

Model City London

Lessons and evidence of what works

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Executive Summary

Model City London is a place-based approach to achieving social change and integration through sport and physical activity which is being piloted in three locations in London: Bedfont, Feltham and Hanworth in Hounslow, Haringey (East) and Barking. It has taken the learning from similar initiatives in the USA developed by Laureus Sport for Good and applied this to London, where there is a close fit with both the Mayor of London's Sports Unites Strategy and Nike's Made to Play initiative.

Over the past five years, Laureus has pioneered and tested the Model City approach to creating positive change through sport in a number of major cities around the world. The journey began in New Orleans and Atlanta in the USA, has been piloted in London, and has recently kicked off in Paris and New Delhi. Further Model City locations are also currently being explored.

Model City London (MCL) began in earnest over the summer and autumn of 2018, with an initial scoping exercise that helped to identify suitable locations to implement and test the approach in the English capital. Development work with Generations Active Bedfont, Feltham & Hanworth (in Hounslow), Active Change Haringey and Barking Sports 4 Change began in late 2018 and continued as a pilot programme until March 2021. Coalitions have been established with plans in place to continue in each location; and Sport for Development activities are both ongoing and diversifying, building on the experiences and impacts of the pilot Programme.

This final evaluation and learning report shares the cumulative findings and lessons from the three year pilot Programme, with the aim of sharing what has been learned about “what works, for whom, in which circumstances, how and why”.

Practical and factual information about the approach, the MCL locations, as well as detailed findings and lessons can be found in the main report. This summary focuses on the overarching lessons and key messages about “what works” and the key impacts achieved between 2018 and 2021.

This report is the **final in a series of four evaluation and learning papers** that capture the evidence and shares the learning of what works in the pilot of the Model City approach in London. Previous reports and summaries can be found [here](#).

Overarching Lessons and Messages – What Works in Model City London?

From its early days, when MCL was being explored with various partners and community groups in potential areas in London, it was regarded as an exciting concept and opportunity for bottom up, place-based Sport for Development that could harness the talents of local communities to address their priorities for change. It has excited and energised people and partners at all levels ever since, uniting a diverse range of players around a shared vision for change through sport and physical activity. Whilst being much more than grant funding, the additional resource and the ways in which it has been awarded, with a concurrent focus on capacity building, have underpinned the Programme's achievements, as we explore later in this Summary. The main report goes into much more detail, but here we share some important highlights, key messages and Programme wide lessons about what has worked, for whom and how this has come about.

Over the last three years there has been significant movement towards the overarching MCL Vision and Outcomes.

Figure 1: MCL Facts and figures

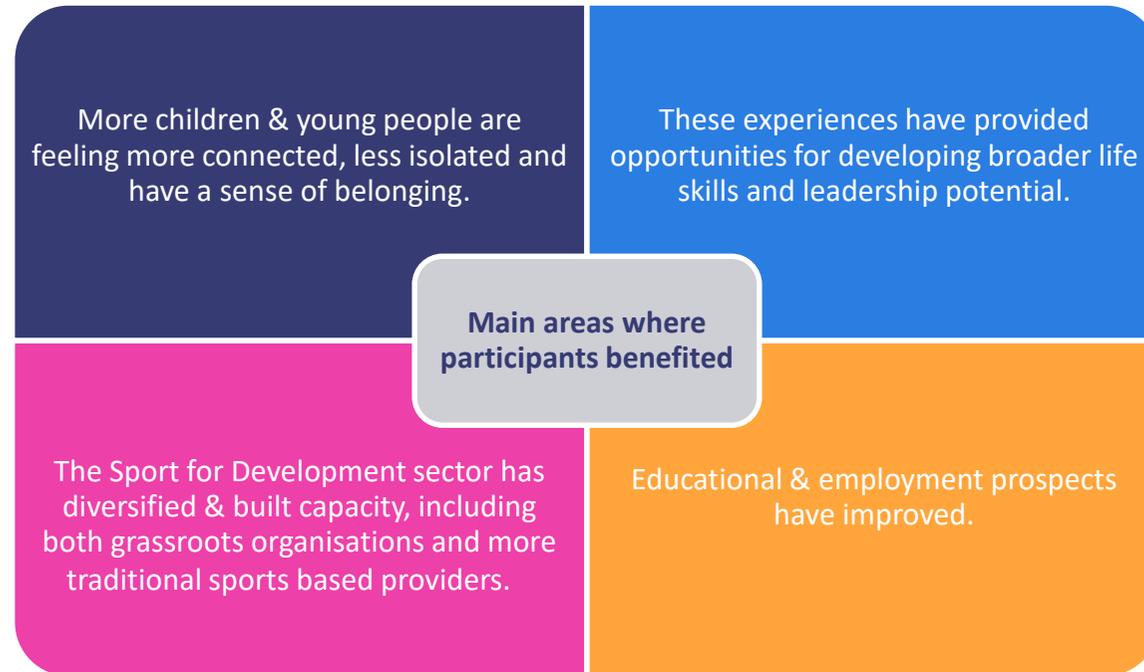


A total of 25 project grants were awarded across the three Coalition areas, amounting to a total investment of £409,784 in the delivery of new opportunities for sport and physical activity as a means to effect social change.

23 of these grants have been completed (with the remaining two extended to run into June 2021). The sum of their evidence combined with that generated by the [evaluation team at the National Development Team for Inclusion \(NDTi\)](#) has provided rich insights, data and learning. This evidence base illustrates that significant progress has been made in achieving each Coalition's local vision and outcomes, as well as contributing valuable lessons for the Programme as a whole.

Over 5,200 people have benefited from diverse, funded opportunities for sport and physical activities delivered through these 23 grants across the three Coalition areas. Of these, the majority of participants have benefited from changes in **four main areas**, as illustrated below.

Figure 2: Main areas where project participants benefited



In addition to Coalition evidence and lessons, MCL has generated important learning about what works in enabling communities to work together for a common purpose and achieve change through sport and physical development.

Four overarching messages are shared below, summarising the achievements, impacts and success factors drawn from all the evidence and learning from MCL over the last three years. We follow this with **seven key lessons** outlining the features of Model City approaches that can be used to sustain these achievements in London and inform ongoing developments.

Four key messages stand out when looking across all sources of evidence and lessons at both Coalition and Programme level in London.

1

Model City London is having a significant impact on people, organisations and communities – in exceptionally challenging times.

- Grantees, wider Coalition members and the MCL Programme team have adapted to ensure responsive, flexible delivery as a result of the COVID-19 pandemic;
- Delivery has been maintained, and in some cases diversified (e.g. through digital delivery), with over 5,200 people taking part in MCL projects;
- Around 70% of participants are more active and feel more confident and happier as a result of taking part.

2

The programme is acting as a catalyst for local ‘sport for good’ developments - supporting new initiatives, raising the bar for local organisations, and boosting the aspirations and confidence of emerging community leaders.

- There are many examples of new initiatives, spin-offs and opportunities created, based on priorities identified and valued by local communities;
- MCL has nurtured a new generation of community leaders – both young mentors and people now leading new organisations and acting as a force for good in their neighbourhoods and boroughs.

3

These achievements would not be possible without the solid foundations created by positive partnerships and relationships.

- MCL has provided a platform for all key players to have a voice and to make a valued contribution, including very small organisations;
- A range of key roles make this happen, including Community Coordinators, Chairs and Vice chairs, steering and sub group members, grantees, participants, funders, the Laureus Programme Team and some strategic partners;
- At the heart of these relationships and partnerships is a solid base of mutual respect and trust. Confidence in each other has grown over time, in some places steadily and in other places rapidly.
- These positive relationships enabled all three Coalitions to adapt and support each other to continue delivery during the COVID-19 pandemic.

4

The Model City approach, style and funding model has enabled change, development and growth to happen for local people.

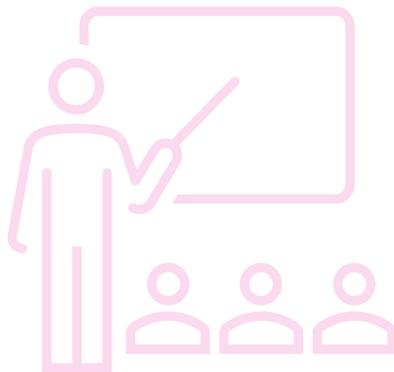
- This place-based approach is genuinely rooted in local communities and the knowledge and aspirations of local people;
- Scaffolding provided through Laureus has enabled local networks to grow and take root; three Coalitions are in place and plan to be for some time to come;
- A key feature valued by all has been the flexibility to enable growth at local pace, rather than focusing on top-down performance-managed delivery;
- Throughout all of this, the central importance of shared vision and values and a common purpose is evident.

Seven MCL Lessons

1. The idea and concept of Model City, with its **emphasis on bottom up, place-based development, was exciting** to those who became involved. Translating this into practice sometimes felt like a slow process, particularly in the early stages, although many people saw this phase as invaluable in **building relationships and a shared vision**. The facilitative approach, embodied by the Community Coordinators, was appreciated by all.
2. Model City successfully **united an unusually diverse and broad range of local players around a shared vision, and where everyone's contribution is valued**. Coalition members saw this **diversity as the most valuable aspect of MCL**, as it enabled rich collaborative working, with members drawing on each other's complementary skills and networks. This in turn improved delivery to local communities.
3. **Trusting relationships lie at the heart of Model City** – within Coalitions, with the Laureus team, GLA, Nike and increasingly with other, locally based funders. This matters, because **relationships have enabled delivery to happen in different and creative ways**, particularly during the COVID-19 pandemic. These relationships could not have grown without careful and sensitive attention, both from the local leaders who brought their own values and working style, and from the Laureus team. Modelling positive relationships has been important at every level. Shared values and a common vision have provided a rallying point around which Coalition members can coalesce. **Trust also developed through doing things together**, whether working on a joint funding bid or trying out a new sport.
4. Model City is about much **more than grant funding**, but the additional resource and the way it was awarded have underpinned the programme's achievements. **Grant-making was rooted in the Coalitions' coproduced outcomes**, with Coalition steering groups scrutinising applications alongside Community Coordinators, and decision-making reflecting **a best practice, open process**. Feedback to successful and unsuccessful applicants was transparent and helpful, with detailed suggestions of how to adapt and where else to apply if unsuccessful. Whilst the experience of the process was generally regarded as positive, **for some it was disproportionate and slow**.
5. Each of the MCL Coalition areas is different, with their own unique histories, communities and priorities. These are reflected in their Vision & Outcomes Maps shared in [Part 1](#). As noted earlier, the diversity of Coalition members was a key strength, with both **larger, established organisations and small grass-roots groups benefiting in different ways**.

