

Sport for all of Us

**The Mayor's strategy for
sport and physical activity
in London**

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Mayor's foreword

From Wembley's iconic arch, to Wimbledon's famous lawns, London is instantly recognisable across the globe as one of the world's leading sports capitals. Our city has a rich and unique sporting heritage, boasting historic venues like the fabled home of British boxing – the York Hall – as well as modern sporting arenas, like the magnificent London Stadium, which played host to the incredible 2012 Olympic Games.

We also have some of the most popular sports teams, internationally renowned events and many of the finest sportsmen and women ever to compete on the world stage. There is no question that we have a lot to be proud of in London, but there is scope for us to be even better by working to improve the status, standing and quality of sport in our city.

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

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

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

When I was growing up on a council estate in south London, I played football and cricket and, along with my brothers, I also learnt to box. I saw from an early age how sport could help bring people from different backgrounds together. My home in Tooting was only a short bus ride from the Oval and I have many fond memories of watching live test matches with family and friends. As a result, I've always felt that all Londoners should have access to major sporting events and that no-one should be denied these experiences simply because they don't come from an affluent background.

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

Another big part of our plan is about supporting grassroots sport, empowering local clubs, coaches and volunteers who really make it happen. My goal is to build on what is already

being done locally and ensure it is available to everyone – for it is only by making funding and resources more freely available to those at a local level, to those who know what Londoners want and need, that we will be able to create the best possible environment for sports activity.

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

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

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

Our city lives and breathes sport and at a time when our society too often seems divided, I want to utilise this to strengthen the bonds between our communities and help make London the most socially integrated and active city in the world. The new flagship programme, Sport Unites, will work to help us realise this ambition by providing common experiences through sport to build bridges between different communities and unify Londoners from a wide variety of backgrounds.

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

We consulted widely on the contents of this strategy. We received many different views and ideas on how the investment I am making available for sport should be spent. There was widespread support for the vision to use the power of sport to get London more socially integrated, as well as more active and healthy. I am very grateful to everyone who took time to respond to the consultation. Ultimately, I hope everyone in London gets involved in delivering this vision for sport and that, in turn, we can join the excellent work that others are doing in community sport in London and to help keep this great city of ours as the leading global venue for major sports events.



Sadiq Khan
Mayor of London

Executive summary

Overview

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

Sport in London: now and in the future

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

In this strategy, the Mayor's commitment to sport in London will harness the power of sport to help Londoners of every background to live truly connected lives where differences and diversity are celebrated. By sitting alongside other statutory strategies including health inequalities, transport, planning, environment, culture, housing, and economic development, it will help ensure a cohesive approach to tackling London's problems and improving the lives of Londoners.

Our work in sport has two distinct strands:

London: sports capital of the world

First, we support major sports events hosted in London. We have a long and proud tradition of staging sports events and in recent years have hosted some of the world's largest including the 2012 Games, Rugby Union World Cup in 2015, and the World Athletics and Para Athletics in 2017. We will be hosting the Cricket World Cup in 2019 and seven matches for the EURO 2020 Championship, including the semi-finals and final at Wembley. These events have an opportunity to bring strong economic and social benefits to London. These range from promoting the city internationally to offering community sport programmes and mass volunteering opportunities. This will allow Londoners to come together and celebrate the greatest sports people and events in the world.

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

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

- Allocate funding through our Major Sports Events Engagement Fund to widen the community benefits of events taking place in London.

‘Sport Unites’

Our second focus is on community sport. This previously focused solely on increasing participation. We will shift this focus and use the power of sport to improve social integration in London – a core priority of the Mayor’s wider work. Central to our work in community sport will be a new programme, ‘Sport Unites’. This new £8.8 million proposed investment will focus on three themes: Sport for Social Integration, Active Londoners, and Workforce, Tech & Capacity Building. The programme will also invest £3 million from the Mayor’s £45 million Young Londoners Fund.

Theme One: Sport for Social Integration

The Mayor wants social integration to be an explicit outcome of his sports programme. His ambition is to make London the first city in the world to maximise the potential of sport to increase social integration. To achieve this, we will:

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

Theme Two: Active Londoners

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

- Provide more affordable, local participation opportunities for all Londoners, particularly low-income Londoners, in places where demand outstrips supply.
- Promote programmes that target inactive Londoners.
- Invest in pilots which test innovative methods.
- Invest in organisations that cater for and support Londoners with mental health difficulties.

Theme Three: Workforce, Tech & Capacity Building

Developing and diversifying the community sporting workforce and helping to build the skills capacity in organisations is a key part of the work of Sport Unites and the wider sport sector in London. Also, unlocking the full potential of technology will help us to achieve this. We will:

- Reward and recognise inspirational coaches for their contribution to community sport and give them the support they need.
- Invest in the Civic Innovation Challenge to develop sport tech solutions to address physical activity challenges in London.
- Develop the next generation of the paid and volunteer community sporting workforce, and support current workers, by supporting their learning and development, to ensure they are skilled, motivated and valued.
- Consider co-investment in London Sport's sport tech initiatives which develop ideas, prototypes and products.

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

Other projects

Young Londoners Fund

The Young Londoners Fund is a key tool for the Mayor's long-term approach to reducing violent crime in the capital. By investing in projects that are dedicated to giving young Londoners an opportunity to get involved in positive activities and sport, the Fund seeks to deter at-risk young people from violence and crime.

Major Sports Events Engagement Fund

The objectives of Sport Unites will underpin how we work with major sports events to deliver meaningful opportunities for Londoners to engage with events. As such, the two areas of our work are closely linked and strategically aligned.

The Major Sports Events Engagement Fund is fundamental to our approach. By investing in community projects linked to events taking place in London, we will ensure that the social benefits of hosting events are maximised.



Introduction

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

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

This vision sees sport in broad terms. For us, 'sport' is not limited to organised physical games and events that often include an element of competition. We fully recognise that, for some, the term 'sport' can have a negative effect and act as a barrier to participation, particularly when it comes to competitive sport. As such, our intention is to fund what many refer to as 'physical activity' – more informal recreation, as well as traditional sport. Ultimately, our main objective is to get people more active and we will not limit the types of sport or activity that we will fund, which may mean funding 'minority' sports. Providing a variety of activities is paramount to encouraging inactive people to take up some form of activity.

Sport

Sport means various kinds of physical activities that bring people entertainment, enjoyment and relaxation, such as dance, yoga and running. This strategy also aligns with other Mayoral strategies and policies that promote social integration and active lifestyles.

Active travel is complementary to sport as a means of staying healthy, and the Mayor's approach to building active travel into Londoners' daily lives is set out in the Mayor's Transport Strategy.

Historically, the Greater London Authority's (GLA) involvement in sport has had two distinct strands. Firstly, **major sports events**. These include the 2012 Olympic and Paralympic Games, the Tour de France Grand Départ and Inaugural Women's Tour in 2014, the Rugby Union World Cup in 2015, and the World Athletics and World Para Athletics Championships in 2017 – the first time both championships have been hosted in the same city in the same year. Hosting successful world sports events brings huge benefits to London. It boosts our economy, promotes the city internationally and brings social benefits such as community sport programmes, volunteering and the opportunity to get involved in activities linked to the event.

Second, **community sports**, much of which followed from initiatives around the 2012 Games and its legacy programmes. Community sports traditionally had the main goal of

increasing participation, with all the accompanying health benefits that arise from more Londoners taking part in sporting activity.

In this strategy, the Mayor is insisting that there is a clear link between major sports events and community sport. Each major sports event that seeks our support must now show how it will provide increased opportunities to participate, volunteer and spectate. Therefore, any funding application must also have a robust community project strategy. This approach affirms the Mayor's commitment to use London's major sports events to benefit all of our communities.

More importantly, while the GLA's sports programmes have had some success, the Mayor believes they can do much more. At the centre of this strategy is the Mayor's comprehensive new community sports programme **Sports Unites**. It emphasises the importance of community sport and its relationship to major events. Alongside, it adds social integration – a core concept in all the Mayor's work – to the existing goals of healthy living and increased participation. The Mayor has therefore decided to place community sport under the remit of Debbie Weekes-Bernard, Deputy Mayor for Social Integration.

