

Sport for All of Us

IMPLEMENTATION PLAN

December 2018

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**Greater London Authority
December 2018**

Published by
Greater London Authority
City Hall
The Queen's Walk
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London SE1 2AA

www.london.gov.uk

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minicom 020 7983 4458

ISBN

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1. Introduction

The Mayor's strategy for sport and physical activity in London – *Sport for All of Us* - sets out the Mayor's policies for using sport to help tackle London's social integration challenges. It provides a framework for how the Mayor will help tackle London's social integration challenges through sport, as well as a host of other programmes and services provided by the Mayor and his partners, and his longer-term ambitions for the future.

The strategy falls under the umbrella of the Culture Strategy, which is prepared and published under section 376 of the GLA Act 1999.

Under section 376 of the GLA Act 1999, the Cultural Strategy Group for London (known the Mayor's Cultural Leadership Board¹) is required to keep the culture strategy under review, and before submitting the revised version to the Mayor, consult with designated consultative bodies on its contents. The Mayor has a statutory duty to consult on any proposed revisions to the strategy.

The strategy focuses on two key strands. First, is a focus on community sport - increasing participation and using the power of sport to improve social integration in London. The second focus is to support major sport events being hosted in London which have the ability to bring strong economic and social benefits to the capital. Central to this work in community sport will be a new programme, 'Sport Unites'; a £8.8 million-pound initiative which will be delivered across three years (2018-2021). This programme underpins the Mayor's aim for London to be the most socially integrated and active city, and undisputed sporting capital of the world.

Section 41 (9) of the GLA Act 1999 provides that the Mayor shall from time to time set such targets with respect to the implementation as he may consider appropriate having regard to any related targets or objectives set nationally, and any performance indicators set by the Secretary of State, whether nationally or locally, which affect the exercise of functions by authorities involved in the implementation of the strategy. This implementation plan, brings together the implementation aspects of the Sport Strategy in a single accessible document. This includes key policies, proposals and actions; Mayoral targets or milestones where these have been agreed; and, indicators of success where these have been determined.

¹ The Cultural Leadership Board helps shape the Mayor's Culture strategy and keeps the Mayor and Deputy Mayor for Culture and Creative Industries abreast of issues facing the creative industries and the cultural sector.

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This Implementation Plan is not subject to external consultation; however, its content was contained within the draft *Sport for All of Us* Strategy, which was subject to a full public consultation between July and October 2018. The actions and proposals included in this document are those which will be delivered across the entire programme.

The main body of the Implementation Plan is structured around the two priorities of the Sport Strategy:

- Sport Unites programme
- Major Events

Each section lists key actions and proposals by policy along with any relevant outputs and outcomes.

2. Sport Unites programme

The Sport Unites programme has been developed to contribute to the long-term vision of making London the most socially integrated and active city in the world. It is the result of considerable research and draws on successful programmes from around the world. The programme will invest in community sport between spring 2018 and spring 2021. The programme will focus on three key themes:

- Theme 1: Sport for Social Integration
- Theme 2: Active Londoners
- Theme 3: Workforce, Tech and Capacity Building

Additionally, initiatives focusing on disadvantaged and vulnerable young people will be delivered under the Young Londoners Fund.

Through this programme, sport in London will seek to achieve positive social outcomes and help tackle many of the important social issues that affect everyone across London.

2.1 Sport for Social Integration (Theme 1)

This theme will focus on funding new initiatives that use sport to bring together Londoners from different ages and backgrounds and/or cater specifically for Londoners who are isolated or lonely, as well as young Londoners from low income households.

To achieve this, the Mayor has taken, or will take, the following actions in the coming years:

- Launch a partnership with Laureus Sport for Good Foundation to carry out three place-based pilots using its 'Model City' approach². These projects will work intensively with communities in a defined geographical area by building relationships and networks in communities and developing existing community assets. Sport will be used to address issues that communities themselves identify and recognise as being of concern.
- Fund partnerships through Sport Unites between non-sport and sporting organisations to deliver community sports which improve social integration. In

² Model City is designed to empower the local community to make change and ensure the local voice is guiding the decision-making process. This pioneering approach has been used to create positive change through sport in New Orleans and Atlanta. In 2014 Laureus Sport for Good set up a Model City approach to funding in New Orleans and then replicated the model three years later in Atlanta.

particular, initiatives that create new partnerships between traditional sports providers (for example clubs or specialist sports charities) and community organisations, including faith groups, disability groups, or groups that provide services and support to particular communities, such as the LGBT+ community or newcomers to London.