Model City importantly offered a **platform for people who are a force for good in the community** to develop their skills, focus and voice. There are **certain features and characteristics that influence success at a local level**, which relate to the local context and could be emphasised for place-based, social change programmes led by local communities.

- 6. MCL has been working at multiple levels simultaneously to build local capacity - individual, project, Coalition, wider community and the Programme as a whole.** The following elements of infrastructure seem to matter the most: **coordinating and 'welding' roles; coproduction and collaborative networks** which need facilitation to enable previously unheard voices to be heard; **information and communication style and methods**, with professional communications guidance and capacity at both Coalition and Programme levels; **digital inclusion and fluency** have become increasingly important, so may need a greater focus for future MC locations; **Monitoring, Evaluation and Learning (MEL) that is embedded throughout, alongside support for Coalitions in evidencing change** that makes sense to local people and organisations.
- 7.** The COVID-19 pandemic was a huge blow to London communities and to the MCL Programme, its partners and Coalition communities. In spite of this massive challenge, **most projects delivered something to benefit local people and Coalitions have survived with plans for the future.** Having a secure partnership in place before the pandemic has enabled **a coordinated response, mobilising resources and encouraging mutual support** to keep going and in some cases keep afloat. The MCL partnerships gave organisations **resilience to help them weather the pandemic**, to continue to deliver, learn new skills and embrace new ways of working even in the most difficult of times.





Introduction

Purpose of this report

This is the final in a series of four evaluation and learning reports produced to share regular updates on emerging evidence and learning about what is changing within and across MCL locations.

This final report shares the cumulative findings and lessons from the three year pilot of the MCL Programme, with the aim of sharing what has been learned during this time about “what works, for whom, in which circumstances, how and why?”. The aim of the evaluation and learning strand of MCL has been to:

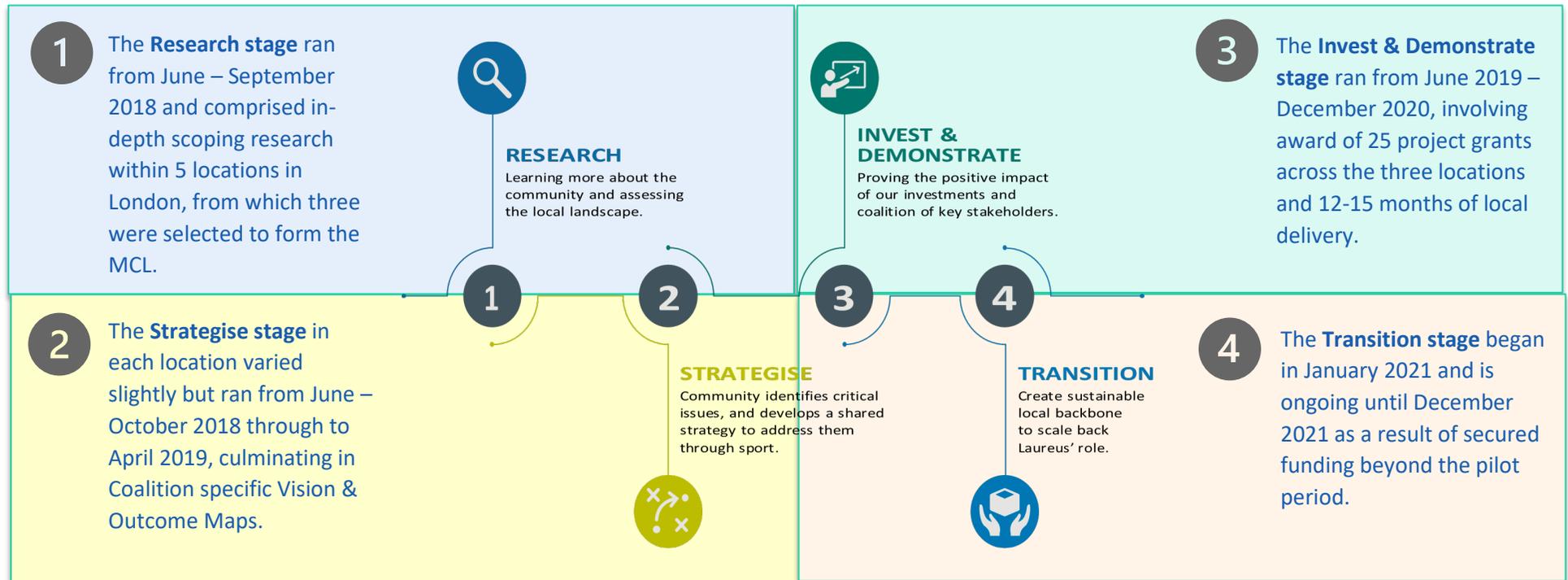
- coproduce a collective evidence framework and approach in each MCL location and for the Programme as a whole;
- support the generation of evidence at a local as well as Programme-wide level;
- share the emerging as well as summative evidence of ‘what works’;
- facilitate discussions about what needs to happen to use this evidence and ongoing learning, to enable what works to be sustained and spread in each of the MCL locations;
- inform ongoing developments including in other Model City locations.

What is Model City?

Model City is a place-based, bottom-up, Sport for Development approach to achieving change with and for local communities. The approach is both flexible and structured to enable local people to identify and then address their priorities, using sport and physical activity as a route to engagement and delivery (in order to address those priorities). In London, the [National Development Team for Inclusion \(NDTi\) was commissioned](#) to work with all the partners involved to develop and use a community-led outcomes framework to evidence what happened, where and how; and the changes that occurred as a result for local people and Coalitions.

At the heart of each Model City location is a **4-stage process**, facilitated by Laureus and a dedicated Community Coordinator, who is recruited by the Coalition and employed by Laureus. This process provides a safe, neutral scaffolding within which a community can build a successful social change strategy. The four phases enable local people and partners to unearth what matters in each area; identify the issues and places they want to focus on; develop a shared understanding of priorities; and importantly, draw together the diverse local people and networks to move forward.

Figure 3: The Model City 4 Stage Process



As outlined in our [first Evaluation & Learning Report](#), Step 1 in London involved two key elements to identify and select three communities to pilot the Model City approach in London: a research and scoping phase involving the Greater London Authority (GLA) intelligence unit identified a longlist of 10 possible communities; and a series of consultation events held over the Spring of 2018 narrowed this to a shortlist of 5 communities. Alongside this desk based research, a number of local conversations and meetings were held within these shortlisted areas. With the London Mayor’s primary focus being on Social Integration, Laureus worked closely with the GLA Intelligence Unit to develop a Data Tool, which brought together different sources of data relating to different aspects of social integration: Deprivation measures, Crime statistics, Population characteristics, Cohesion/trust measures from survey data, and Sport and wellbeing data. Using the learning from Model City colleagues in the USA, Laureus and the GLA agreed that a third of a London borough or a population size of 100,000 would constitute a workable ‘area’. They then weighted indicators amassed from the above data sift to map potential areas of ‘need’ and ‘opportunity’ (e.g. those containing sports facilities, assets, etc.) which were likely to make the Model City approach workable.

The community workshops were a vital part of this process, enabling MCL Partners to begin listening to and better understanding the needs of each community from the perspective of the stakeholders engaged.

The findings from these workshops ultimately provided recommendations as to which three locations should be the focus of Model City London: Bedfont, Feltham and Hanworth in Hounslow (known as **Generations Active BFH**); Haringey East (known as **Active Change Haringey**); and Barking (known as **Barking Sports 4 Change**). Further information about each Coalition area is provided in [Part 1, Lessons and Evidence about What Works at a Coalition Level](#).



...the early process (that) involved funders working together to create variables on a mix of need but also opportunities that the Mayor's intelligence team then used to shortlist 20 London wards, after which we did on the ground scoping with a human centred approach. Time after time we heard about the selection process being a silver bullet.

As the above quote from the Laureus Programme Team indicates, for many involved in these developments the approach was fundamentally different from previous experiences of community engagement and development. These community conversations identified local needs, priorities and importantly the readiness of local communities to engage in Model City London. Conversations continued over the Spring and into the Summer of 2018 as Coalitions formed, steering groups became established and specific localities and neighbourhoods were identified as key areas of focus within each MCL area. This approach to exploring and selecting potential MC locations has since been refined and adopted in other countries including Paris and New Delhi.

The wider Programme partners and co-funders have played a central role in enabling MCL to happen and achieve its outcomes. [The GLA](#) brought London-wide credibility, funding and linkages related to the [Mayor of London's Sport Unites Strategy](#); and [Nike](#) brought a prominent name and sport for good expertise, including connections to its [Made to Play](#) initiative. The strategic fit for Model City partners in London is key. Collaboration at a London-wide as well as local level has been important for mobilising the approach; for example, GLA has part funded MCL through Theme 1 of the [Sport Unites Strategy](#); and both GLA and Nike have been closely involved in delivery activities, Coalition developments and learning activities to understand what works through bringing together different sources of evidence across the Programme.

An Embedded Approach to Evaluation & Learning

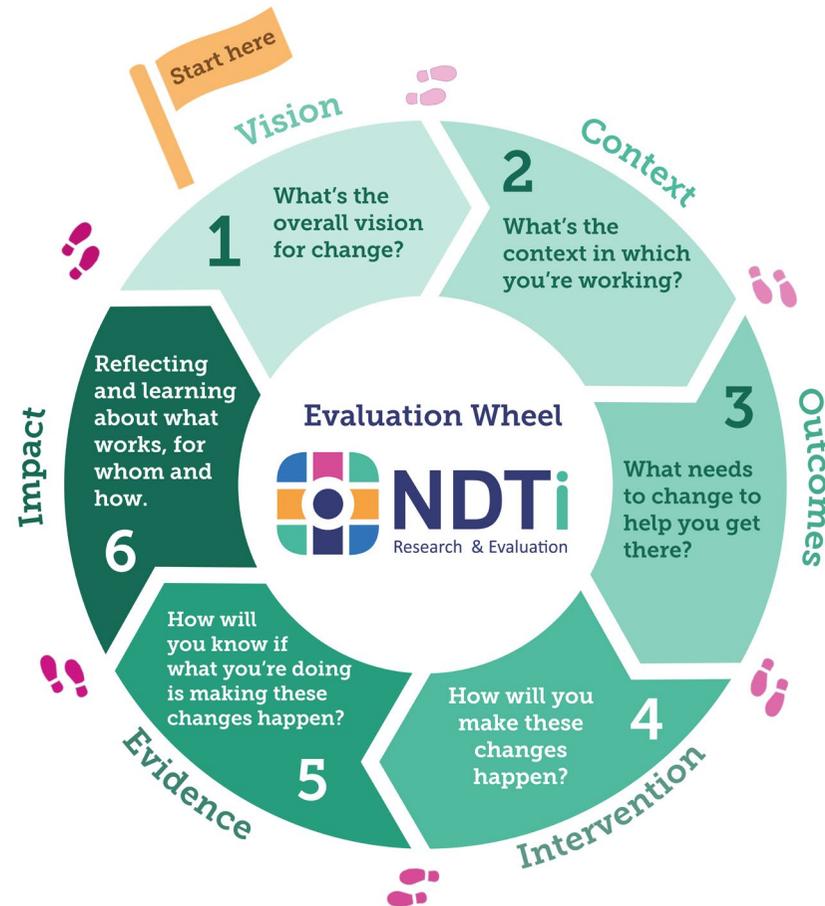
An important feature of the Model City approach is the embedded nature of evaluation and learning to generate, analyse and use different sources of evidence.