Sport Unites

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

Social integration

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

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

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

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

- **Theme One: Sport for Social Integration:** funding new initiatives that use sport to bring together Londoners from different ages and backgrounds and/or cater specifically for Londoners who are isolated or lonely as well as people from low-income households.
- **Theme Two: Active Londoners:** funding opportunities for affordable, local participation in sport, specifically targeting groups who are not sufficiently active (for example, disabled people and people with mental ill-health).
- **Theme Three: Workforce, Tech & Capacity Building:** funding programmes that support those working and volunteering in sport. This includes nurturing the very best in sport tech developments, which promote good use of data, innovation and evaluation in community sport.



Major Sports Events

The Mayor will continue to secure and support delivery of major sports events, but with an increased emphasis on harnessing the power of these events to bring together Londoners from every background. He will also use Sport Unites to deliver meaningful opportunities for Londoners to engage with events.

By working with event organisers to deliver a variety of community engagement opportunities aligned to Sport Unites, the Mayor will maximise the significant social benefits these events can bring to London.

Major sports events make a significant contribution to London's international profile and provide exciting occasions for Londoners to see the world's top sports stars in action. They are also a proven vehicle for increasing civic pride – the 'feelgood factor'.

We have always sought to ensure that events bring important economic benefits as well as opportunities for London's large volunteering community. The Mayor believes that major sports events can bring even more benefits to Londoners. They have a unique ability to boost London's cultural sector and can foster a keen sense of collective identity as Londoners come together to celebrate and support the events. The 2012 Games' Cultural Olympiad was a prime example of which included 500 events throughout the UK, spread over four years, and culminated in the London 2012 Festival.

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

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Sport in London: now and in the future

The importance of sport in London

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

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

- Thirty-eight per cent of adults in London do not meet the Chief Medical Officer physical activity guidelines¹.
- London has around half the number of leisure facilities per 100,000 people as the rest of the country².
- All 33 local authorities³ in London have suffered substantial reductions in their expenditure, with inevitable implications for the amount spent on physical activity and sport⁴.

The Mayor's policies on sport can make a difference in London and have done so in the past. The evaluation of the Mayor's Sports Legacy Programme⁵ (MSLP) found that it had a positive impact on the lives of Londoners.

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

Importantly, our work has not only impacted the lives of Londoners, it has influenced how sport is approached across the country at both a national and international level. For example, the sports strategy of the Department for Digital, Culture, Media and Sport (DCMS), launched in 2015, stated: *'The GLA has, for some years, used a system under which grants for sport need to reach a certain proportion of inactive people. Sport England will, in future, adopt a similar approach with their major grants programmes'*⁶.

¹ Health Survey for England 2016

² Turning the Tide of Inactivity

³ 32 London boroughs and the City of London Corporation

⁴ Turning the Tide of Inactivity

⁵ 'The Mayor's Sports Legacy Programme' was proposed in London's bid to host the 2012 Olympics and consisted of three phases of funding up to and including Phase III 2015. Its original goals included funding infrastructure development, skills and capacity building, and initiatives designed to increase participation in 'grassroots' sports.

⁶ Sporting Future: Strategy for an Active Nation

Team London

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

Team London's work, and the projects it funds, stretches far beyond sport. More people volunteer in sport than in any other sector. In London, 52 per cent of those involved in any sort of regular, formal volunteering do so to support organisations or groups relating to sport or exercise⁷. This equates to just under 11 per cent of Londoners who actively volunteer in sport or exercise-related volunteering⁸.

As part of Team London's work, not-for-profit sports clubs can access the same level of support as other civil society organisations. This includes help with capacity building, small grants and support from corporate volunteers.

The importance of volunteering in sport is also clear within the delivery of major sports events in London. Most major events rely on volunteers to support delivery of a fantastic spectator experience. The numbers of Londoners volunteering at events varies depending on the scale of each event, with the London 2012 'Games Makers' programme being the largest example. More recently London 2017 saw over 4,000 volunteers welcome visitors from around the world to the IAAF and Para Athletics events. Team London is an important element of how we support major events in London, ensuring that there are ongoing and meaningful opportunities for thousands of Londoners to play an active role in supporting our world-class programme of events on an annual basis.

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

⁷ Building capacity in culture and sport civil society organisations, pp.19-20

⁸ Active People Survey



The Mayor's commitment to sport in London

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

This strategy sits alongside other GLA statutory strategies for which the Mayor is responsible. These include health inequalities⁹, transport¹⁰, planning¹¹, environment¹², culture¹³, housing¹⁴ and economic development¹⁵ policy.

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

The interconnected nature of the Mayor's work means that this strategy is not the only document that reflects the needs of London's sporting community. Everything from London's physical infrastructure to health provision, environment, transport policies, activities for young people, schools, regeneration and work-based programmes is subject to its own strategy, which in turn has connections to sport. As such, this strategy cannot be read in isolation – a fact which is clearly outlined in the **Aligning with Mayoral strategies and policies** section on page 68.

Sporting partnerships

To deliver the vision for sport, we also need to work closely with other key organisations. London Sport¹⁶ is an independent charity, which receives core funding from Sport England. The Mayor appoints the Chair and two board members. Sport England and London Councils also appoint two board members, with the remaining independent board members appointed by London Sport.

London Sport plays an important role in delivering and coordinating sporting activity in the capital. It has identified a range of factors which affect how physically active a person is. Some Londoners feel they lack motivation or are intimidated by joining in activity with others. Others know of the benefit of sport, but find the rewards too distant in the context of their busy lives. To address such issues, London Sport has a bold aspiration to make

⁹ <https://www.london.gov.uk/what-we-do/health/have-your-say-better-health-all-londoners>

¹⁰ <https://www.london.gov.uk/what-we-do/transport/our-vision-transport/mayors-transport-strategy-2018>

¹¹ <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan>

¹² <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy>

¹³ <https://www.london.gov.uk/get-involved/have-your-say-draft-culture-strategy-london>

¹⁴ <https://www.london.gov.uk/what-we-do/housing-and-land/tackling-londons-housing-crisis>

¹⁵ <https://www.london.gov.uk/what-we-do/business-and-economy/economy-works-all-londoners>

¹⁶ <https://londonsport.org/>

1,000,000 Londoners more active between 2015 and 2020¹⁷. The Mayor is supportive of this initiative.

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

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

The work we are doing with Crystal Palace National Sport Centre, is another example of our partnership objective. The centre supports a wide range of sport and physical activity across a range of participation pathways. The centre has an impressive sporting history, but in order for it to retain a wide range of sporting facilities and activity and have a sustainable future, a new approach is needed. A long-term strategy for the centre is being developed, which will consider how the centre can support sports at a range of levels through investment in its facilities.

Although Sport Unites' focus on social integration reflects a new approach to community sport, this is echoed in the approach of others – albeit in a less explicit way. In 2015, DCMS highlighted the importance of economic, social and community development, in addition to the environmental and health benefits of sport¹⁸. Sport England took a similar approach in its 2016 strategy 'Towards an Active Nation'¹⁹. Furthermore, through its work on delivering major sports events across the country, UK Sport is also guided by priorities around the social benefits of sport, to which we are closely aligned. Whilst this strategy adds a new dimension to the use of sport to encourage social integration, we are confident that other key sports bodies already share this aspiration and will join us in pursuing it.

¹⁷ <https://london sport.org/about-us/our-mission-vision-and-values/our-blueprint-strategy/>

¹⁸ DCMS 'Sporting Future' 2015 <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

¹⁹ <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>



Sport Unites

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

Sport Unites will contribute to the long-term vision of making London the most socially integrated and active city in the world. Through the programme, the Mayor will invest at least £8.8m²⁰ into community sport between spring 2018 and spring 2021. This investment will focus on Sport for Social Integration, Active Londoners, and Workforce, Tech & Capacity Building. This final theme will help support the paid and volunteer community sport workforce in London, the development of cutting-edge technology, the promotion of sport tech industries, and robust monitoring and evaluation. The objectives of Sport Unites will also underpin how we work with major sports events to deliver meaningful opportunities for Londoners to engage with events. This will ensure the social and community benefits of hosting events are maximised.