- Work with stakeholders to look at opportunities to co-locate health and wellbeing services with existing sports facilities, community hubs or open space to encourage social mixing and break down isolation.
- Work with stakeholders to support the development of inclusive and safe sports facilities, such as play spaces, community hubs, green and open spaces, cycle parking, and encourage initiatives such as walking and cycling clubs, provision of electric bicycles for older residents as a key part of social infrastructure, especially within new development and regeneration schemes.
- Work in partnership with Comic Relief under the [‘London Together Fund’](#) and distribute £3m across three funding rounds over three years to initiatives that use sport to improve social integration across London, for example:
 - initiatives that target socially isolated people in London and are designed to address the specific barriers that prevent them from taking part in sport and participating in their community.
 - initiatives that combine sport with another activity (such as music or food) that will be a catalyst for people with different interests to come together when they might not have done so otherwise.
- Explore projects that promote regeneration and development of sustainable communities, including examining place-making opportunities to bring established and new communities together.
- Support some of London’s most talented young athletes to reach their full potential and act as role models in their communities. In particular, with a focus on those from low-income backgrounds, providing opportunities to train and compete in appropriate settings to realise their potential.
- Fund initiatives that support relevant Mayoral campaigns and priorities, such as the Mayor’s 2018 gender equality campaign #BehindEveryGreatCity and the Mayor’s Young Londoners Fund.
- Fund 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 Unities.

- Develop a set of measures that will be used to track the state of social integration within London.

2.2 Active Londoners (Theme 2)

Investment in this theme aims to provide more opportunities for Londoners to take part in a wide variety of sport and physical activity in their local area. The programme will fund initiatives that cater for inactive Londoners, and to improve their physical health and wellbeing.

To achieve this, the Mayor has taken, or will take, the following actions in the coming years:

- Provide more affordable, accessible local participation opportunities for Londoners in places where demand outstrips supply. Convenience, affordability, and proximity are key factors that determine whether or not people exercise regularly.
- Promote programmes that target inactive Londoners. In particular, this programme will target a majority (51 per cent plus) of previously inactive participants and address the barriers they face to being active.
- Invest in pilots which test innovative methods of engaging inactive and least active people, including women and girls, older people, disabled people, LGBT+ and certain BAME groups. This will include encouraging providers to offer sports programming alongside cultural activities, healthy food, and other pursuits that inspire, excite and motivate people.
- Use major sports events in London to encourage more people to increase their levels of activity in their everyday lives. This will also include ensuring funded events provide community development programmes that foster greater social integration and participation, and promote unity, respect and community.
- Consider ways to support schools who provide opportunities for children and young people to be physically active every day. For example, the Mayor has partnered with London Marathon Events Limited which is currently delivering the 'The Daily Mile'³, which is having a positive impact in schools across the country.
- Invest in organisations that cater for, and support, Londoners with mental health difficulties (such as depression, bipolar disorder, anxiety or substance abuse).

³ The Daily Mile is a daily group activity consisting of 15 minutes of physical exercise (walking, jogging, skipping, etc.) for primary aged children during the school day, taking place within lesson time. It aims to make children fitter and healthier, and to enable them to concentrate better in class.

- Explore how investment from Sport Unites could be integrated within Thrive LDN initiatives to help those with mental health issues engage with each other, build confidence and skills, and create new networks with locally-led activity.
- Fund social prescribing through Sport Unites to support mental and physical health in communities.
- Support the provision of high quality PE in schools, taught by qualified staff.
- Explore opportunities to work with the GLA Health team and TfL to extend the scope of the Healthy Schools London programme to include active travel⁴.

2.3 Workforce, Tech & Capacity Building (Theme 3)

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

As part of this theme a robust approach to monitoring and evaluation (M&E) will be designed and delivered. The M&E framework for the programme will include defining the outcomes (qualitative and quantitative) that each theme will deliver, identifying appropriate metrics and proxies, and the methods for measuring success and impact.

To achieve this, the Mayor has taken, or will take, the following actions in the coming years:

- Reward, and recognise inspirational coaches for their contribution to community sport and give them the support they need, as well as amplifying best practice in a way that inspires others.
- Invest in the Civic Innovation Challenge to develop sport-tech solutions to address physical activity challenges in London.
- Develop the next generation of paid and volunteer community sport workforce. Specifically, to learn from, and follow in, the shoes of inspirational coaches and volunteers, who can be excellent and inspiring role models for young people.
- 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, young people and adults.