NDTi was commissioned as the evaluation and learning partner for MCL in late 2018, with the first phase of work starting in January 2019. Between January 2019 and April 2021, NDTi, Laureus, GLA, Nike and the three Coalitions have been using a Collective Impact approach based on realist evaluation methodologies, called “**Building A Vision for Change**” which brought people together to:

- develop a deep and shared understanding of the issues local people are grappling with;
- identify what change is needed, for whom, and why those changes matter;
- think about the best ways of achieving these changes;
- suggest ways of knowing what change has been brought about;
- explore ways of learning about how those changes happen so more developments like this can happen in other places.

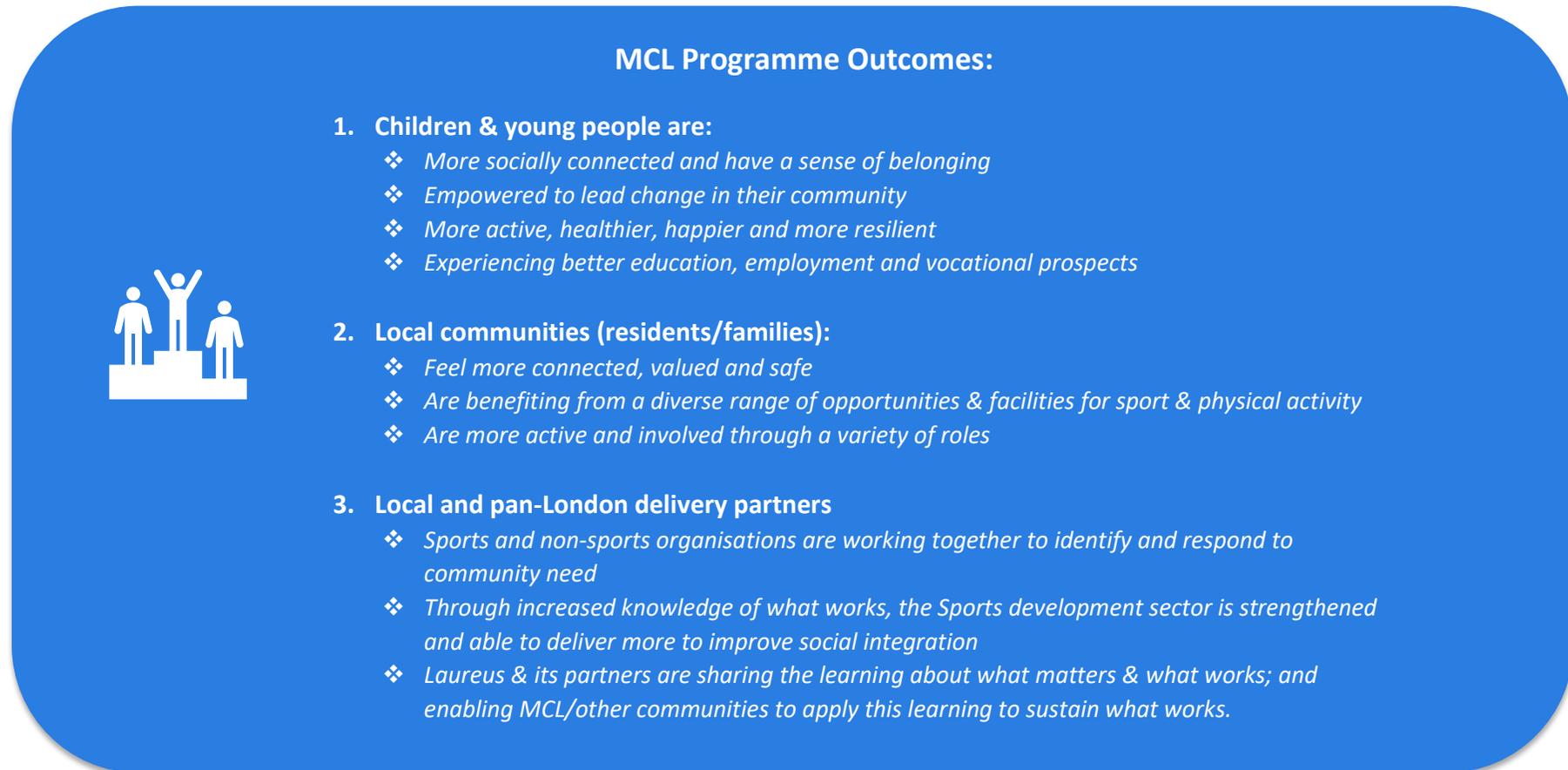
The iterative and coproduced nature of this approach, that has been tested and built with all those involved throughout this Programme, is demonstrated in the **Evaluation Wheel** in **Figure 4**.

Figure 4: Coproducing a Shared Vision & Outcomes



The overarching 'MCL Vision for Change' framework was coproduced following these steps and a series of facilitated conversations. These conversations began with each Coalition, to co-create their local Vision and Outcomes Maps shared in [Part 1 \(section 1.1\)](#). At the heart of this Vision for Change are three clusters of Programme Outcomes, to which each Coalition's local Outcomes can be mapped. These Programme Outcomes are shared below in [Figure 5](#), and the full Vision for Change can be found in [Appendix 1](#).

Figure 5: MCL Programme Outcomes



In addition to being informed by each Coalition's outcome areas, these Programme outcomes also connect to the broader aims and measures of the GLA's social integration measures which are embedded in the Mayor's Sport Unites Strategy, as indicated in **Figure 6**.

Figure 6: MCL Programme and Coalitions Outcomes

MCL OUTCOMES	GLA Social Integration Measures	Generations Active BFH (Hounslow)	Active Change Haringey	Barking Sports For Change
CHILDREN & YOUNG PEOPLE				
1.1 More socially connected and have a sense of belonging	RELATIONSHIPS – diverse relationships; social mixing; helping neighbours/social trust; social isolation, loneliness OUTCOMES – feeling of belonging, neighbourhood cohesion	Outcome 4: People involved in MC projects in BFH feel confident & inspired to make better choices & try new things, knowing that we are all working together to keep ourselves safe (4) ¹	Outcome 4: Children & Young People are more socially connected through sport (4)	Outcome 5: Better relationships between boys & men, women & girls, to raise aspirations & as a starting point for reducing the risk & harm from violence & crime (2)
1.2 Empowered to lead change in their community	PARTICIPATION – volunteering, informal help, civic participation OUTCOMES – feeling of belonging, neighbourhood cohesion, personal wellbeing	Outcome 2: Well supported peer mentors & role models are playing an active part & encouraging others to do the same (6)	Outcome 1: Community organisations and groups are working together, using sport for better outcomes (9)	Outcome 4: The most excluded residents have a stronger (& organised) voice (4)
1.3 More active and healthier, happier and more resilient	PARTICIPATION – in leisure activities OUTCOMES – personal wellbeing			Outcome 3: Happier, healthier & resilient young people (4)
1.4 Experiencing better education, employment and vocational prospects	EQUALITY – reducing employment and educational attainment gaps; reducing school exclusions 7 proportion of young people who are NEET OUTCOMES – personal wellbeing, feeling of belonging		Outcome 3: Sport & physical activity create more opportunities for education & employment (5)	Outcome 1: More people are engaged in sport & physical activity (7)
LOCAL COMMUNITIES				
2.1 Feel more connected, safe and valued (i.e. happier / wellbeing / greater levels of trust)	RELATIONSHIPS – diverse relationships, social mixing, helping neighbours/social trust, social isolation, loneliness OUTCOMES – feeling of belonging, neighbourhood cohesion, personal wellbeing, reducing hate crime & discrimination	Outcome 3: People in the wider community are more active and feel better about themselves and the area, and see that MCL is helping to build resilience and recovery (7)	Outcome 5: Families and neighbourhoods are more involved in their communities (4)	

¹ The numbers in brackets indicate how many grantees in each Coalition were contributing to this Outcome

MCL OUTCOMES	GLA Social Integration Measures	Generations Active BFH (Hounslow)	Active Change Haringey	Barking Sports For Change
2.2 Are benefiting from a diverse range of opportunities/options/facilities for sport & physical activity	PARTICIPATION – in leisure activities OUTCOMES – personal wellbeing		Outcome 2 Everyone is creating / using spaces & facilities effectively (7)	
2.3 Are more active and involved through a variety of roles	PARTICIPATION – in leisure activities, volunteering, informal help, civic participations OUTCOMES – feeling of belonging, neighbourhood cohesion			
LOCAL & PAN LONDON DELIVERY PARTNERS				
3.1 Sports and non-sports organisations are working together to identify and respond to community need	Changes in/to local infrastructures and ways of working in order to support /enable the above to happen	Outcome 1: A wide range of different partners are working together & with the community to achieve our sustainable shared aims (8)		Outcome 2: A strong vibrant community Coalition is leading, influencing & supporting social change through sport & physical activity (1)
3.2 Through increased knowledge of what works, the Sports development sector is strengthened and able to deliver to improve social integration	Sharing data, knowledge & learning to promote and sustain what works, and address what doesn't work.			

Each Coalition's Vision and Outcomes (see [Part 1, section 1.3](#)) were used to inform the grant making process in each area. Applications were invited from local organisations to submit proposals for delivering opportunities for sport and physical activity that also addressed specific Outcomes. Applications received varied by Coalition, and therefore the final project grants awarded also varied in number, size and funding allocated. Coalitions were involved in the assessment of applications against their Outcomes, embedding the Framework from the outset.