Our approach: revenue-focused

The focus of Mayoral investment under Sport Unites will be on revenue rather than capital funding. Research emphasises the importance of encouraging the use of existing community assets (e.g. community centres, parks and other recreational spaces) as well as 'formal' sports facilities, which can be off-putting and intimidating for some, particularly those who may be wanting to become active or get back into sport. Being self-conscious about a perceived lack of sporting ability ('not wanting to make a fool of myself') and/or body image can be important factors in this respect and can add more barriers to participation. It is often the case that relatively small amounts of funding make a huge difference, especially to small organisations and clubs. Consequently, we feel that investing in people-focused initiatives and programmes is the best way to maximise the impact of our investment.

However, we recognise the role of the London Plan in safeguarding sports facilities and scoping the potential for building new facilities where there is a demand. We will work closely with the GLA planning team to advocate on behalf of the sport and physical activity sector for improved access and availability of sporting facilities and playing fields.

Our approach: issues-based

Sport Unites will take a new approach in reaching Londoners most in need of our programmes. Traditionally, funding programmes would target specific demographics in London, whereas we will take an issues-based approach.

Across the programme we have identified five key issues that will be addressed through Sport Unites projects. These are: **inactivity, mental health, serious youth violence, social isolation, and social mixing.**

We recognise that certain demographics in London will be more affected by respective issues. For example, older people are more likely to experience isolation and physical impairments like poor vision, or cognitive impairments like dementia, which can create

²⁰ £3m of this is via the Young Londoners Fund.

further barriers by affecting their confidence and ability to access places. We will therefore ensure that our funding criteria favour projects that engage with key groups to effectively tackle the specific issue.

In evaluating the projects we fund, we will analyse the demographics of those who engaged in the projects and the outcomes achieved. This will allow us to identify any key groups we may not be working with which will inform future funding criteria. Equally, we will use our monitoring and evaluation to review our key issues.

The table below shows the key issues the programme will work to address through sport. Data has informed the key groups affected by the respective issue²¹.

Theme	Issue	Key Groups Affected
Sport and Social Integration	Social Isolation	Older people, Black, Asian, and minority ethnic (BAME) communities with language barriers, BAME communities with cultural/religious differences, people on low incomes, disabled people or people with long-term mental health conditions, new parents, newcomers to London
	Social Mixing	Some faith groups, older people, disabled people, people on low incomes, newcomers to London
Active Londoners	Inactivity	Disabled people, women, LGBT+ people, older people, some BAME groups, some faith groups, people on low incomes
	Mental Health	Refugees, homeless people, LGBT+ people, carers, some BAME groups, people with specific mental health conditions (depression, bipolar disorder, anxiety, etc.)
Young Londoners Fund	Serious Youth Violence	Young people at risk of exclusion, including some BAME groups, disadvantaged young people, including children in care and care leavers

²¹ 'Social Isolation and Loneliness in the UK', 'British Integration Survey 2016', 'Fundamental Facts about mental health 2016', 'Sport England (2017). Active Lives Adult Survey'

The programme will invest in accordance with the following principles:

Top-down and bottom-up

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

Small grants and larger longer-term investment

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

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

Diverse portfolio of funded organisations and incentives for collaboration

We will fund and support a wide range of organisations, for example national governing bodies (NGBs), traditional sports clubs, or sports charities. Investment in community organisations that have well-established relationships with and the trust of various London communities will also take place. We will also not seek to limit the types of sport or activity that we will fund, which may mean funding 'minority' or less 'popular' sports. Having a wide range of activities on offer could be important to maximise the chances of encouraging inactive people to take up some form of activity.

A diverse approach to investment

We will consider running pilot schemes to test new and innovative ways of delivery, particularly in new technology. However, we will be mindful of not seeking to 're-invent the wheel' and will learn from successful existing initiatives and good/best practice. Consequently, we will invest in both tried and tested approaches, organisations and modes of delivery, as well as pilot initiatives that are innovative and experimental. A key outcome for the programme will be understanding what works, what doesn't, and crucially, why.

Theme One: Sport for Social Integration

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

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

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

Theme Two: Active Londoners

Improving health and wellbeing through physical activity remains an important theme of the community sports programme. The investment in this theme will provide more opportunities for Londoners to take part in a wide variety of affordable and/or free access sports and physical activity in their local area. Specifically, the programme will fund initiatives that cater for inactive²² Londoners and provide ways for people to use sport to pursue their goals— whether that is simply improving fitness or making the transition into top-level sports.

By targeting inactive people in this way, we will be supporting those who are among the most susceptible to poor health outcomes through their inactivity, including older people, those on low income levels, certain BAME groups, women and disabled people. This will lead to better physical and mental health and improved wellbeing and quality of life for all Londoners. It will help to reduce health inequalities across London, and contribute to the aims of the Mayor's Health Inequalities Strategy.

Theme Three: Workforce, Tech & Capacity Building

The Mayor wants to help community sport partners, of all sizes, to strengthen and build their skills, competencies and capacity. This will help them to do what they do best - deliver sport and physical activity for Londoners.

²² The definition of an 'Inactive' person used by Sport England in its 'Active People Survey' is someone who has done less than 30 minutes of moderate intensity activity/week.

This is the focus of the third theme of Sport Unites. It will support and underpin our work to improve social integration in London and to enhance people's health and wellbeing through participation in community sport.

We will do so in three main areas. We will help the sporting 'workforce' develop a wider range of the skills that are most beneficial to the people and communities our programme will serve. We will use the power of technology to expand access to open data, thus identifying more local, affordable participation opportunities for Londoners. Finally we will provide a platform, through a series of collaborative events, for the sharing of great ideas and for linking academic theory with good practice across the sector. This will allow other cities to benefit from our innovative approach.



Theme One: Sport for Social Integration

Objective

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

Context

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

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

We will consider the extent to which these three elements already exist within the sport sector to inform the opportunities for Sport Unites to improve social integration in London.

Relationships

In respect of relationships, it is a point of pride for the capital that 90 per cent of people agree that London is a good place to live, and 66 per cent of Londoners say they feel they belong to their neighbourhood. However, we must investigate the reasons why London is not a good place for all people and that some do not feel that they belong²³.

Our data suggests that Londoners face challenges in building strong, diverse relationships and they are more likely to experience social isolation than people in other parts of the UK²⁴. In 2014, around 20 per cent of Londoners reported they do not have a spouse or partner, family member or friend, to rely on if they have a serious problem²⁵.

Although Londoners value diversity, this does not necessarily translate into friendships between individuals from different backgrounds or social groups. In 2015, some 21 per

²³ GLA Analysis of MOPAC Public Attitudes Survey, 2016/17.

²⁴ GLA (2016) 'Older Londoners and the London Plan: Looking to 2050'

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

²⁵ GLA Analysis of Understanding Society, 2013/14.

cent of Londoners reported that all their friends were the same ethnicity as themselves²⁶. Almost a third said all their friends were the same age as themselves, and 30 per cent said that all their friends had a similar education to them²⁷.

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

Participation

Data shows that the huge number of people taking part in sport and coming together around shared activity is a powerful way to improve social integration. In 2016, nearly four million adults in London – 58 per cent of the city’s adult population²⁸ – reported taking part in active sport in the last four weeks.

However, it is not simply the quantity of Londoners taking part in sport that gives it a special ability to bring communities together. Of all activities, sport has particularly high engagement from a diverse range of social groups. For example, amongst young people, there is no difference in active sport participation between white and BAME groups²⁹. This makes the potential of young Londoners of all ethnicities meeting through sport much more likely than activities dominated by one group.

Equality

Groups such as disabled people, older people, some BAME and religious groups and some groups of women are on average less likely to be physically active than other Londoners³⁰. Sport Unites will promote equality by addressing the barriers to participation, by targeting these groups to reduce inactivity and to provide more opportunities for them to integrate with others through sport.

Discrimination can act as a key barrier to participation. We will advocate for a strict zero-tolerance approach to all forms of discrimination in sport at all levels. For example, we know that some Trans groups face discrimination when requesting safe changing facilities and participating in physical activity.

Sport not only brings different groups of people together. It also enables young people who may have become alienated from society, or who have made negative life choices, to become better connected with their local communities and socially supportive networks. Taking part in sport and play gives young Londoners the chance to learn skills, and gain qualities, at an early age that will serve them well for life. An ability to relate to others,

²⁶ GLA Analysis of Understanding Society, 2014/15.

