

# GREATER LONDON AUTHORITY

## REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2258

### Title: Sport Unites Programme: scoping Workforce and Thought Leadership

#### Executive Summary:

MD2244 approved expenditure for Sport Unites, the Mayor's community sport investment programme. The GLA Sports Team is looking to commission specialist external consultancy support to scope and develop the Workforce and Thought Leadership elements of the Sport Unites programme. Up to £25,000 is required to cover the contract costs associated with these commissions.

#### Decision:

That the Assistant Director of Team London and Sport approves:

Expenditure of up to £25,000 for specialist consultancy support to scope and develop the Workforce and Thought Leadership elements of the Mayor's multi-million-pound community sport investment programme: 'Sport Unites', comprising of:

1. Up to £10,000 to carry out the work required to scope the Workforce elements of the Sport Unites programme;
2. Up to £10,000 to carry out the work required to scope the Thought Leadership elements of the Sport Unites programme; and
3. Up to £5,000 for the publication of the research carried out in 2017 by ThinkBeyond

#### AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT:

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

It has my approval.

Name: Alice Wilcock

Position: Assistant Director of Team London and Sport

Signature:



Date: 20/08/18

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1 'Sport Unites' is the Mayor's new multi-million-pound community sport investment programme – it was authorised in March 2018, by MD2244. It will focus on delivering Social Integration outcomes – in line with 'All Of Us' the Mayor's Strategy for Social Integration published in March 2018. This marks a shift away from focusing primarily on funding participation-centric community sport initiatives, towards using sport to deliver more complex social outcomes.
- 1.2 Initially, the programme will see up to £5.8m of GLA funding invested into community sport in London from April 2018 – March 2021 across three themes:
- Sport for Social Integration;
  - Active Londoners; and
  - Workforce and Capacity Building.
- 1.3 This ADD relates specifically work required to scope and develop elements of Theme 3 – Workforce and Capacity Building, which comprises 'enabling' activity to maximise engagement with Londoners and the sustainability of outcomes delivered via the initiatives funded under Themes 1 and 2 of the programme.

#### **Workforce**

- 1.4 It is expected that the Workforce element of the programme will see at least £500k invested over the first two years of the programme. It will provide direct support and training for people who deliver sport on the frontline and those who work, in other ways, with the people and communities the Sport Unites programme will serve. This includes those who operate in both a paid and voluntary capacity. The intention is for the workforce element of the Sport Unites programme to align with and complement the Strategic Plan of Action for Workforce, published by London Sport in December 2017, as well as the Mayor's Team London initiative for any aspects related to volunteering.
- 1.5 In order for delivery to begin in Q4 2018-19, the Workforce element of Sport Unites needs to be scoped over the coming months to identify and assess delivery options. The key lines of enquiry for this exercise include, but are not limited to:
- Reward and recognition;
  - Training and development;
  - How to activate, engage and empower non-traditional community sport 'workforce'; and
  - Providing support to and creating optimum conditions for inspirational community coaches and other frontline personnel that are essential to the delivery of the Sport Unites programme.
- 1.6 This ADD requests up to £10,000 to carry out the work required to scope the Workforce elements of the Sport Unites programme.

#### **Thought Leadership**

- 1.7 The case for investing in Thought Leadership stems from the opportunities and challenges inherent in the decision to make social integration outcomes a priority focus for Sport Unites. Research undertaken during the development of programme shows that whilst there are pockets of good

practice in the UK and around the world, no city has yet managed to harness the full potential of sport to drive social integration on a large scale. Sport Unites has the potential to create a blueprint for how to achieve this. One of the challenges is that many organisations in the community sport sector in London are on a learning curve with respect to using sport to achieve the kind of outcomes that contribute to improved social integration.

- 1.8 'Sport Unites' will invest in both tried and tested approaches, organisations and modes of delivery, as well as initiatives that are innovative and experimental. For the latter category, the programme will embrace an entrepreneurial approach, which in this context means: 'investing to learn'. Specifically, a key outcome will be understanding what works, what doesn't, and (crucially) why. This is particularly relevant for the novel elements that will be focussed on investing in sport to achieve social integration outcomes (Theme 1). This is new territory for the GLA and for London's community sport sector and so it is essential to create the space and conditions for ideas to be tested, nurtured, and developed.
- 1.9 From Q4 2018-19 a series of Thought Leadership initiatives will be implemented to support the individuals, organisations and communities that the programme relies on. This is expected to include: events, research and publications to spread good practice and ensure that lessons from funded initiatives are analysed, shared and exchanged within London, nationally, and internationally; opportunities for stakeholders to collaborate to solve problems and tackle challenges in a collective way; a leadership engagement programme; and partnerships with academic institutions, ThinkTanks, and other relevant organisations that specialise in or have a shared interest or stake in Sport Unites.
- 1.10 The Thought Leadership element of Sport Unites is intended not only to support and secure buy-in and commitment from the sector but also those in leadership roles who have the influence and expertise to help realise the objectives of the programme.
- 1.11 This ADD requests up to £10,000 to carry out the work required to scope the Thought Leadership elements of the Sport Unites programme. And up to an additional £5,000 for the publication of the research carried out by ThinkBeyond in Summer 2017 whilst Sport Unites was under development. This publication will lay the foundation for the first tranche of Thought Leadership activities to be carried out from Q4 2018-19.