A summary of all successful project grantees is provided in [Appendix 2](#).

To help make sense of the wide ranging outcomes and evidence sources that were subsequently generated, six overarching questions were set for the evaluation, summarised below and explored in [Part 2](#). A seventh question was added in recognition of the impact of the COVID-19 pandemic, and the fundamental affect it has had on the delivery of sports and physical activity projects funded through the Programme.



The seven questions are:

1. What has worked/not worked so well?
2. Who has engaged/not engaged in MCL developments? (e.g. traditional/non-traditional sports organisations)?
3. How has trust between Coalition members, local partners, Laureus and wider partners developed and contributed to MCL?
4. What have we learned about the MCL funding approach?
5. In which contexts does the Model City approach appear to be most effective, for whom and why?
6. What have we learned about the infrastructure and capacity required to achieve change through sport and physical activity?
7. What have we learned about MCL as a result of delivering throughout the COVID-19 Pandemic?

A summary of the main phases of work in this strand of the Programme, including activities and outputs, is outlined in **Figure 7** below.

Figure 7: A summary of the main phases of evaluation and learning

Phase & focus	Timescales	Activities & Outputs
Phase 1 – Design & Build	December 2018-April 2019	<ul style="list-style-type: none">• Overarching MCL Vision & Outcomes Framework• 3 x Coalition Vision & Outcome Maps• Set of indicators and suggested data sources to inform grant making cycle
Phase 2 – Process Evaluation & Learning	May 2019-March 2020	<ul style="list-style-type: none">• Revised Coalition V&O Maps with refined signs of change• Phase 1 report & summary, including learning from MC approaches in USA
Phase 3 – Impact evaluation & learning	April 2020-March 2021	<ul style="list-style-type: none">• Phase 2 report & summary• MCL Evidence & Learning Toolkit, including 5 layers of evidence triangle & workshop guide; change story templates; online story pro forma.

Phase & focus	Timescales	Activities & Outputs
		<ul style="list-style-type: none"> • Capacity building workshops on Evidence & Learning for Coalitions and MCL Laureus team • Updated V&O Maps following debrief exercise after mid-term report exercise; informed realignment of Laureus Salesforce System for monitoring & evaluation data from MCL grantees.
Phase 4 – Bringing it all together	April-May 2021	<ul style="list-style-type: none"> • Evidence & Learning Workshop for all MCL Coalitions, teams and partners – to share initial analysis & receive feedback/suggestions for final report • Final evaluation report & summary.

An increasing focus of the evaluation support was a concerted focus on capacity building and “evidence literacy” linked to place-based approaches for Coalitions, MCL grantees and the MCL team as a whole. This included the development of a MCL Evidence & Learning Toolkit, including an Evidence Triangle designed to generate data to demonstrate a rounded picture of change. This is shared in [Appendix 3](#).

Summary of evidence sources for this final analysis and report

For the purposes of this final round up of evidence and lessons learned throughout the pilot programme, the evaluation team drew on the following key sources:

- The initial scoping research for each area, referred to in the [Introduction](#)
- Previous evaluation reports ([Phase 1 full report](#) & [Phase 1 summary report](#), [Phase 2 full report](#) & [Phase 2 summary report](#), [Phase 3 report](#) and various interim updates)
- [Vision & Outcome Maps](#), including early discussions about understanding local contexts/priorities
- Mid-term and annual reports submitted by Coalition grantees
- Stories and case studies shared by Coalitions and grantees
- Engagement data, as shared in our [third Evaluation report](#)
- Information on project and capacity grants, and how these have been used
- A COVID-19 response/programme continuity log maintained by the Laureus Programme Team
- Interviews with leads/stakeholders throughout the 3 year period
- [MCL participants survey](#)
- Virtual fieldwork visits held in February/March 2021, including:
 - Coalition journey workshops
 - Stakeholder interviews
 - Chair/vice chair interviews
 - In-depth project case studies.



Part 1: Lessons & Evidence at a Coalition Level

This part of the report introduces the Coalitions involved in MCL and has **three sections**.

First, we highlight the main evidence illustrating **reach and impact** in terms of participant numbers and profile; the contribution of Coalition grantees (through their funded projects) towards Programme level outcomes; and findings from responses to a survey sent to all project participants exploring personal experiences and impacts.

Second, we share the **common characteristics and success factors** that have become evident over the last three years for Model City locations in London. These themes have been drawn out from the detailed analysis of evidence for each Coalition area outlined in the Introduction. We also summarise some of the unique characteristics of each Coalition area.

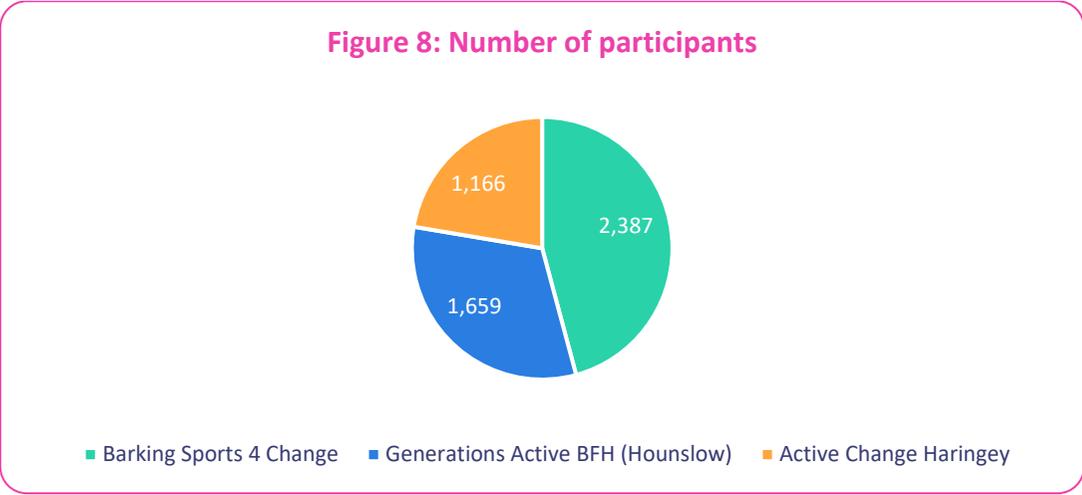
Third, we share each Coalition's findings, lessons and highlights in the form of **Coalition Storyboards** that summarise the key stages and timescales of their own MCL journey; highlights and achievements; quantifiable impacts; and evidence of Coalition outcomes. Within each Storyboard are quotes and stories shared by the funded projects and participants engaged through the delivery of activities and opportunities for sport and physical activity.

1.1 Reach and impact

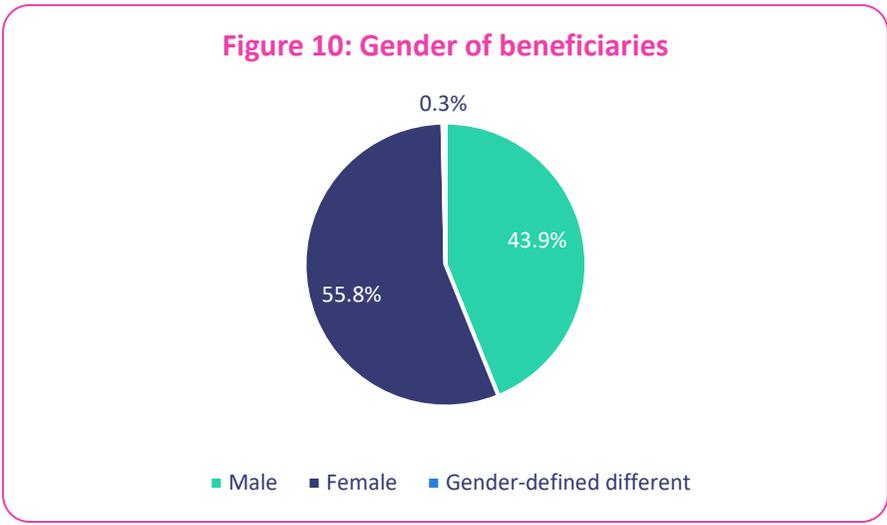
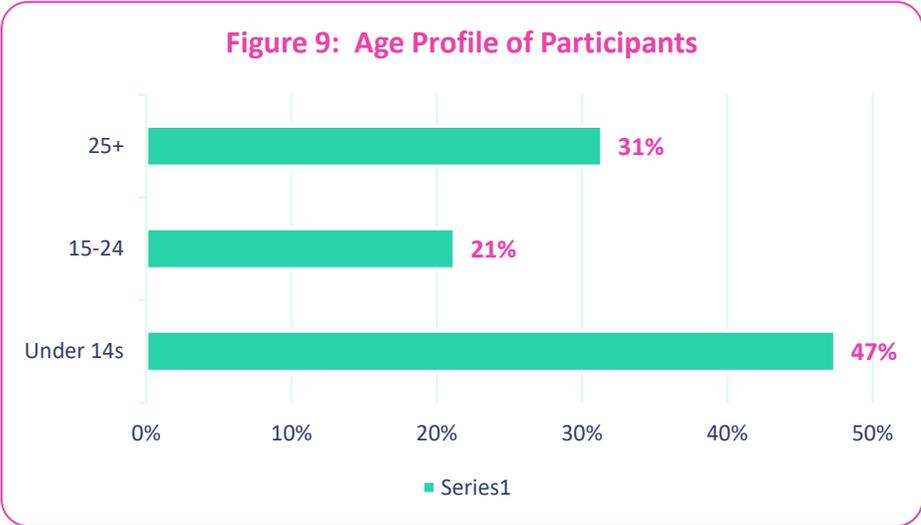
In total, across the three Coalition areas, **5,212 people** have participated in the opportunities made available through MCL projects. This total figure breaks down into the Coalition areas as follows:

- **Barking Sports 4 Change: 2,387 participants**
- **Generations Active BFH (Hounslow): 1,659 participants**
- **Active Change Haringey: 1,166 participants**