²⁷ GLA Analysis of Understanding Society, 2014/15.

²⁸ GLA Analysis of Taking Part Survey, 2015/16. This compares with 55 per cent of adults in the rest of England.

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

³⁰ Sport England (2017). Active Lives Adult Survey: May 16/17 Report.

compete fairly, lead and follow with mutual trust and respect, and be part of a team is highly valuable to employers. It also helps young people build positive relationships with adults and their peers. Projects with this focus will be delivered through the Young Londoners Fund.

Programmes aimed at young people at risk of criminal behaviour can boost self-esteem, reduce first-time offending and reduce reoffending³¹. The social and economic benefits of using sport in this way are self-evident – the return on investment in sport programmes for at-risk youth are estimated at £7.35 of social benefit for every £1 spent³².

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

³¹ Sport England: Social Value of Sport

³² <https://www.sportengland.org/research/benefits-of-sport/social-value-of-sport/>



The role Sport Unites will play

In the context of sport for social integration, examples of what the Sport Unites programme will fund include:

- A partnership with the Laureus Sport for Good Foundation to carry out three **place-based pilots** using its 'Model City' approach. These projects will work intensively with communities in a defined geographical area by building relationships and networks in communities and developing and supporting existing community assets. Sport will be used to address issues that communities themselves identify and recognise as being of concern. This will increase the chance of sustainable change being achieved and maintained.
- Initiatives that create **new partnerships** between traditional sports providers (for example, clubs or specialist sports charities) and community organisations including faith groups, disability groups or groups that provide services and support to communities, such as LGBTQ+ or newcomers to London.
- Initiatives that target and are tailored to **socially isolated people** in London or those that work with them (such as women, LGBTQ+, BAME, Deaf and disabled people), which will address the specific barriers such as access to information or accessibility of services, including cost, that prevent them from taking part in sport and participating in their community.
- Initiatives that **combine sport with other activity**. For example, for some people social life revolves around music, while for others it may be food, cultural events, or activism. Combining sport with other activities that people enjoy – and already take part in – will be a catalyst for people with different interests to come together when they might not have done so otherwise.
- Community engagement projects linked to major sport events taking place in London. Through the Major Sports Events Engagement Fund, we will ensure that the social benefits of hosting events are maximised. Projects will be tailored according to the event in question, but will draw on the key delivery strands of Sport Unites.
- Support for **talented young Londoners with a focus on those from low-income backgrounds**, providing opportunities to train and compete in appropriate settings to realise their potential. Equality is a key aspect of the GLA's framework for social integration, and this initiative will help to tackle some of the barriers that different groups face in accessing sports across London.
- Initiatives that **co-support relevant Mayoral policies and strategies**, such as Health, Transport, Skills, Culture and Environment.
- Initiatives that **support Mayoral campaigns and priorities**, such as the Mayor's 2018 gender equality campaign #BehindEveryGreatCity and the Mayor's Young Londoners Fund.

The Laureus project

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

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

The GLA has partnered with Laureus Sport for Good Foundation to roll-out a place-based funding approach: 'Model City'. Model City is designed to empower local communities to make changes and ensure the local voice is guiding the decision-making process. This pioneering approach strengthens existing community assets, builds trust amongst stakeholders, whilst creating a structure to allow new partnerships to develop and communities to thrive. Model City has been used to create positive change through sport in New Orleans and Atlanta.

The Model City pilot has launched in London and will be delivered across three locations. A combination of data, desk-based research and local consultation was used to determine the best areas to pilot it. Each Model City was established in areas with an estimated population of up to 100,000 Londoners - with a coalition of between 10–15 organisations expected to receive grants. These grants will vary in value depending on the needs identified by the local community. Impact and evaluation will be measured against individual indicators, in accordance with Laureus' measurement framework. The projects will work intensively with communities to identify and address issues (using sport) that communities themselves recognise as being of local concern.

Laureus has committed £250,000 of funding across two years and £40,000 of value in kind. The investment by Laureus is being matched by a budget of £0.5m of GLA funding.



Comic Relief and Sport Unites

Comic Relief's major grants programme aligns with the GLA's objectives for social integration. We have entered into a three-year partnership with Comic Relief and launched the £3 million 'London Together Fund' each partner contributing 50 per cent of the total fund. The fund is offering large grants to initiatives that use sport to improve social integration across London.

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

- Reducing isolation and loneliness.
- Bringing together people from different backgrounds to reduce prejudice, negative stereotyping and increase trust.
- Supporting Londoners into work, employment and training.
- Providing opportunities for Londoners from all backgrounds to volunteer.

There will be a minimum of three funding rounds across three years.

CASE STUDY: TOTTENHAM SILVER SPORTS – GROUNDWORK LONDON

Groundwork London helps build the capacity of London communities, empowering them to engage in and shape the future of their local area.

Their programme 'Tottenham Silver Sports', funded by Comic Relief, will create activity hubs in Sheltered Housing Schemes in Tottenham and will bring residents and non-residents together through sports to reduce isolation and improve health and happiness.

The programme will address integration by offering;

- Local sports sessions with the opportunity for residents to engage and interact with tutors allowing them to build physical and social confidence.
- One-to-one sessions and peer support for isolated residents, including personalised mobility plans.
- Sustainability and entrenching the change in communities through recruitment and training of project ambassadors, who will become effective advocates and create an ongoing peer support structure.

Young Londoners Fund

The Young Londoners Fund (YLF) will support education, sport and cultural activities for 10-21 year olds who are vulnerable or from disadvantaged backgrounds. These include young people who are not in employment, education or training (NEET), or at risk of becoming NEET. Up to £45 million will be invested over the next three years. This includes £5m a year to scale-up existing GLA projects that already support young Londoners.

The YLF has allocated £3 million for Sport Unites initiatives that engage young people in sport or physical activity.. This will be distributed via:

- Community grants for small to medium grants for grassroots community organisations.
- Impact partnerships which expand the reach and impact of well-established, larger-scale, longer-term initiatives that operate across multiple locations.

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

- Support initiatives which are deterring young people from violence and crime. The YLF is a key tool for the Mayor's long-term approach to tackling violent crime in the capital. By investing in projects, and people, that are dedicated to giving young Londoners an opportunity to get involved in positive activities and sport, the fund seeks to deter at risk young people from violence and crime.
- Support young people into education, training or employment.
- Reduce discrimination and stigma by increasing positive connections and interactions between people from different backgrounds or communities.
- Enable isolated young people to feel more supported by and connected to their community.
- Improve trust, respect and understanding between young and older people through intergenerational interaction.
- Increase opportunities for young disabled people.

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

As part of the YLF, we are creating a steering group of funded organisations, Group members will share their learnings, best practice and information on how to create sustainable long-term opportunities for young people, through leadership, education, training or employment opportunities. We will also support the GLA's Education and Youth Team, in ensuring that young people have the information, advice and guidance they need to make informed, appropriate choices at age 16 about sports careers, improving transitions between schools and college.

Team London

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

- Make volunteering more accessible and easier to take part in therefore creating a culture of volunteering across London.
- Work at grassroots level with civil society to help organisations offer more volunteering roles to their local community.
- Unify Londoners towards common causes and make them proud of their contribution to a 'City for all Londoners'.

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

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

CASE STUDY: EVERTON IN THE COMMUNITY – IMAGINE YOUR GOALS (IYG)

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

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

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

The programme aims to:

- Increase sports participation from marginalised groups.
- Improve physical health, fitness and mental wellbeing.
- Tackle unemployment by providing training and qualifications.
- Tackle unemployment by creating volunteer and employment opportunities.
- Provide competitive football opportunities.
- Raise awareness of mental health and challenge stigma.
- Share information and build partnerships.
- Prevent suicide and premature health-related death.
- Enhance social contact and connection.
- Underpin project impact with robust independent evaluation.