⁴ Active travel means making journeys by physically active means, like walking or cycling.

- Develop a better community sport workforce in London, that is confident, motivated and better able to meet the specific needs of inactive Londoners.
- Consider co-investment in London Sport's sport tech initiatives developing ideas, prototypes and products which will include:
 - a series of 'reverse pitch' events, which invert the traditional formula of developers 'pitching' for investment in products they are already working on. Instead, they will allow sports stakeholders to 'pitch' to tech developers, by explaining the problems they would like to see sport tech addressing. This would bring the developers, investors and diverse members of communities together to identify their challenges and barriers to taking part in sport.
 - hackathons which gather budding entrepreneurs, founders of companies, subject matter experts and tech specialists to work together over a short period of time to solve a 'themed' challenge – 'how to use digital technology to make London the most physically active and socially integrated city in the world'; and
 - a Sport Technology Innovation Fund and incubator hub to nurture and develop ideas, prototypes, or products that have the potential to boost the delivery of community sport in London. This will accelerate and enhance progress towards realising the aims of targeting more inactive Londoners through sport.

2.4 Young Londoner Fund

The [Young Londoners Fund \(YLF\)](#) will support education, sport and cultural activities with a focus on disadvantaged and vulnerable young people aged 10-21, such as young people who are NEET, or at risk of becoming NEET, with £3m being invested over three years to support initiatives.

To achieve this, the Mayor has taken, or will take, the following actions in the coming years:

- Distribute £1m each year through:
 - community grants: for small to medium grants for grassroots community organisations; and
 - impact partnerships: expanding the reach and impact of well-established, larger scale, longer-term initiatives that operate across multiple locations.
- Ensure individual programmes increase social integration and community cohesion, focusing on the needs and circumstances of young Londoners, such as supporting

young people into education, training or employment, and away from conflict, violence and gangs.

- Ensure individual programme outcomes focus on the Mayor's approach to social integration (relationships, participation, equality).
- Develop an evaluation tool to measure the impact of the programme.

3. Major Events

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

- Work with National Governing Bodies and International Federations of Sport to deliver events that have already been secured for London to the highest possible standard, including:
 - 2019 and 2020 FINA Diving World Series
 - 2019 Street League Skateboarding World Tour and 2020 World Championship
 - 2019 and 2020 MLB London Series
 - Annual NFL International Series Games
 - Annual NBA Global Games
 - 2019 ICC Cricket World Cup
 - 2020 UEFA European Football Championship
- Re-evaluate the GLA's major sports events framework to ensure it reflects the Mayor's priorities and stays relevant to the needs of London and Londoners.
- Work with National Governing Bodies and International Federations of Sport to bid for, and secure, further major sports events for London (ongoing).
- Explore ways of working with the Mayor's Environment Team, sports bodies and organisations, and business to look at ways of reducing waste, carbon emission and air pollution associated with hosting major events.
- Work with London Sport to deliver wide-reaching community engagement opportunities associated with major sports events, reinforcing and communicating the role that major sports events play at increasing levels of social integration.
- Work with teams across the GLA family to ensure an integrated approach to major event delivery, including alignment with wider Mayoral strategies and objectives, including:
 - Team London

- Events for London
- GLA Marketing Campaigns Team
- Transport for London (TfL)
- Metropolitan Police Service
- London Legacy Development Corporation and Lee Valley Regional Park Authority
- GLA Environment Team
- London & Partners Major Events Team
- GLA Culture and Creative Industries Unit

4. Partnerships & Investment

4.1 Sporting partnerships

To deliver the vision for sport in London, the GLA will work closely with other key organisations, including government, national bodies (such as Sport England, UK Sport, DCMS), sports organisations (such as London Sport), governing bodies, boroughs, local sports clubs, schools, colleges and community groups.

4.2 Investment

The programme will invest in accordance with the following principles:

Top-down and bottom-up

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

Small grants and larger longer-term investment

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

To support all levels of this diverse eco-system, we will offer different types and sizes of grants. These include grants that help organisations build capacity by developing their

workforce, easy-to-access small grants to support local grassroots providers, and larger grants for projects that will run for longer periods.