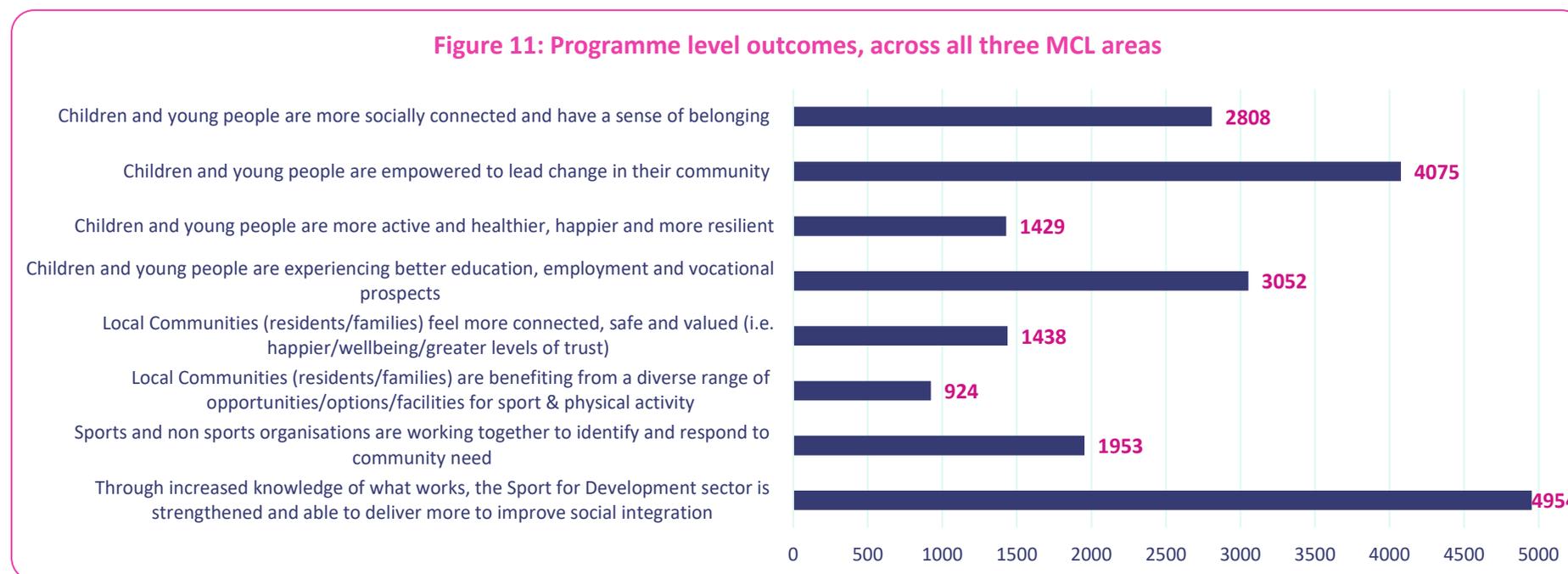
Note, not all projects have completed and therefore provided their final reports and participant numbers; therefore this total will increase by the end of June 2021.



In terms of reach and engagement, this varies within as well as across Coalitions, and further information on these profiles is shared in the Coalition Storyboards in [Section 1.3](#). However, the broad picture in terms of age and gender is one of wide, diverse reach - with grantees and Coalition members paying particular attention to the most effective ways of enabling participation of target groups and local communities.



[Sections 1.2](#) and [1.3](#) explore progress towards outcomes and broader impacts achieved by Coalition and across the Programme in more detail. The following summary in **Figure 11** illustrates the overall picture of Programme level outcomes described in the [Introduction](#). This data, drawn from grantees annual reports (n=23), depicts the areas where grantees reported which participants had benefited and how, in relation to both their own project and Coalition outcomes. These Coalition outcomes were then mapped onto the high level MCL outcomes, to give this total picture of impact.



This analysis shows that the majority of MCL participants have benefited from changes in four main areas:

- More children & young people are feeling more connected, less isolated and have a sense of belonging;
- These experiences have provided opportunities for developing broader life skills and leadership potential;
- Educational & employment prospects have improved;
- The Sport for Development sector has diversified & built capacity, including both grassroots organisations and more traditional sports based providers.

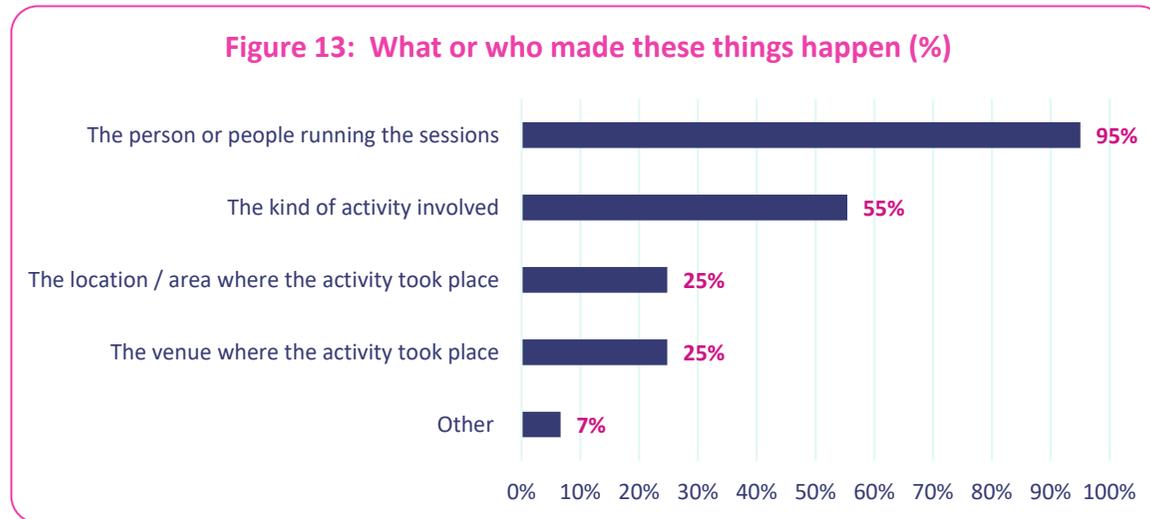
In an online survey of MCL project participants in each Coalition area (n=121), respondents were overwhelmingly positive about their experiences, with nearly 75% reporting they are more active, 70% feeling more confident and 69% feeling happier as a result of taking part (see **Figure 12**).



Growing in confidence and making other people happy and smile every week. this is because it helped me to see the change and it improved my mental health knowing I'm doing good.

Generations Active BFH (Hounslow)

In thinking about what enabled these changes to happen, two common features stand out: the person or people running the sessions and the nature of the activity respondents had experienced (see **Figure 13**). These were far more important to participants than the venue or area where activities took place, features often highlighted by Coalition members and partners throughout the MCL journey.



Informative, fun, safe space for all ages, they offer more than just sports, a family and tons of learning experiences and opportunities

Active Change Haringey

The project was very effective because of the venue and facilitators and the experience they brought to the project. They had the confidence of the attendees and were able to meet cultural sensitivity needs.

Barking Sports 4 Change

Illustrative examples of these changes and impacts for participants are provided in the [Coalition storyboards \(section 1.3\)](#) and also in the three grantee case studies in appendices.

1.2. Common characteristics and success factors

Each Coalition is unique, shaped by the local context, key players, history and relationships in each place. However, several key cross-cutting characteristics and factors that contributed to success were shared across the three Coalitions. These are described briefly below and discussed in more detail in [Part 2](#).

- All the Coalitions bring together **an unusually rich and diverse mix of organisations and individuals** – small, grassroots groups and large, established organisations, traditional sports organisations, businesses, faith groups and community or youth groups, local activists - all connected by **shared values and a common vision**.
- From this foundation grows **mutual respect, peer support and open sharing of skills and resources**.
- Alongside the support offered by the Community Coordinators and from the wider Laureus team, these **positive relationships enabled all three Coalitions to adapt and support each other to continue delivery during the COVID-19 pandemic**.
- The Model City approach (which we consider in greater detail in [Part 2](#)), made an important contribution to the achievements of all three Coalitions, in particular the following aspects:
 - The genuinely bottom-up approach, with each Coalition working to and achieving their local vision and priority outcome areas (see below);
 - A supportive and developmental style of grant-giving, with capacity building at its heart;
 - The role of the Model City Programme in brokering connections between Coalition members and facilitating the early stages of Coalition development - giving time and space to build relationships and trust in each other, and the process;
 - The different contributions of Community Coordinators, all of whom have complementary personal approaches and working styles, as mentors, local advocates, supporters and the focal point for sharing knowledge and information.

People could have battled for their corner, but in fact (they said) we're here for the community, let's work together.

You usually get a grant, go off and deliver it. .. With this, (the Community Coordinator) is on the ground, so the funder and delivery agency are working together. It's very, very different from every other funder.

1.3 Unique characteristics and success factors

Generations Active Bedfont, Feltham and Hanworth (BFH)

Generations
Active BFH
8 grants totalling
£142,623

Location overview: Hounslow has areas with significant deprivation that also experience the lowest levels of physical activity and highest level of health issues in the borough. As a result, poor health and wellbeing (including social isolation) were key issues for the Coalition to address in Bedfont, Feltham and Hanworth. These areas feel disconnected from the rest of the borough and there is a perception that they do not get as much support as other places. Although one third of the population is aged under 25, there is a lack of community activities, employment and further education opportunities for younger people. The borough has a track record of strong partnership working, whilst recognising the challenges inherent in a relatively small voluntary and community sector. Local

people have felt disengaged and powerless in the past, emphasising their lack of trust in some local agencies. MCL provided a vehicle for bringing a diverse range of people together from 25 different groups and organisations, working on shared priorities and encouraging and supporting more people to be active.

Generations Active BFH prioritised: empowering local communities, through wider opportunities for sport and physical activity, to increase a sense of belonging as well as improved health and fitness; improving confidence and wellbeing; and building a cohesive community where people feel safe and more positive about their community and themselves.

Important characteristics and success factors

Generations Active BFH has been particularly successful in increasing the range of opportunities available to local people by:

- **Raising the ambitions, aspirations, confidence and skills levels of people who are a force for good in the community**, some of whom have now moved on to establish new, community-based sports and fitness organisations
- **Working together for community benefit** – improving and expanding delivery through working together, developing joint bids and creating new opportunities.