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

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

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

SPORT UNITES THEME ONE: SPORT FOR SOCIAL INTEGRATION

What we will do

To deliver this Theme, we will invest **£5.65 million** to undertake a range of activities, including:

- **Investing £1.5 million into the programme with Comic Relief**, who will invest the same amount to make a total programme fund of £3 million. In doing so, we will support around 30 projects engaging around 30,000 people.
- **Investing £500,000 in the programme with Laureus Foundation** to implement the 'Model City' initiative in London. With additional funding from Nike, this programme will support activities in three areas of London and help around up 10,000 people in each area.
- **Investing £375,000 by running funding rounds** to provide grants to around 125 projects, with around 5,000 people engaged.
- **Providing £275,000 of investment to support London's most talented young athletes** from low socio-economic backgrounds, with at least 100 young people supported.
- **Investing £3 million from the Young Londoners Fund** in summer activities and other programmes. In doing so, we will run funding rounds for grants of up to £100,000, supporting around 25 projects that will engage with around 10,000 people; and grants of up to £100,000-£400,000 supporting around 12 projects that will engage with around 5,000 people.

We will also promote sport and physical activity in this theme through other Mayoral strategies and work, including:

- **'All of Us'**: the Mayor's social integration strategy that will help all Londoners to build meaningful and lasting relationships with each other and be active in their communities.
- **Equality, Diversity and Inclusion**: to address inequality and discrimination in areas including age, disability, ethnicity, gender, sexual orientation and other protected characteristics.
- **Team London**: the Mayor's programme which increases social integration by encouraging Londoners in all communities to volunteer and become active citizens.



Theme Two: Active Londoners

Objective

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

Context

Within London, rates of participation in physical activity vary hugely between different boroughs. London contains some of the most active areas in the UK, such as Richmond-upon-Thames, where only 35 per cent of people do no sport at all. But London also contains some of the most inactive areas, such as Barking and Dagenham, where 66 per cent of people are inactive³³.

Physical activity is crucial for good mental and physical health. Public Health England recommends that adults in England should take part in at least 150 minutes of moderate intensity physical activity each week, in bouts of ten minutes or more³⁴. Across London, fewer than 60 per cent of adults meet these recommendations.

Participating in sport brings a wide range of health benefits. Active people are 14 per cent more likely to report good physical health than those who are inactive³⁵. Physical activity is also associated with improved mental wellbeing, reducing the likelihood of someone being affected by depression by around 30 per cent. The potential cost savings to the NHS of people doing more sport is estimated by DCMS to be more than £900 million a year.

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

³³ Sport England Active People Survey 2015/16.APS9 Q1 to APS10 Q4 (October 2014 - September 2016)

³⁴ <https://www.gov.uk/government/publications/health-matters-getting-every-adult-active-every-day/health-matters-getting-every-adult-active-every-day>

³⁵ Active People Survey 2015/16

School and college sport and Physical Education

The Mayor believes that children and young people are as much entitled to a physical education (PE) as they are an academic education. The provision of high-quality PE in schools and colleges, taught by qualified staff, is hugely important.

The high levels of overweight and obese children and young people are a pressing and urgent issue, and the Mayor has convened a taskforce for London to help more children in London achieve a healthy weight.

We want to support initiatives that get children and young people more socially integrated and more active. We want to be flexible on how we do that, whether by working with schools and colleges or with other organisations that provide activities to children and young people. We are mindful of the numerous intervention approaches that schools and colleges get, from many organisations, and the burden that this places on them. Consequently, when looking to support the work that schools and colleges are doing, we will maximise the use of existing networks and points of contact. This includes the GLA Education Team, London Sport and charitable and other organisations already working with the target groups.

Evidence suggests that the foundations for an active lifestyle begin at an early age. We will support the work being done in schools and colleges that provide opportunities for children and young people to be physically active every day – for example, through ‘Active Travel’ (cycling and walking) and initiatives such as Healthy Schools London and Healthy Early Years London. We will also support the ‘The Daily Mile’, which gets primary school children running or jogging at their own pace for fifteen minutes every day. The Daily Mile has also developed ‘Fit for Life’ for secondary schools and others, which is designed to support and help young people transition from primary to secondary school. In October 2018, the Mayor, along with Sir Mo Farah and London Marathon Events Ltd, launched a campaign to encourage London schools to get involved in the Daily Mile at a school in Tower Hamlets.

Programmes like this, often with the involvement of parents or guardians and wider families, help to develop a habit of being active from a young age. This improves the chances of young people remaining active into secondary school and in later life. For example, Healthy Schools London supports schools to provide an environment and culture that helps their pupils grow up to be healthy and happy and to learn. With an award scheme sponsored by the Mayor, we will support Healthy Schools London as they recognise and celebrate schools that are making a difference for their pupils.

We acknowledge that PE teachers, sports instructors and those delivering sports and physical activity in schools need to be skilled. This includes having the ‘soft’ skills which can identify the needs of students, encourage healthy eating habits in conjunction with exercise, encourage participation, and break down gender stereotypes that exist around sport. Alongside initiatives such as the London Childhood Obesity Taskforce and the Skills for Londoners Strategy, we will work with schools to ensure that those delivering sports have the relevant skills, and where needed, promote the training of more instructors. We will also support the continued expansion of the London Enterprise Adviser Network to increase employer engagement with schools and colleges, specifically in the sports sector.

CASE STUDY: THE DAILY MILE

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

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

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

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

The role Sport Unites will play

Under the Active Londoners theme, examples of what the Sport Unites programme will fund include:

- Providing **more affordable, local participation opportunities** for Londoners in places where demand outstrips supply. Convenience, affordability, and proximity are amongst the key factors that determine whether people exercise regularly.
- Promoting programmes that **target Londoners who are not sufficiently active**. During the previous Mayor's Sports Legacy Programme, all projects had to reach a proportion of previously inactive participants. This included a minimum of ten per cent for phase one and at least 20 per cent for phases two and three. This programme will target a majority (51 per cent plus) of previously inactive participants and address the barriers they face to being active.
- Investing in ground-breaking pilots that test innovative methods of engaging inactive people. This will include encouraging providers to offer sports programming alongside cultural activities, food, and other pursuits that inspire, excite and motivate people.
- Investing in organisations that cater for and **support Londoners with mental health difficulties** and exploring ways to support existing mental health initiatives, such as ThriveLDN³⁶. This is the first time that funding has been invested in sports programmes specifically to help people deal with mental health difficulties such as depression, bipolar disorder, anxiety or substance abuse. We recognise that participating in sport can sometimes be challenging for those with mental health issues. Some people may benefit from prior interventions, for example home visits to develop trust and confidence to overcome such 'invisible barriers' to participation. We will factor this into our funding criteria.
- Supporting **social prescribing** as a way of linking people to sources of support. This is mainly used by GPs, nurses and other health care professionals to refer people to a range of non-clinical services and activities in the community to address people's social, financial or emotional needs. It may include local community activities aimed at getting people more active, such as walking groups or other forms of sport or recreational activity. Although referrals at social prescribing services are mainly led by NHS, other organisations such as housing associations and voluntary sector bodies can also make referrals. We support the work that is being done by the NHS, local authorities, local associations, local communities and the voluntary sector to get people more active through social prescribing. This will also include, where possible, aligning ThriveLDN, NHS and Sport Unites initiatives.

³⁶ ThriveLDN, supported by the Mayor of London and the London Health Board, is a citywide movement for mental health. ThriveLDN is committed to making London a fairer and more equal city and improving the mental health and wellbeing of all Londoners

- **Community sport programmes linked to major sports events**, maximise the opportunities from event hosting to encourage more people to increase their levels of activity in their everyday lives³⁷.

CASE STUDY: FALLS PREVENTION PROGRAMME, ENFIELD

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

The key aims of the programme are to:

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

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

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



SPORT UNITES THEME TWO: ACTIVE LONDONERS

What we will do

To deliver this Theme, we will invest **£1.25 million** to undertake a range of activities, including:

- **Investing £375,000 by running funding rounds, to provide micro grants** of under £5,000 to around 75 projects, engaging around 12,500 people.
- **Investing £500,000 by running funding rounds, to provide medium sized grants** of between £25,000 and £75,000 to up to ten projects, engaging around 15,000 people.
- **Investing up to £375,000 in other sport and physical activities** that support the delivery of this theme.