Diverse portfolio of funded organisations and incentives for collaboration

The programme will fund and support a wide range of organisations, such as national governing bodies (NGBs), traditional sports clubs, or sports charities. We will also invest in community organisations that have well-established relationships with, and the trust of, various London communities.

Diverse investment

The programme will invest in both tried and tested approaches, organisations and modes of delivery, as well as pilot initiatives that are innovative and experimental. A key outcome for the programme will be understanding what works, what doesn't, for whom, and crucially, why.

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5. Long term outcomes and indicators

5.1 Sport Unites

Theme	Objective	Output	Output measure	Timescale	Outcome ⁵	Outcome measure	Evidence method	Monitoring frequency
Theme 1: Social Integration	A more socially integrated London							
Social Integration <i>(Comic Relief)</i>	1. To work in partnership with Comic Relief to improve social integration in London <i>(London Together Fund)</i>	Provide funding opportunities to local organisations to use sport and physical activity to improve social integration	<ul style="list-style-type: none"> • 3 x grant funding rounds • At least 30 projects supported • At least 30,000 people engaged 	<ul style="list-style-type: none"> • Q1 2018 – Q4 2020 • Q1 2019 – Q4 2020 • Q1 2020 – Q4 2020 	<ul style="list-style-type: none"> • People engaged in the activities feel more socially integrated • Reduced isolation and loneliness • Bring together people from different backgrounds to reduce prejudice, negative stereotyping and increase trust • Increased opportunities to support Londoners into work, employment and training • Provide opportunities for Londoners from all backgrounds to volunteer 	<ul style="list-style-type: none"> • Improved support for those people who are socially isolated • Improved impact on relationships, participation and equality • Increased volunteering • Increased employment or training support/ opportunities 	Grant recipient reporting	Annually
Social Integration <i>(Laureus)</i>	2. To work in partnership with the Laureus Foundation to improve social integration in London <i>(Laureus Model City)</i>	Launch a partnership with Laureus Sport for Good Foundation to support and empower local communities	<ul style="list-style-type: none"> • 3 x 'Model City' place-based pilots delivered • At least 10,000 people supported 	<ul style="list-style-type: none"> • Q1 2018 - Q4 2019 	<ul style="list-style-type: none"> • Local communities are empowered to make changes they want to see in their community • Local communities are more aware and connected with one another • Local communities can better identify problems and work in partnership to solve complex social 	<ul style="list-style-type: none"> • Perception of Londoner's in pilot areas of how projects/programmes funded through Sport Unites have impacted on their relationships, participation and equality 	Performance management data Grant recipient reporting Case studies	Annually

⁵ Outcomes and outcome measures are related to their specific objective; i.e. those participating in projects, or recipients of grants, within that objective.

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					<p>issues in their local area that have arisen due to a lack of social integration</p> <ul style="list-style-type: none"> Local communities work in collaboration rather than competition Local communities are empowered to participate in activity in their local area 	<ul style="list-style-type: none"> Improved trust between different members of the pilot community Improved inter-generational/family opportunities for pilot areas Reduced isolation/loneliness for people in pilot areas Increased opportunities to participate in community events or activities for pilot participants 		
Social Integration <i>(Grants)</i>	3. To work with local sports and other organisations to improve social integration in London (<i>Micro grants; Football Partnerships; Performance Pathways</i>)	Invest in 125 projects over two grant funding rounds.	<ul style="list-style-type: none"> 2 x grant funding rounds At least 125 projects supported At least 5000 people engaged. 	<ul style="list-style-type: none"> Q1 2018 – Q4 2018 Q4 2018 – Q1 2019 	<ul style="list-style-type: none"> People engaged in the activities feel more socially integrated Reduced isolation and loneliness Bring together people from different backgrounds to reduce prejudice, negative stereotyping and increase trust Increased opportunities to support Londoners into work, employment and training Provide opportunities for Londoners from all backgrounds to volunteer 	<ul style="list-style-type: none"> Improved support for those people who are socially isolated Improved opinion of those of a different background 	Performance management data Grant recipient reporting	Annually
		Fund initiatives that create new partnerships between traditional sports providers	<ul style="list-style-type: none"> No. of new partnerships between sport and non-sport organisations 	<ul style="list-style-type: none"> Q3 2018 	<ul style="list-style-type: none"> Reduced isolation and loneliness 	<ul style="list-style-type: none"> Improved support for those people who are socially isolated Improved opinion of those of a different background 	Performance management data Grant recipient reporting	Annually