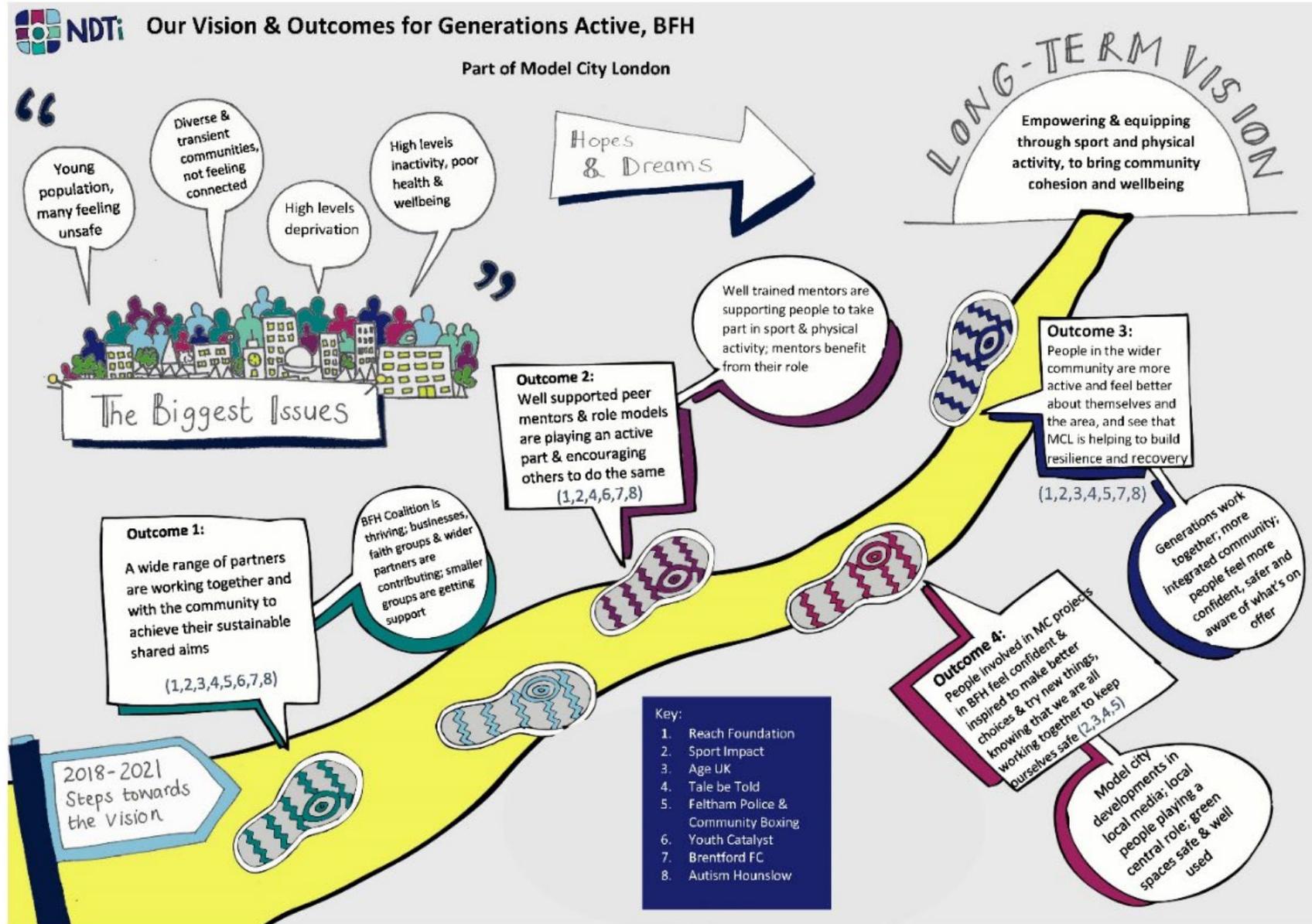
We discussed sustainability from the start. We didn't want it to be a project that ran for a couple of years. You usually get a grant, go off and deliver it. .. With this, (the Community Coordinator) is on the ground, so the funder and delivery agency are working together. It's very, very different from every other funder.

This was helped by a strong emphasis from local leaders right from the outset on:

- **Building a sense of shared responsibility for the success of the Programme**, with everyone encouraged to contribute to other projects in any way they could, fostering a culture of mutual help and peer support
- Keeping a focus throughout on the **sustainability of the Coalition**, for example by securing funding early on for joint developments and by building political support
- **Operating autonomously from the start**, for example not waiting for the Laureus grant-giving process to start, but submitting a successful partnership bid to another funder at an early stage, raising confidence and cementing the sense that the Coalition was a worthwhile endeavour.

The Coalition's outcomes with associated signs of change, including which grantees were funded to achieve or contribute to these, are summarised on the **Vision and Outcomes Map** illustrated in **Figure 14**.

Figure 14: Generations Active BFH - Vision & Outcomes Map



Active Change Haringey

Active Change
Haringey

9 grants totalling
£126,076

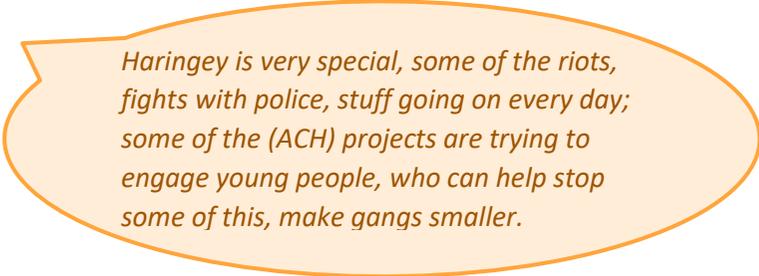
Location overview: Haringey is a culturally diverse borough where Coalition members stress that local residents are the community's assets. Whilst its diversity is something people value, the Coalition identified a need to improve understanding about different people and cultures in order to overcome barriers to participation. Inequalities exist across the borough but the East of Haringey has the greatest socio-economic challenges, which is the reason that this area was highlighted as a primary focus in the Research and scoping stage and later confirmed by Active Change Haringey. In addition to poor physical and mental health, the borough has a number of other issues that it is dealing with: as a transient community, many people feel like they don't belong and therefore are unlikely to stay in the area; and high levels of gun and gang crime in the east means that children and young people are fearful about where they can go. Haringey has a rich history of relevant developments and community led initiatives supported by statutory agencies (e.g. London Borough of Haringey) and significant organisations, some of whom are household names (e.g. Tottenham Hotspur Football Club, Sport England and The Bridge Renewal Trust). It also has a variety of neighbourhood based and community specific groups, networks and voluntary organisations and enterprises, some of whom shone for the first time as a result of the opportunities and mutual support created through Active Change Haringey.

Active Change Haringey prioritised: a focus on better outcomes for people; building connections; improving educational attainment and employment prospects; using spaces more effectively; and enabling more people to become involved in their community. The Coalition brought together people from 18 local groups and networks as a vehicle for collaboration and strengthening partnerships, exchanging information and best practice, improving provision and securing long-term funding.

ACH helped young people at a time when they needed it most. It if wasn't for funding, don't know where a lot of young people would be – mentally, physically – and their families. It's provided them with a lifeline. (ACH Vice Chair)

Important characteristics and success factors

- The ACH Coalition has created a **new network for bringing together different partners and groups around a shared vision and purpose** which was felt to be previously lacking in relation to sport for development and broader social good. As one of the Vice Chairs remarked:

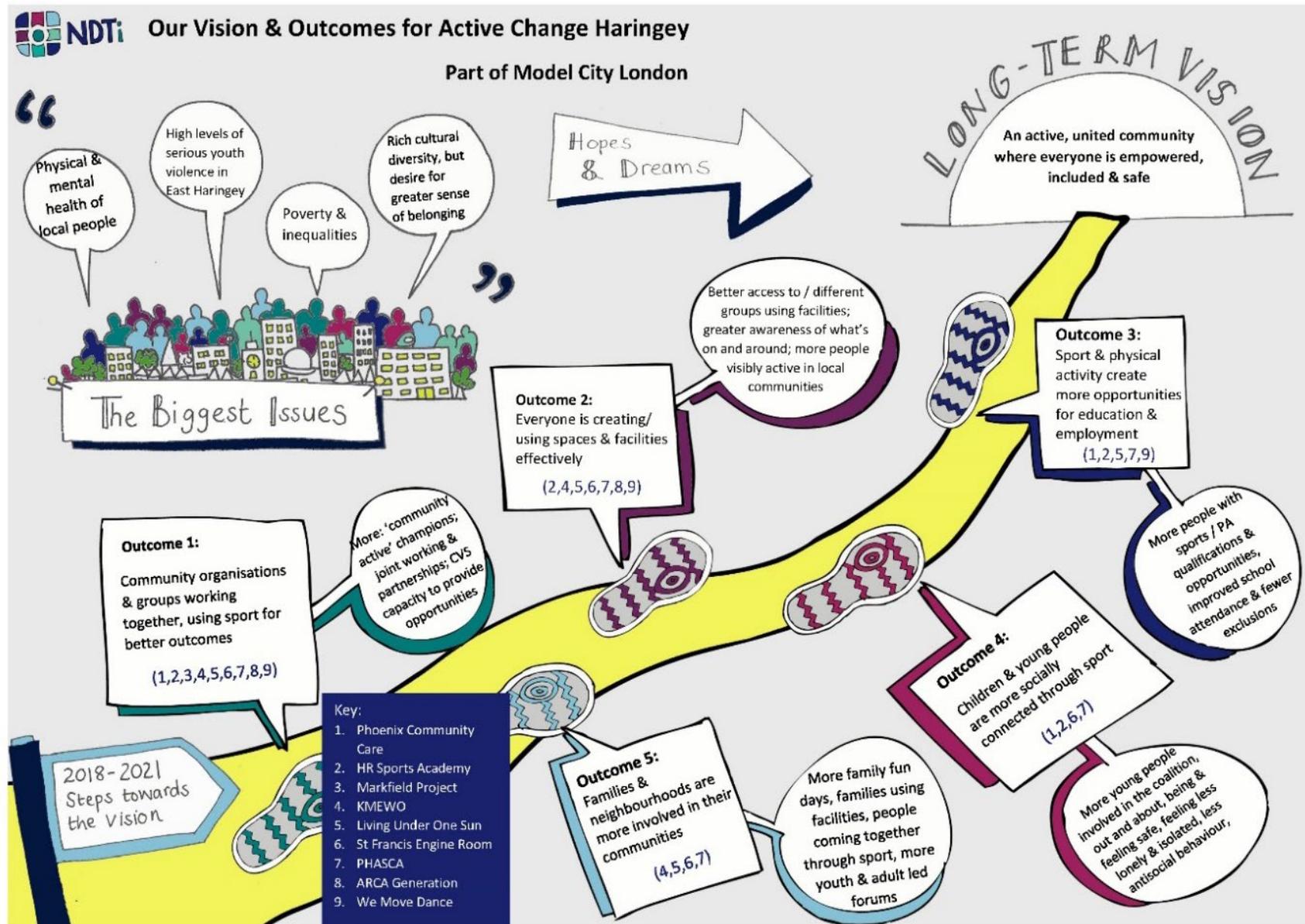


Haringey is very special, some of the riots, fights with police, stuff going on every day; some of the (ACH) projects are trying to engage young people, who can help stop some of this, make gangs smaller.