We will also promote sport and physical activity through other Mayoral strategies and work, including:

- **Health:** to help secure the physical and mental health benefits from being active and to address the health inequalities in London, supporting initiatives such as Thrive LDN, and the Heathy Workplace Charter.
- **Air quality:** the Mayor's drive to improve the air quality in London will help to overcome the barrier to being active.
- **The draft London Plan:** to help protect sports facilities and playing fields and to promote the use of sport and recreational space in new developments.
- **Environment:** to encourage environmentally friendly sporting events and facilities with the London Environment Strategy.
- **Housing:** to encourage optimising density in new housing developments to reduce car dependency and increase accessibility of sport facilities with the London Housing Strategy.
- **Children and young people:** to support activities in schools, such as the Healthy Early Years London programme.
- **Transport:** to support active travel such as walking and cycling.



Theme Three: Workforce, Tech & Capacity Building

Objective

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

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

Context

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

Workforce

London Sport's report 'Building a Workforce for the Future' highlighted that 1 in 3 Londoners have some involvement in the physical activity sector:

- 5 per cent have paid involvement.
- 17 per cent have paid and voluntary involvement.
- 11 per cent have voluntary involvement.

Community sport in London is almost entirely dependent on the millions of paid workers and volunteers who use their dedication, experience and enthusiasm to make sports available to others. They create great experiences for the communities they serve. Without the energy, passion and commitment of these dedicated individuals, the system would collapse. We want to create a better environment for this workforce to make it easier for them to fulfil their roles. We will also ensure that volunteers have positive and fulfilling experiences and are not used to supplement the paid workforce.

The community sport workforce should consist of people who reflect and support the communities where they live. They should be encouraged to use their sporting skills to

tackle inactivity amongst the most difficult to reach groups and use their knowledge of local communities to achieve better social integration.

Workforce

Our use of the term 'workforce' refers to people who deliver community sport (rather than the wider sporting industry staff, such as hospitality or security staff at sports events), and those who work with the people and communities such as youth workers, PE teachers, social workers and referral services. This includes those who operate in the sector in both a paid and voluntary capacity, and people who work in traditional and non-traditional ways to make a positive difference in the way that sport and physical activity feature in Londoners' lives.

In summer 2017, London Sport and Sport England commissioned HPI Proactive to do research³⁸ into whether London's current workforce can encourage inactive people to take part in sport and remain involved.

The research found that:

- The current workforce meets the needs of Londoners that are active now.
- A different or enhanced workforce is needed to reach, engage with and inspire less active Londoners.
- There is appetite among the workforce to work with inactive Londoners, but they need information, training and support to develop their skills appropriately.
- The community sport workforce in London needs to adapt and evolve to meet the challenges ahead.

In addition, the research explored satisfaction levels amongst London's community sport workforce. Two out of five of people surveyed said they are looking for further training opportunities in the next year. Most were satisfied with their positions, but as many as one in five were dissatisfied. This was broadly consistent across the 15 different types of sport workforce roles that the research examined³⁹. These levels of dissatisfaction need to be improved and are not addressed simply by encouraging a workforce into greater levels of technical or academic qualification. At worst, such dissatisfaction poses a long-term threat to the stability of the sport workforce, which is vital to a healthy sport environment.

The research also showed that key reasons inactive Londoners are prevented from taking part in sport are lack of confidence, a sense of trepidation, low self-esteem, or feeling that it is not for 'people like me'. To reach inactive Londoners, it shows that workers and volunteers need 'soft skills', rather than purely specialist sports skills. Those that acquire

³⁸ Building a Workforce for the Future

³⁹ Defined as: Coach, Health Advisor, Health & Wellness Champion, Fitness Instructor, Volunteer, Class Instructor, Teacher, Organiser of Physical Activity, Personal Trainer, Management, Front of House, Activator, Official/Referee, Administrator, Marketer

those ‘softer skills’ can also benefit from expertise that can be easily transferred into other work or volunteering and also alternative areas of social activity.

Only 11 per cent of Londoners said they were focused on ‘technique’ as the most important part of their experience in sport. Far more valued in the workforce is an ability to be ‘motivating, friendly, non-judgemental and adaptive’ – and this applies both to volunteers and to paid staff. Sport England’s report ‘Working in an Active Nation’⁴⁰ emphasises how, to provide customers with a great experience, the workforce must be responsive to their needs and able to engage them in a way that will make them feel welcomed and valued.

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

For these reasons, Sport Unites will not only give those who work and volunteer in sport an opportunity for better qualifications. It will also focus on how they can get the skills to provide the best possible experiences and motivate inactive people, and how to promote and enable participation, equality and relationships between Londoners.

We will consider the current workforce requirements and that of the future as London’s physical activity sector expands and shifts. We will work to improve pathways into employment and volunteering in sport, and make them more accessible to a wider range of ages, skills and backgrounds. We will fund projects which address the under-representation of certain groups such as young people, women, BAME and LGBTQ+. We will also support those from disadvantaged areas of London, to ensure that it is more diverse and better reflects the make-up of our city.

Sport Tech

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

In London, the digital economy is worth £62.3bn annually, with over 300,000 digital jobs in the capital. With 81 per cent of the UK population now smartphone connected⁴¹ – the opportunity to digitally engage with Londoners has never been greater.

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

⁴⁰<https://www.sportengland.org/news-and-features/news/2018/september/12/working-in-an-active-nation-the-professional-workforce-strategy-for-england/>

⁴¹ Deloitte: There is no place like phone

- Remove barriers that prevent people from getting active.
- Incentivise, motivate and encourage people to make active lifestyle choices.
- Promote ways in which technology can share information on the availability of sports facilities.
- Support efforts to bring people together through sport.

Our work in Sport Tech will focus on three key areas:

- Facilitating and supporting social prescribing, working alongside GLA Health team and other partners to explore digital solutions aimed at raising their activity levels, enhancing their sport and recreational experiences, and helping Londoners connect with others in meaningful ways.
- Using open data to better inform Londoners about sports and community venues that are local and accessible to them, and making both finding and using such facilities much easier and cost-/time-effective.
- Mapping London to identify free or low-cost spaces where community sport can take place for Londoners from low socio-economic groups and in disadvantaged areas.

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

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

Two Sport Tech companies were funded in 2018 to market-test their solutions to two Sport Unites related challenges: inactivity and social isolation.

CASE STUDY: SPORT TECH FOR SOCIAL PRESCRIBING

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

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

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

Capacity building

We want to support, in real and practical ways, our partners and stakeholders in the Sport Unites programme – all of whom play an essential part in achieving the Mayor's vision.

From individuals through small groups to large organisations, we will help those delivering sport and physical activity in our city to strengthen and build their skills, competencies and capacity. For example, we will design and deliver a series of Thought Leadership events that will turn academic theory into on-the-ground practice. This will allow the sector to share ideas, learn lessons from both success and open acknowledgement of failures, and apply good practice in to their daily work.

The Thought Leadership programme will provide support to the sector around the use of sport and physical activity to improve the relationships and experiences of Londoners. It will do so through a series of events and opportunities for collaboration and communication, bringing together stakeholders in community sport – including the paid and volunteer workforce – to access information, talk about success (and failure), share good practice, and apply the lessons learned in practical ways.

Our workforce investment will align with the Mayor's Skills for Londoners Strategy. It will support volunteering into employment as well as the upskilling for Londoners of different ages and those from disadvantaged and at-risk groups. Initiatives will hone the workforce's understanding of sport for social integration together with its 'soft' skills needed to deliver the vision with the potential for exchanges in community sport settings and links into existing apprenticeships and FE schemes and networks.

CASE STUDY: CLUBWORKS

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

ClubWorks was supported by the GLA between 2015 and 2018 to give sports clubs the tools they need to serve the city's diverse communities. The scheme aims to help a wide variety of sports clubs to grow and increase participation by:

- Developing a strong base of trained coaches and volunteers to provide high-quality coaching.
- Helping them develop and implement strategies and plans.
- Working with clubs to grow and sustain their active membership, to increase participation across London.
- Supporting clubs to become more sustainable and attractive to funders.