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Theme	Objective	Output	Output measure	Timescale	Outcome	Outcome measure	Data set used	Frequency of publication
		Support London's most talented young athletes from low socio-economic backgrounds	<ul style="list-style-type: none"> At least 100 young people supported 	<ul style="list-style-type: none"> Q1 2018 – Q1 2019 	<ul style="list-style-type: none"> Young athletes from low socio-economic backgrounds supported by the programme have more opportunities to improve their performance Improved social mobility of young elite athletes supported by the programme Increased community engagement from youth athletes supported by the programme 	<ul style="list-style-type: none"> Increase in young athletes from low socio-economic backgrounds who have been supported through the programme who have delivered social action Improved support for young athletes from low-socio economic backgrounds who have participated in the programme. 	Performance management data	Annually
Theme 2: Active Londoners	To improve the physical and mental health of Londoners							
Active Londoners <i>(Micro grants)</i>	1. To work with local sports and other organisations to improve the health and wellbeing of inactive Londoners	Provide micro grants (under £5,000)	<ul style="list-style-type: none"> 2 x grant funding rounds At least 74 x projects supported At least 12,500 people engaged 	<ul style="list-style-type: none"> Q4 2018 – Q4 2019 Q2 2019 – Q2 2020 	<ul style="list-style-type: none"> Provide more affordable, local participation opportunities for inactive Londoners in their local area Improve the physical activity levels of Londoners Improve the physical health of inactive Londoners Improve inactive Londoner's mental health and wellbeing through sport and physical activity 	<ul style="list-style-type: none"> Increase in previously inactive Londoner's participating in sports projects funded by Sport Unites Perceptions of inactive participants who are using sport to improve their lives Increase in new partnership opportunities funded to support inactive Londoners Perception of participants who report better/improved mental health and wellbeing 	Grant recipient reporting Case studies	Annually
Active Londoners <i>(Medium grants)</i>	2. To work with local sports and other organisations to improve the health and wellbeing of inactive Londoners	Provide medium-level grants (between £25,000 - £75,000)	<ul style="list-style-type: none"> 1 x grant funding round At least 7 x projects supported At least 15,000 people engaged 	<ul style="list-style-type: none"> Q4 2018 – Q1 2020 				

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Theme	Objective	Output	Output measure	Timescale	Outcome	Outcome measure	Data set used	Frequency of publication
Theme 3: Workforce and capacity building	To develop the community sports workforce and capacity building							
Workforce and capacity building <i>(Workforce)</i>	1. To strengthen the volunteer and paid community sports sector	Provide training, reward/recognition and mentoring opportunities for volunteer and paid community sports organisations	<ul style="list-style-type: none"> No. of opportunities offered No. of organisations supported No. of inspirational community sport coaches supported/ recognised No. of paid young community sports workers developed No. of volunteer community sports workers developed 	<ul style="list-style-type: none"> Q1 2018- Q4 2020 	<ul style="list-style-type: none"> Strengthen volunteer and paid community sports organisations 	<ul style="list-style-type: none"> Improved opportunities that provide support and recognition for inspirational coaches Improved opportunities for young paid community sports workers Improved opportunities for volunteer community sports workers Improved support for organisations 	Performance management data	Annually
Workforce and capacity building <i>(Sport Tech)</i>	2. Address physical activity challenges through technology	Develop sport-tech solutions to address physical activity challenges in London	<ul style="list-style-type: none"> No. of sports tech solutions invested in (at least 4) No of users who are more physically active as a result of sport tech solutions 	<ul style="list-style-type: none"> Q1 2018 – Q1 2019 	<ul style="list-style-type: none"> Improve the physical health and wellbeing of Londoners Provide more affordable, local participation opportunities for Londoners in their local area Improve the physical activity levels of Londoners 	<ul style="list-style-type: none"> Improved physical health and wellbeing of participants of sport tech solutions Increased affordable local opportunities for participants of sport tech solutions Improved physical activity of participants of sport tech solutions Improved mental health and wellbeing of 	Performance management data	Annually