- This lifeline of **support has been experienced at different levels**: individually for participants, organisationally by project grantees, and collectively by members of the Coalition.
- The Coalition is poised to **further develop and grow**, re-establishing networks and partnerships with broader partners in the borough, revisiting relationships and implementing strategy for the future.

Active Change Haringey's **Vision and Outcomes Map**, summarising the Coalition's long term goal, agreed outcomes and associated signs of change including which grantees contributed to these, is illustrated in **Figure 15** below.

Figure 15: Active Change Haringey - Vision & Outcomes Map



Barking Sports 4 Change

Barking Sports 4
Change
8 grants totalling
£141,085

Location overview: Barking is experiencing a lot of change, bringing both opportunities and challenges. The large scale regeneration programme, whilst having positive goals of developing places for people to live, work and play, is also felt to be widening inequalities, creating social divisions, and de-stabilising existing networks and community organisations. High population churn creates additional challenges in terms of engagement and meaningful connections, and there are few spaces that enable people to come together across different communities, generations and neighbourhoods. The demographic trend suggests that there is a small proportion of people who are economically active; two thirds of the population are either children or young people, or people who have retired. Young people face a number of challenges around poor mental health, obesity and crime. People of all ages are keen to develop better intergenerational relationships, as this is where local people feel there are the greatest issues. Model City provided an opportunity for mobilising individuals, leaders, groups and networks to come together and move forward to address local priorities.

Barking Sports 4 Change prioritised: local people being empowered to lead social change; and ensuring the most excluded residents have a stronger and more organised voice. The Coalition involved people from 22 local groups and networks, providing a way of developing local leadership, encouraging and modelling collaboration and strengthening community cohesion.

Important characteristics and success factors

The factors which characterise Barking S4C include:

- Raising the **profile and voice of small organisations**, in some cases for the first time, with larger players valuing the unique skills and perspective that grassroots groups contribute
- Embedding **coproduction with local people** in the work of the Coalition.

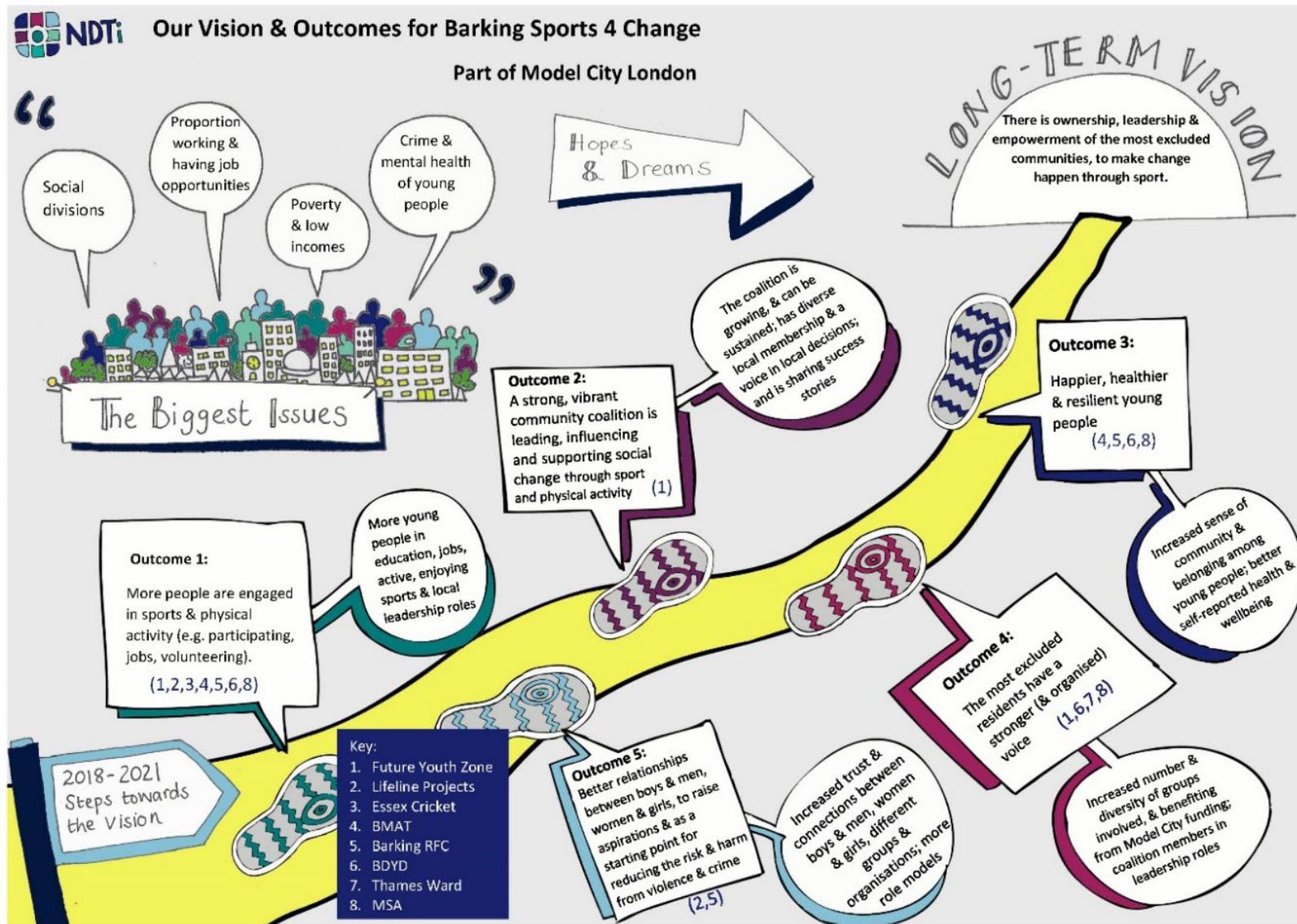
There was an appetite for a relationship building conversation. (The meetings) became quite relaxed, something different.

This was helped by the working style and approach of both local leaders and the Community Coordinator, who made a key strong contribution to Barking S4C. Success factors include:

- **coproduction and the voice of local people** in shaping Barking S4C was an early priority for local leaders
- **inspiration and shared learning** – for example, by holding meetings in rotating venues, giving Coalition members a chance to showcase their work, which inspired and encouraged others
- leaders were keen that meetings didn't feel formal – for example **having fun together** at a Touch rugby taster session helped to strengthen relationships and build a sense of shared purpose
- **the Community Coordinator role** was pivotal in providing mentoring, making connections, sharing information and encouraging members to aim high.

Barking Sports 4 Change’s **Vision and Outcomes Map**, summarising the key priorities outlined above, agreed outcomes with associated signs of change, and which grantees contributed to these is illustrated in **Figure 16**.

Figure 16: Barking Sports 4 Change - Vision & Outcomes Map

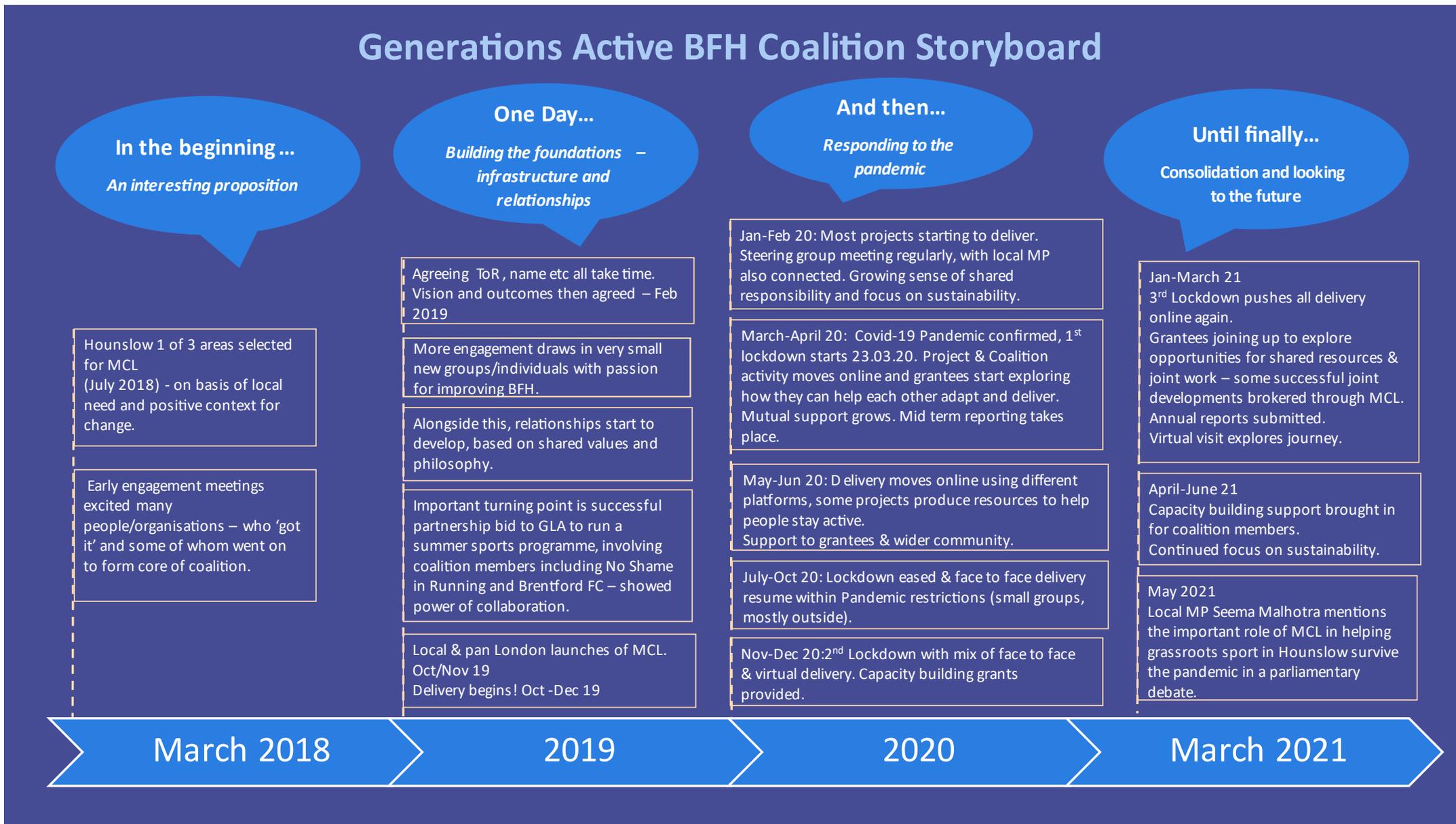


The Coalition Storyboards

The Coalition Storyboards on the following pages address the following questions:

- What have we learned about each Coalition's journey as a Model City location in London?
- Who has been reached and benefited from the approach, including: participants, grantees, Coalition members, wider community?
- What have been the most significant changes/impacts in each MCL location, and what enabled those things to happen?
- What are the signs of change that demonstrate each Coalition is achieving its desired goals and moving closer to their local vision and outcomes?