The role Sport Unites will play

In terms of the workforce, tech, and capacity building elements of Sport Unites, examples of what the programme will fund include:

- Support for the community sporting workforce in London, to improve confidence and motivation and ensure they are better able to meet the specific needs of inactive Londoners.
- Reward and recognition of inspirational coaches and volunteers for their contribution to community sport in London, which improve morale, work satisfaction and retention rates.
- Support for the next generation sporting workforce to identify individuals and learn from inspirational coaches and volunteers, who can be excellent and inspiring role models for young people.
- Potential co-investment in London Sport's Sport Tech Hub to deliver a series of 'reverse pitches' and 'hackathons', and to support an innovation fund to nurture and develop ideas, prototypes of products that boost community sport in London.
- Tech solutions which improve access to open data to inform Londoners of local activities, facilitates or supports social prescribing to raise activity levels, or maps London's free and low-cost venues and activities.
- Events which bring organisations together with academics to share good practice and collaborate to solve problems in a collective way.



SPORT UNITES THEME THREE: WORKFORCE, TECH & CAPACITY BUILDING

What we will do

To deliver this theme, we will invest up to **£1 million** to undertake a range of activities, including:

- **Investing £575,000 to provide training, rewards, recognition and mentoring opportunities** for volunteer and paid community sports organisations.
- **Investing £250,000 in companies to develop sport-tech solutions** to address physical activity challenges, funding at least four projects.
- **Covering a series of up to 12 stakeholder conferences** that bring organisations together with academics to share good practice and collaborate to solve problems in a collective way.

We will also promote sport and physical activity through other Mayoral strategies and work, including:

- **Skills for Londoners Strategy:** to help increase skills training and apprentice opportunities that meet the needs of employers and young people across the sporting industry.
- **Smarter London Plan:** we will explore how to use data and smart technology to help solve social integration challenges and strengthen the sporting workforce.
- **Environment:** to encourage environmental friendly sporting events and facilitates through the London Environment Strategy.



London: Sports Capital of the World

Context

The 2012 Games reaffirmed London as a global leader for hosting major sports events – and we continue to win awards for our ability to host the biggest and best events. For example, London has recently been named SportBusiness International’s Ultimate Sports City of 2018. In the four years immediately following the 2012 Games, major sporting events generated £1 billion in direct economic impact⁴² to the London economy.

London has an array of world-class facilities that contribute to the capital’s attractiveness as a sporting host city, including:

- **Queen Elizabeth Olympic Park:**
 - London Stadium
 - Copper Box Arena
 - London Aquatics Centre
- **Lee Valley Regional Park:**
 - Lee Valley Velodrome
 - Lee Valley Hockey and Tennis Centre
- **The O2 Arena**
- **Wembley Stadium**
- **Twickenham Stadium**
- **Wimbledon**
- **Lord’s and The Oval Cricket Grounds**
- **Emirates Stadium**
- **Tottenham Hotspur’s new stadium**
- **Stamford Bridge**

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

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

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

- 2013: Rugby League World Cup
- 2014: Inaugural Women’s Tour

⁴² London Four Years on, A Global Host for Sport, London and Partners, 2016

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

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

- 2019: Cricket World Cup
- 2019: FINA Diving World Series
- 2020: FINA Diving World Series
- 2020: UEFA European Championship
- 2020: Street League Skateboarding World Championships

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

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

Maximising the benefits of hosting major sports events

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

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

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

Economic impact

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

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

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

International exposure

The likely reach of the event through television and other media, particularly in strategically identified territories and markets.

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

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

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

Community engagement

The extent to which event organisers provide genuine and meaningful opportunities for Londoners to engage with the event is critical. This includes using local volunteers, providing opportunities for Londoners to access tickets, and crucially, increasing participation opportunities for the respective sport because of hosting the event.

We recognise the value of community engagement when hosting major events.. We allocate funding through the Major Sports Events Engagement Fund to widen the community benefits of events taking place in London. For example, between 2014 and 2018, we funded 16 community projects associated with events and have recently partnered with London Sport to deliver a new tranche of funding from the Major Events Engagement Fund.

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

**CASE STUDY: COMMUNITY ENGAGEMENT:
2017 IAAF WORLD ATHLETICS CHAMPIONSHIPS**

The Community Athletics Fund (CAF) was designed to encourage more Londoners to take part in athletics-based activity, and to use athletics to bring their local community together to celebrate the 2017 International Association of Athletics Federations (IAAF) and International Paralympic Committee (IPC) World Championships. The Fund focused on social integration and each project was required to host a community event to bring people from different backgrounds together as well as demonstrating how their project directly linked to the 2017 IAAF and IPC Championships.

Keep it Moving

One of the activities which took place was '*Keep it Moving*' which introduced athletics to BAME residents in Southall. Weekly activities were delivered across the borough in partnership with five local community groups.

Keep it Moving showed a good understanding of the community it was working with and whilst the programme was running, attracted new attendees. Although some people joined as passersby and did not complete the whole session they still took part in various elements.

For much of the group, English was their second language but the coach was able to communicate in their language if there were any instructions that could not be understood. Over 350 local residents engaged in 60 minute activity sessions.. The activity helped residents to overcome obesity and physical inactivity.

We will work with organisers to ensure supported events have accessible entry-ticket pricing points. For events which are outside of our control, where practical, we will encourage or suggest ways to keep ticket prices affordable. We also work with event organisers to implement school and community ticketing schemes, where possible. This approach will give access to events for Londoners whilst ensuring venues subsidised by the public purse, remain financially sustainable.

We acknowledge the potential impact of Brexit on major sports events. The key areas of concern are potential restriction of movement for athletes, event staff and spectators – all of whom are vital to the success of events that we host. We will work alongside the government, including DCMS, to mitigate the potential implications of Brexit on future major events.

Major Sports Events Framework Review

We will evaluate the Major Sports Events Framework to ensure it reflects the Mayor's priorities and stays relevant to the needs of London and Londoners. The review will evaluate the existing London-wide partnership approach for bidding for, and supporting, major sporting events, and will include a review of:

- The existing criteria used by the GLA to assess applications for event support.
- The different types of events supported by the GLA to date, and what events the GLA should look to attract to the city in future years.
- The venues used to host events in London.
- The impact of major events on city operations, including how events integrate within existing public transport and policing operations.

It will further seek to integrate the implementation of other Mayoral strategies and policies into the delivery of major sports events in London, including environment, culture and commercial partnerships.



CASE STUDY: MAJOR SPORTS EVENT:
LONDON 2017 – IAAF WORLD CHAMPIONSHIPS AND WORLD PARA ATHLETICS CHAMPIONSHIPS

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

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

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

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

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

'The Big Half'

The Big Half is a new annual mass participation event launched in 2018. It aims to show how sport and the community can combine to inspire social change, create social cohesion and improve health and wellbeing. It does this by bringing together people from a variety of socio-economic groups, faiths, ages and ethnicities. The event includes several social activities in addition to the half marathon run itself, including:

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

LONDON: SPORTS CAPITAL OF THE WORLD

What we will do

To deliver our work on major sports events, we will:

- **Support delivery of the existing events programme** that we have already been successful in securing.
- **Support bids for future events** that meet our funding criteria.
- **Invest in community programmes for the events that we support**, aligned with the aims of Sport Unites.
- **Review our Major Sports Events Framework** to reassess our future approach to hosting – including our funding criteria – and to determine, strategically, which events to bid for in the coming years.

We will also support the work of other Mayoral strategies and work, including:

- **Team London:** to secure volunteering opportunities for Londoners at major sports events.
- **Sustainability:** in support of the GLA's Responsible Procurement Policy.
- **London Borough of Culture:** in support of London Borough of Brent's activities in 2020, linked to the EURO 2020 Championship.

Measuring Success and Evaluation

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

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

Theme One: Sport for Social Integration

We have developed a theory of change for the Sport Unites programme and will align it with the GLA Social Evidence Base, which will track the state of social integration across London. A set of measures has been developed by the GLA, some are applicable to sport. Sport Unites will help to test and pilot those measures and will then embed them within the programme's KPIs.

Theme Two: Active Londoners

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

Theme Three: Workforce, Tech & Capacity Building

Workforce, Tech and Capacity Building will support the delivery of outputs and outcomes from Sport for Social Integration and Active Londoners.

We will develop a set of measures to assess the impact of this theme in achieving the aims of the Sport for Social Integration and Active Londoners themes.

London: sports capital of the world

We will use the Major Sports Events Framework to score events in London on economic impact, broadcast/exposure, and community engagement. This will ensure we are bringing events that have strong economic and social benefits to London.

In addition, we will review the Major Sports Events Framework to ensure it reflects the Mayor's priorities and stays relevant to the needs of London and Londoners.