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					<ul style="list-style-type: none"> • Improve Londoner's mental health and wellbeing through sport 	participants of sport tech solutions		
Workforce and capacity building <i>(Thought Leadership)</i>	3. To provide support and leadership to the sector around the use of sport to achieve social integration outcomes	Develop a programme of collaborative stakeholder events	<ul style="list-style-type: none"> • 12 x collaborative stakeholder events • 1 x research paper • No. of organisations participating • No. of new opportunities created in the sector 	<ul style="list-style-type: none"> • Q1 2018 - Q4 2020 	<ul style="list-style-type: none"> • Strengthen the sport and community sector 	<ul style="list-style-type: none"> • Perception of organisations reporting benefits as a result of participating in collaborative stakeholder events • Capacity-building the sector by sharing best practice and what works through collaborative stakeholder events 	Performance management data Case studies	
Workforce and capacity building <i>(Monitoring & Evaluation)</i>	4. Conduct robust monitoring and evaluation of the outcomes of investment in sport and physical activity	Develop a set of measures that will be used to track the state of social integration as a result of programme investment in this theme.	<ul style="list-style-type: none"> • Development of a robust baseline • Measures developed are fit-for-purpose. • No. of organisations participating in the M&E • Quality of the measure developed 	<ul style="list-style-type: none"> • Q1 2018 - Q4 2020 	<ul style="list-style-type: none"> • Improve the measures of social integration • Improve capability and confidence in the community of using the measures • The measures are used to assess Sport Unites programme 	<ul style="list-style-type: none"> • Improved the measures of social integration and how to implement them practically • Captured rich, insightful information on the perceptions of, and benefits gained by, organisations supported through this theme • Usability/replicability of tool across the sport and non-sport sectors 	Performance management data	Annually

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5.2 Young Londoner's Fund

Objective	Output	Output measure	Timescale	Outcome	Outcome measure	Data set used	Frequency of publication	
Young Londoner's Fund (YLF)	Support education, sport and cultural activities which focus on disadvantaged and vulnerable young people aged 10-21							
	1. Fund initiatives that support disadvantaged and vulnerable young people <i>(Small Grants; Summer Activity)</i>	Provide funding opportunities to grassroots community organisations who use education, sport and cultural activities to support disadvantaged and vulnerable young people	<ul style="list-style-type: none"> 3 grant funding rounds (up to £1m per year) At least 25 projects supported At least 10,000 people engaged 	<ul style="list-style-type: none"> Q1 2018 Q1 2019 Q1 2020 	<ul style="list-style-type: none"> Increased support for disadvantaged and vulnerable young people supported through the Fund Increased engagement of young people supported through the Fund in their community Improved mental health and well-being of young people supported through the Fund Improved relationships of young people supported through the Fund Improved behaviour of young people supported through the Fund Improved attainment in education for young people supported through the Fund Increased employment for young people supported through the Fund Reduced violence of young people supported through the Fund 	<ul style="list-style-type: none"> No. of young people supported through the Fund participating in local decision-making and participating in social action No. of young people supported through the Fund who report improvements in their mental health, wellbeing, self-esteem and resilience No. of young people supported through the Fund who report improved or positive peer and family relationships No. of young people supported through the Fund who have improved engagement with support services No. of young people supported through the Fund who have improved attendance and attainment in school/college No. of young people supported through the Fund who report increased job 	Performance management data Grant recipient reporting Case Studies	Annually
		Invest in initiatives that use sport to reduce serious youth offending and knife crime for young people	<ul style="list-style-type: none"> 3 grant funding rounds (up to £100k per year) 24 projects supported At least 1000 people engaged 	<ul style="list-style-type: none"> Q2 2018 Q2 2019 Q2 2020 				
2. Work with impact partners to upscale initiatives that support disadvantaged and vulnerable young people <i>(Impact Partners)</i>	Invest in initiatives that support disadvantaged and vulnerable young people	<ul style="list-style-type: none"> 3 grant funding rounds (up to £400K per year) 12 projects supported At least 5000 people engaged 	<ul style="list-style-type: none"> Q2 2018 Q2 2019 Q2 2020 					

						readiness and probability of employment		
						<ul style="list-style-type: none">No. of young people supported through the Fund who have reported a reduction in offending		

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5.3 Major Events

The nature of major sports events, and how they are secured for the city, requires assessment of likely benefits on a case-by-case basis. In doing so, we support events that bring economic and social benefits to London. The Sports Team is continually working to secure - and consequently support - major events in the city. In order to assess this, we use the following criteria:

- Economic Impact
- Broadcast / Exposure
- Community Engagement

The assessment criteria are based on eventIMPACTS methodology, aligning with best practice within the industry. EventIMPACTS is a best practice guide for evaluating the social, economic and media-related impacts associated with staging major events. It was developed by DCMS, Discover Northern Ireland, EventScotland, London & Partners, UK Sport and the Welsh Government.

