify it and everybody thinks it is good, then they will fund it further.

**Caroline Russell AM:** Thank you. And finally, just going on to the consultation itself. You announced the launch of Sports Unite back in March and we have now got the consultation out in October. What are your next steps for this consultation?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Consultation finishes a week tomorrow, we will evaluate it as quickly as we can. Evaluate the consultation and make the changes we can and then really take it through to next day to try to get it finalised by December [2018].

**Caroline Russell AM:** Ok, so we should see the final strategy.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** That is what we are hoping for. It is a very tight timetable and we are trying to make sure we meet that, but we are relatively confident that we can.

**Caroline Russell AM:** Have you had a good consultation response so far? Have people been engaging with the Strategy?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** So far, we have had a very good, positive response to the Strategy. We think it is been very well received by those who take a very engaged interest in it like London sport and various others. I think we are well aware of the fact that with the consultation period closing in a week, 90% of the feedback is going to probably come in that last week. So far it has gone really well, but we are realistic about it. We do not really know what the shape of the responses are until we see them very close to the deadline.

**Caroline Russell AM:** Do you think you are getting responses mainly from professional organisations or are you getting Londoners writing in, and are you reaching out to Londoners to tell you what they think of it?

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** We have certainly reached out. We have done quite a lot of work in terms of roundtables, community events, various things we have done to promote the fact that we have this Sport Strategy, so brought people into City Hall who have a really good connection with communities and make people aware of it, community organisers, sports organisations. We are trying our hardest to make sure that we reach out to everybody. I think it is probably a challenge for everybody to get ordinary Londoners particularly animated about a strategy.

So what you do is you make it your best to make it as accessible as possible to ordinary Londoners, make sure that you connect with those people in communities who then connect with others in those communities, which we have really tried to do. We are in a position, hopefully, where we can do the best we can to make sure ordinary people are responding. I think there is a balance, like any charitable or volunteering organisations, there are people who are so busy teaching sport that they do not have the time to respond to a strategy, so we have to make the Strategy as accessible for them as possible. But we are trying to find other innovative ways to reach them.

It would be remiss of me not to mention the very, very important connection that Team London has in that regard. Team London has really powerful volunteers, as we know, an overwhelming number of people who are volunteering volunteer through sport. And so, we have a really good network through Team London as well that enables us to reach people who would be volunteered and interested in sport and many of whom will be interested in the Strategy.

**Jennette Arnold OBE AM:** My question is about the draft Integrated Impact Assessment. It was just a statement that was made and it said that after the consultation, you would be looking at doing some work on the draft Integrated Impact Assessment for consultation, I would imagine, to get it out with the final. It is just that it is so important because we are not to know if you have taken any litigation regarding any of the groups that we have talked about, their disadvantage. It is just the tight timescale that I am concerned about.

**Simon Cooper (Sports Manager, Greater London Authority):** The timescale is tight, Matthew just eluded to that, it is tight. We have to produce a consultation report that takes into account consultation response as part of that. So that is something we will have to address.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** My position is that we are on a tight timetable. We think that this strategy needs to come out and Londoners need to see the final version. As much as we can put in terms of impact assessment we would want to do in the final document. If there are things that we need to make clear after the Strategy comes out, we can do that and we will do that. But we want to make sure we meet the deadline with this strategy. We will do our very best, but I want to make it clear we think it is really important that we try to meet the deadline of this Strategy in December. If we can do that, we will. If there is something important that we cannot do within that timeframe absorbing all the feedback, then we will try to publish it as soon as possible thereafter, and you can hold us to account for that.

**Jennette Arnold OBE AM:** Well, as long as you recognise that that is not the best of practice.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** That is why we are not aiming for that. We are aiming to try to get it all done together, but I am just trying to be clear that that you know within the timeframe that we have, it is a task already to try to make sure we put in the feedback and get the Strategy finally out. And so, if there are other things that might need to follow very closely behind, even if it is not ideal, we would want to be in a position where we get them out as fast as possible, but I do not want to make any guarantees about what we can put out when beyond the Strategy itself. I am just trying to be careful about that.

**Jennette Arnold OBE AM:** I just thought the Committee will have to note that we are not promised an Integrated Impact Assessment with the launch of the Strategy and I think that is an issue of concern. I hear what you say, but I think that has to be flagged up.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** To not promise does not mean it is not going to happen, it just means I am not promising it can happen and we will do our best.

**Jennette Arnold OBE AM:** I can only say the Committee would have to note the answer.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** My final position on that was if, having consulted everybody, I am wrong to be so cautious,

then we will let you know. From what I know, I am just trying to make sure that I do not put us in a position where I am causing my team to be held to something that might be too difficult for them to meet within that very, very tight timeframe.

**Andrew Dismore AM (Deputy Chair):** Just a quick one coming up from what Jennette said. How many responses have you had so far?

**Simon Cooper (Sports Manager, Greater London Authority):** The online response is around 900. We have not had that many through the post box that we have here. Last time I looked it was around about of a dozen, but as Matthew said, experience shows it is all going to be last minute. Last 48 hours, in fact. We want a good response, we really do. This is new to us. We want to understand we are getting it right.

**Florence Eshalomi AM:** Just on that, I was going to ask that. Is that going to be anything else to try to boost that before, what, a week and a bit?

**Simon Cooper (Sports Manager, Greater London Authority):** Most likely. We have put through our networks, Matthew has alluded to some of this, through London Sport, we are trying everything we can to make people aware of it. It is in our interest as much as anyone else's to get this going.

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** I am painfully aware of the fact that it may be that come next Friday we have a vast number of responses to make sure we bring into account. We also want to make sure we are faithful to the points that have been raised by this Committee, the points when people said, "Actually, this could be clearer", or "that could be clearer", making sure that is factored in. I understand there is quite a lot of work to be done come what may by the time we hit the end of the consultation next Friday.

**Susan Hall AM (Chairman):** Anything else from my colleagues? No, you did say earlier that you have heard very nice replies except from here. If I could just politely remind you robust scrutiny is what we are all about. That is what we are here to do. After all, we are spending taxpayer's money, it is appropriate that -

**Matthew Ryder (Deputy Mayor for Social Integration, Social Mobility and Community Engagement):** Chair, could I be given the opportunity just to respond to that? It was a comment that was meant in humour rather than in complaint. Absolutely, I understand this is a place where I should be robustly scrutinised. Can I just make one other point? I really welcome it, genuinely. I wanted to talk about the Sport Strategy in my two [GLA] Oversight [Committee] appearances, we ran out of time. I genuinely welcome Mr Dismore, Ms Arnold, Ms Eshalomi, Mr Bailey, Ms Russell, yourselves, all scrutinising me on this strategy. The reason why I am especially welcoming on this one is because this is a difficult one. We want to get it right, everybody has views, and everybody has consensus about how important it is, so we do welcome it. It is not me saying that, if I was too flippant before, I apologise, but we genuinely welcome scrutiny.

**Susan Hall AM (Chairman):** Excellent, that is what we like to hear. If I could just remind you that you are going to send us a list of groups with the amount of money that they get and the length of time that the funding is in place, please.

**Jennette Arnold OBE AM:** Sorry, Chair, we also want a copy of the Impact Assessment.

**Susan Hall AM (Chairman):** A copy of the Impact Assessment, thank you. If there is anything we have missed off, I am sure you will be thrilled to bits to get letters from us and give us the answers back as you just said you would be, so leave that with us. Thank you very much.