Aligning with Mayoral strategies and policies

We have worked closely with teams across the GLA to ensure that 'Sport for all of Us' aligns with the Mayor's strategies and policies. We have highlighted where there are key alignments with other strategies and policies.

Statutory strategies

Economic Development Strategy

'Sport for all of Us' will align with the Economic Development Strategy by:

- Helping to improve the health of Londoners through community sport - its focus on social integration will contribute to increased opportunities for low-income Londoners.
- Helping to prepare young people for employment through community sports initiatives and the work of youth organisations.
- Enabling more socially integrated places and citizen-led regeneration as sports facilities are a key part of community and wider social infrastructure.

Environment Strategy

'Sport for all of Us' will align with the Environment Strategy by:

- Acknowledging air quality as a major barrier to participation, and affirming the important part the physical environment can play in inclusion. For example, high-quality green spaces can help people to be physically active through recreational and informal exercise, whilst low-quality green spaces can encourage anti-social activity, or foster a sense of fear of using green spaces, which has an impact on people's levels of physical activity.

Health Inequalities Strategy

'Sport for all of Us' will align with the Health Inequalities Strategy by:

- Working with Healthy Schools London, which is designed to promote all aspects of health and wellbeing including physical activity and encouraging active travel to school and active play.
- Sharing an objective to take actions helping children achieve and maintain a healthy weight, with focused support for those communities with high rates of child obesity.
- Placing the Mayor's proposed approach to helping all Londoners, including young Londoners, to be more physically active at its heart.
- Through Sport Unites, supporting initiatives that can help people to engage with each other, build skills, create new networks and take part in locally led activity – thus improving mental health and resilience and helping provide more opportunities for all Londoners to take part in community life. Sport builds relationships and networks and has direct health benefits by promoting physical activity.

- Social prescribing – sport has a part to play as a non-medical, community-based activity that people could be referred to.
- Supporting the HIS objective for all Londoners to achieve at least the minimum level of daily activity needed to maintain good health.

Housing Strategy

‘Sport for all of Us’ will align with the Housing Strategy by:

- Encouraging and supporting physical activity thus reducing car dependency and supporting the Mayor’s aim that every Londoner is walking or cycling for at least 20 minutes a day by 2041. Higher density housing development can reduce car dependency and encourage physical activity and the London Health Strategy and draft London Plan encourage optimising density in new housing developments. Neighbourhoods are planned so that local facilities (including sports facilities) are within comfortable walking and cycling distance from people’s homes, thereby encouraging physical activity and participation in sports.
- Helping people with specific needs to live independently and older people to be active for longer and accessing more local, affordable opportunities for sport and physical activity. New housing developments will be matched with provision of new social infrastructure: the London Health Strategy commits the Mayor to working with developers, councils, TfL and other public-sector service providers to ensure that new housing development is matched with the provision of new infrastructure (including social infrastructure, which may include sports facilities). This is being delivered through policies in the draft London Plan, and through lobbying of government to increase social infrastructure funding in higher growth areas.

London Plan

‘Sport for all of Us’ will align with the London Plan by:

- Encouraging the use of existing community assets (such as community centres, parks and other recreational spaces) as well as ‘formal’ sports facilities – thus recognising the role of the London Plan in safeguarding sports facilities and scoping the potential for building new facilities where there is a demand.
- Working closely with the GLA planning team to advocate on behalf of the sport and physical activity sector for improved access and availability of sporting facilities.
- With the London Plan, helping to encourage play and informal recreation, and emphasising the importance of independent play for children and young people.

Transport Strategy

'Sport for all of Us' will align with the Transport Strategy by:

- Upholding the health benefits of active travel, which can be complemented by sport for many people – particularly children, who need more physical activity to stay healthy. Both the Mayor's Transport Strategy and this strategy promote the health benefits of being physically active.
- With the Transport Strategy, seeking to make physical activity as accessible as possible, by promoting the full range of options – from walking to the bus stop to skateboarding or Sunday league football – to reduce barriers to being active.
- Working with TfL to ensure that the impact of events on London's transport network is managed effectively. The legacy of past major events such as the 2012 Games has been lasting accessibility improvements on the transport network, on which the Mayor and TfL continue to build.

Other Mayoral strategies and policies

Commercial partnerships

- The GLA and TfL Sponsorship Policy sets out the four key principles for all contractual partnerships that the GLA and TfL enter. This policy applies only to these parties and cannot be enforced on other organisations, including events that the GLA is involved in supporting.
- The GLA has an internal vetting process that is applied to all sponsors and partners of events that the GLA is considering supporting, which ensures that we review all opportunities on an individual basis. This allows us to balance the potential benefits of supporting an event against any reputational risks of being associated with an event partner. This process is reviewed regularly to reflect external factors and make sure it remains relevant.

Equality, Diversity and Inclusion Strategy (EDI)

- **Strategic objective 39 of the EDI strategy relates to inclusive sports and is as follows:** To work with community organisations, the grassroots sport sector, London Sport and other strategic partners to help ensure diversity, inclusion and social integration are important principles of the new sport programme and strategy.
- **Community investment:** the Mayor will ensure all partners and organisations that receive GLA funding for major sporting events provide community development programmes that foster greater social integration and participation, and promote unity, respect and community. He will also launch a new £8.8m community sport investment programme that will contribute to making London the world's most active and socially integrated city.

London Borough of Culture

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

Night Time Economy

- As part of the Major Sports Events Framework Review, we will consider how event organisers and venue owners could promote active and healthy lifestyles by providing healthy food and drink options, which could be of particular benefit for the night time workforce, who often struggle to access healthy food.

Skills Strategy

- In developing the sport workforce, we will work alongside the Skills for Londoners Strategy and explore ways of working with sporting organisations and bodies, and sector skills agencies to increase skills training and apprenticeship opportunities that meet the needs of employers and young people.

Smarter London Plan

- Alongside the Smarter London Plan, we will explore how to use data and smart technology to help solve social integration challenges and strengthen the sport workforce.

Sustainability (Events)

- The Mayor's vision is to develop London as an exemplar of big city sustainability, through concerted actions designed to create:
 - Strong, diverse, long-term economic growth.
 - Social inclusivity to give all Londoners the opportunity to share in London's future success.
 - A cleaner and greener London including ensuring the city is zero carbon by 2050.
- We recognise our duty to demonstrate leadership in the field of event sustainability management by conducting our event related activities in line with the GLA Event Sustainability Policy. The priority areas as identified within this include, for example, encouraging the London Living Wage and improving environmental sustainability.
- The wider GLA group has updated its Responsible Procurement Policy. This is a strategic document setting out its plans, ambitions and commitments for pioneering socially, environmentally and economically sustainable procurement to provide better quality of life and better value for money. Major sports events we support must agree to adhere to the principles of both GLA Event Sustainability and Responsible Procurement policies. We will also consider how to work with event

organisers to ensure they demonstrate a commitment to improving London's environment and align further with wider Mayoral environmental policies and objectives. This could include recycling and waste, for example single use plastic bottles and plastic straws. The Oval cricket ground is pioneering work in this area with a pledge to make the Kia Oval a single use plastic free ground by 2020.

About this document

The GLA Act 1999, places a requirement on the Mayor to produce a Culture Strategy, which must include sport. Although published separately to the Culture Strategy, this document is intended to meet the requirements set out in the Act. The draft Culture Strategy was published in spring 2018. The final version was published in December 2018.

Although called 'The Mayor's strategy for sport and physical activity in London ', references to sport include 'sport 'alongside 'physical activity 'in accordance with the GLA's interest in promoting any form of physical activity that people do for enjoyment, entertainment, relaxation or active travel.

Consultation Process

A draft version of this strategy has been subject to a consultation exercise with stakeholder organisations and with the public. The consultation took place between 20th July and 12th October 2018.

In addition, the Mayor's sports team commissioned a series of independently facilitated workshops to consult community organisations. The publication of the draft of this document started a three-month period of consultation, during which the Mayor welcomed Londoners' views about the issues raised in the draft strategy and his plans for addressing them. More than 100 organisations responded to the consultation and the strategy has been revised in the light of their comments. A consultation summary report sets out the key issues raised during the consultation and the Mayor's response.

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