The metrics used to score event proposals against the criteria were developed in consultation with:

- GLA Economics
- GLA External Relations Team
- London & Partners
- LLDC
- London Sport

It should be noted that, in addition to an event's score against the assessment criteria, there remains a need for a degree of subjectivity to be applied when assessing event applications. The assessment criteria are designed to inform the GLA Events Steering Group (GESG) about the likely benefits of hosting an event in relation to the value of the cash grant contribution sought from the city. However, decisions to support events, and the levels of funding to afford them are influenced by more than just the assessment score.

Economic Impact

The Economic Impact is a measure of the total amount of additional expenditure, within Greater London, which can be directly attributed to staging an event.

The model of assessment used is based on the direct return on the GLA's investment into an event. Scoring thresholds are based on ratios of Return on Investment (ROI), calculated using spectator/attendee spending from outside London and the event organiser's expenditure in the Greater London economy. Thresholds for assessment are applied as follows:

- Bronze – GLA ROI at least 5:1
- Silver – GLA ROI at least 10:1
- Gold – GLA ROI at least 15:1

It should be noted that the majority of events supported by the GLA require significant additional investment from other sources, in most cases from the sport's national governing body (NGB) and UK Sport for Government. The ROI calculation is based solely on the GLA's investment into an event.

Broadcast / Exposure

We measure the level of exposure generated for London as a result of hosting events, largely from television coverage, but also increasingly from other forms of media. Broadcast/Exposure is based on the anticipated TV audience of an event across four key territories: UK; Europe; USA and growing worldwide markets (with particular focus on India and China).

Each territory receives a score of 0-3 with marks awarded as follows:

- 0 – No TV broadcast in territory
- 1 – Confirmation of TV broadcast in territory
- 2 – TV audience between 500k and 3m
- 3 – TV audience greater than 3m

Scores of all four territories are aggregated to provide an overall assessment, with thresholds as follows:

- Bronze – 3 to 5 points
- Silver – 6 to 8 points
- Gold – 9 to 12 points

Supplementary information relating to the potential social/digital media exposure of the event is provided by the GLA External Relations Team to provide GESG with further pertinent information relating to each application when making funding decisions.

Whilst TV broadcast remains relevant, the ways in which people consume and are exposed to major sports events have changed significantly since 2014. There is a clear desire from partners to incorporate other forms of media - notably social/digital – in to the assessment criteria. We will explore potential metrics for evaluating social/digital media reach as part of the review of the major sports events framework.

Community Engagement

We measure the ability of an event to improve the lives and conditions of the local community and encourage participation in sport.

Community Engagement assessment is based on an event's proposal to engage with local communities and provide opportunities for Londoners to:

- Participate in community-based sports activity related to the event and in line with the Mayor's Sport Unites programme.
- Volunteer at the event
- Engage with the event, including through opportunities to watch the event (for example through community/school ticketing programmes)

We implement a two-stage assessment process of event proposals, as follows:

- Stage 1 – London Sport officers provide independent assessment of applications submitted for event support, scored against seven criteria (see below). This forms the basis of the Bronze/Silver/Gold assessment presented to GESG.
- Stage 2 – Detailed, fully costed project plan submitted in consultation with London Sport officers. The Mayoral Director or Deputy Mayor with a remit for major events approves project plans.

London Sport officers provide independent assessment of applications against the following seven criteria:

- Resource (including the event's financial and staff backing, match-funding ambitions and project delivery partnerships)
- Ambition of Project (relative to the scale of the event)
- National Governing Body Commitment (not financial, but generally how serious the sport is taking the community project)
- Community Relations (including the identification of community organisations to partner with and whether they have considered social integration and social mobility)

SPORT FOR ALL OF US: IMPLEMENTATION PLAN

- Target Groups (disabled people, women and girls, inactive people, older people, BAME groups)
- Link to the Event (demonstrating a clear link between the proposed community activities and the event)
- Sustainability (the likelihood that the project will produce opportunities for communities that will sustain beyond the event)

Each of the seven criteria will be scored from 0 to 3. Scores of all seven criteria are aggregated to provide an overall assessment, with thresholds as follows:

- Bronze – 7 to 11
- Silver – 12 to 16
- Gold – 17 to 21

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