## **2. Objectives and expected outputs**

- 2.1 The objective of commissioning external expertise to scope the Workforce and Thought Leadership elements of the Sport Unites programme is to lay a strong foundation for delivery from Q4 2018-19 and to ensure the Sports Team's decision making is suitably informed by good practice and an objective appraisal of options.
- 2.2 The expected outputs are:
  - Scoping report including recommended delivery options for the Workforce and Thought Leadership elements of Sport Unites; and
  - A publishable version of the research undertaken by ThinkBeyond in Summer 2017 whilst Sport Unites was under development.

## **3. Equality comments**

- 3.1 The public-sector equality duty requires the identification and evaluation of the likely potential impacts, both Under Section 149 of the Equality Act 2010 (the "Equality Act") as public authorities,

the Mayor and the GLA must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. Protected characteristics under the Equality Act comprise age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status. Due to the nature of this proposed decision, no particular effects, positive or negative, are foreseen on persons with a protected characteristic under the Equality Act.

- 3.2 The Workforce and Thought Leadership will provide direct support and training for people who deliver sport on the front line and those who work in other ways with the people and communities our programme will serve. This programme will therefore advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not, as well as advancing opportunity of those with protected characteristics under the Equality Act.

#### 4. Other considerations

	<b>Risk</b>	<b>Likelihood / Impact</b>	<b>Response / Mitigation</b>
1	Due to the fluidity that surrounds the definition of social integration (i.e. 'Social Integration' means different things to different people and groups) there may be a lack of clarity around how this should be reflected in the Workforce and Thought Leadership commissions.	Low / Medium	Utilise the definition of Social Integration that has been developed and adopted by the Diversity and Social Policy Unit following extensive consultation, based on the following three pillars: Relationships, Participation, and Equality. Ensure the brief for each assignment clearly reflects this.
2	There is a risk that the Sport Unites approach to Workforce is not sufficiently aligned with London Sport's framing of this topic or Team London's approach to volunteering.	Medium / Medium	Involve Team London and London Sport from the outset. Ensure appointed consultants get input from both throughout the process of carrying out the work. Ensure the brief for each assignment clearly reflects this.
3	Insufficient resources within the GLA Sports Team could result in slippage in developing and scoping both the Workforce and Thought Leadership elements of the Sport Unites programme.	High / Medium	The resources requested by this ADD are to mitigate against this risk. The Sports Team will review progress and provide monthly updates about resources and progress to the ADD for Team London and Sport, the Director of Communities and Intelligence and the relevant Deputy Mayor and Special Advisor.
4	The fact that London organisations are on a learning curve regarding thought leadership means that it is difficult to identify ways of working or implement recommendations	Low/Medium	We have positive partnerships with London partners and organisations and can be sensitive about what is and isn't achievable in the short term, ensuring we provide leadership and collaboration
5	The consultancy work undertaken shows that the type and amount of work required is beyond the allocated budget	Medium/High	The scoping work will allow us to identify areas where we can trial approaches. This will then build an evidence base if additional investment or reallocation of resources is required.

**5. Financial comments**

- 5.1 Approval is being sought for expenditure of up to £25,000 for specialist consultancy support to scope and develop the Workforce and Thought Leadership elements for the “Sport Unites” programme. This expenditure will also include the publication costs of the ThinkBeyond research.
- 5.2 The expenditure will be funded from the 2018-19 Sport Unites programme budget within the Team London and Sports unit.

**6. Planned delivery approach and next steps**

<b>Activity</b>	<b>Timeline</b>
Consultants identified and appointed	Aug 2018
Work begins	Sep 2018
Scoping reports submitted	By Dec 2018
Delivery begins	Q4 2018-19
Research published	Q4 2018-19

**Public access to information**

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

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

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

**Part 1 Deferral:****Is the publication of Part 1 of this approval to be deferred? YES**

If YES, for what reason:

The decision form contains budget information for the procurement exercise which would prejudice GLA's ability to secure value for money which is not in the public interest.

Until what date: 30<sup>th</sup> September

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

**Is there a part 2 form? NO**

**ORIGINATING OFFICER DECLARATION:****Drafting officer:**

Mandu Reid has drafted this report in accordance with GLA procedures and confirms that the Finance and -if relevant- Legal teams have commented on this proposal as required, and this decision reflects their comments.

**Corporate Investment Board:**

The Corporate Investment Board reviewed this proposal on 13 August 2018.

**HEAD OF FINANCE AND GOVERNANCE:**

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

Signature:



Date:

14. 08. 18