Figure 17: Generation Active BFH – Coalition Storyboard





Generations Active BFH (Hounslow) – Coalition journey and outcomes

The journey:

- Important early milestone – a successful, major partnership bid to GLA between coalition members including No Shame in Running and Brentford FC signalled the start of local collaboration
- Tone of meetings shifted over time from technical updates to more personal, supportive approach
- Strong political support, both from elected members and the local MP, who has championed MCL, including in a parliamentary debate on grassroots football

Most significant change:

- Big impact in supporting and nurturing community entrepreneurs to deliver – opening their eyes to possibilities
- MCL has built sustainable network of people and organisations, sharing skills and resources and working towards common vision
- Increased opportunities for the community

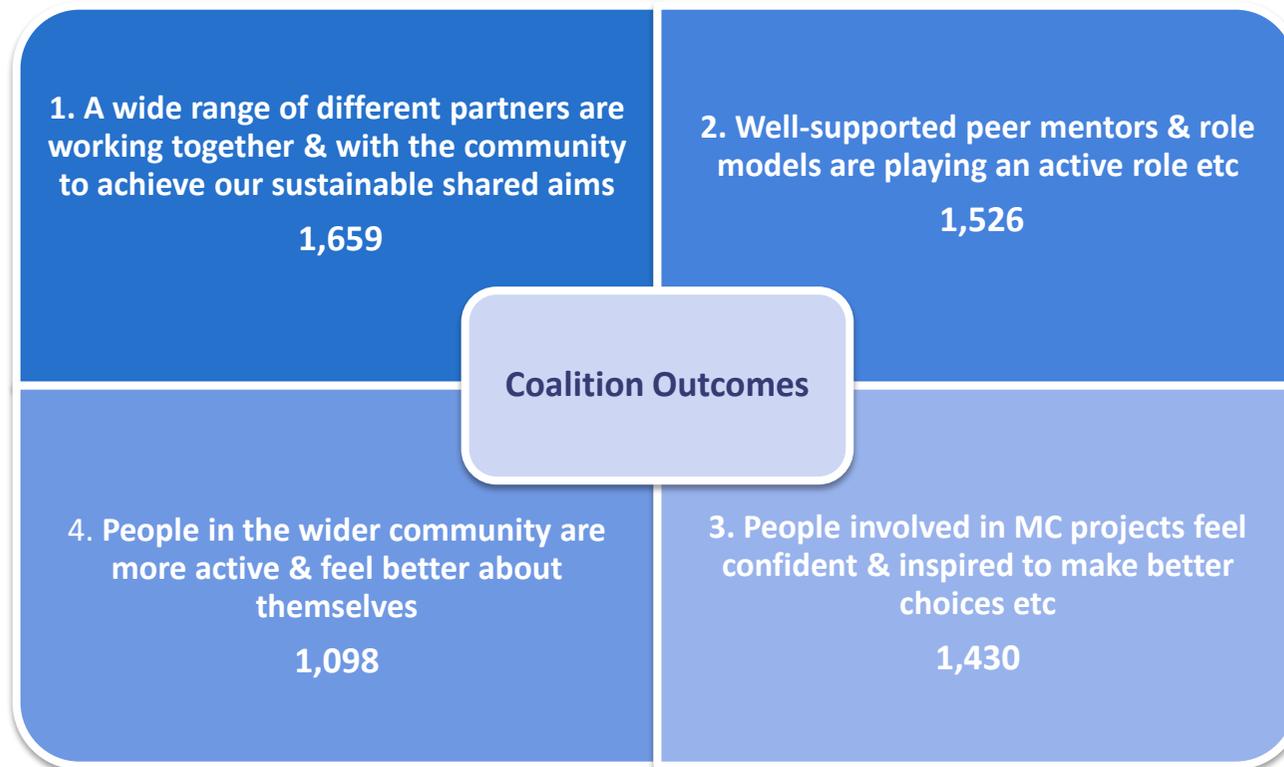
Coalition Facts & Figures

Figure 18: Generation Active BFH – Facts & Figures



Coalition Outcomes

Figure 19: Generation Active BFH - Coalition Outcomes



Profile of Generations Active BFH Participants & Beneficiaries

Figure 20: Age of Generations Active BFH (Hounslow) beneficiaries

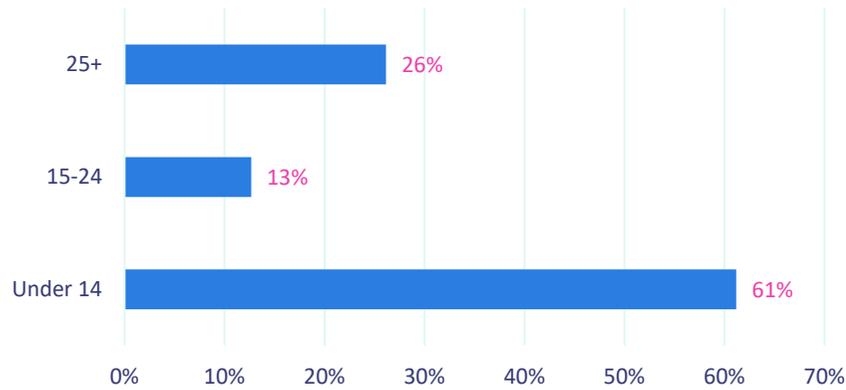


Figure 21: Gender of beneficiaries, Generations Active BFH (Hounslow)

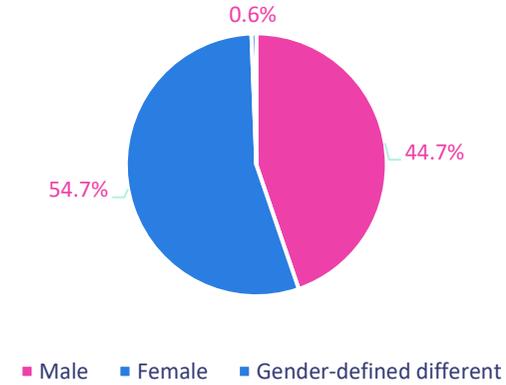
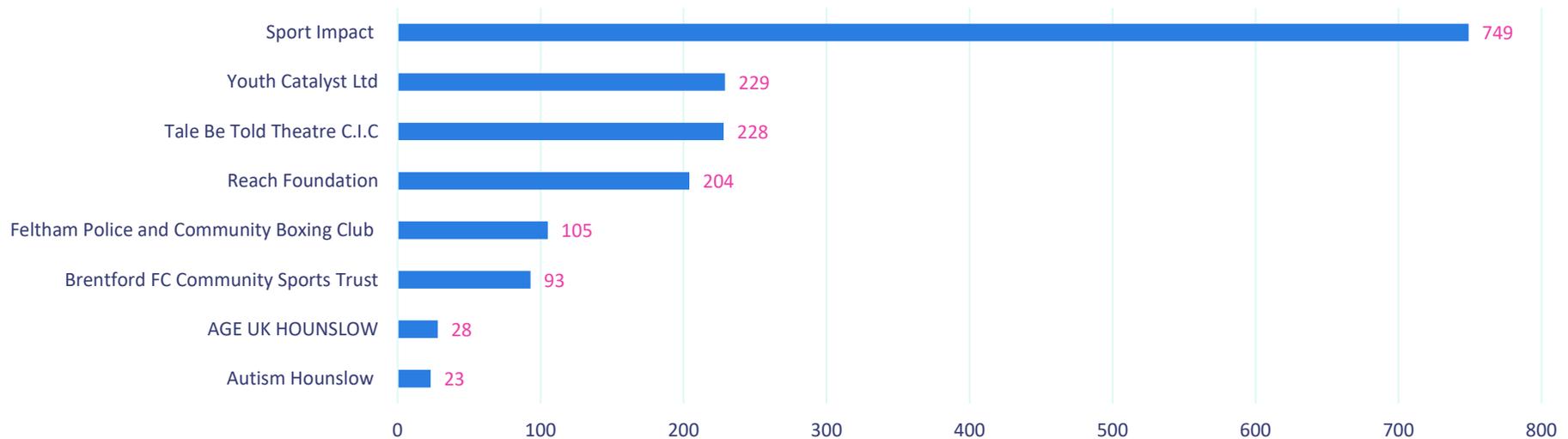


Figure 22: Number of Generations Active BFH (Hounslow) beneficiaries by organisation





Generations Active BFH (Hounslow) – What are people saying about what works and why?

We have seen the collaboration provide new ways and opportunities to target different groups and widen our impact of our work, particularly in Covid times.

If it hadn't been for this project and what I've learnt and gained I am pretty sure I would have thrown in the towel.

(MCL has been) vital to helping local clubs to get through (the pandemic).

(Seema Malhotra, MP for Feltham and Heston)

We have been able to work collaboratively to support each other with funding bids to bring more money and activities into the area, shared resources and supported each other with delivery, it has been hugely beneficial.

I feel like I can help young people in ways that I probably needed. Role models that can impart knowledge that look like me, talk like me and understand my way of thinking.

(Young mentor)



Generations Active BFH (Hounslow) – What has made this possible?

**Collaborative working has
extended reach of projects
and improved delivery**

**Role and style of Laureus
(as a funder) and CC
important in enabling and
supporting development to
occur**

**Strong sense of shared
responsibility for the
programme as a whole –
building in peer support and
learning**



Generations Active BFH (Hounslow) – Change Stories

As part of their response to the pandemic, Brentford FC CST distributed activity packs to keep people moving during lockdown, and through this, came across a family.

We stayed in contact and I discovered her son was not in school as he was excluded. We worked with the network and he now attends a Project Turn-Over programme, supported by No Shame in Running. Her son is part of a strong positive network and they have worked hard to ensure he will be able to return to a mainstream school. Mum has continued to access support from No Shame in Running staff who remain part of the network around the family. This is a great example of collaborative working, which started with Brentford CST Activity Packs, and shows how different partners within the Coalition have come together to make a significant impact in the life of this one family. (Brentford FC CST)

Four of the young people have been paid staff as part of the programme and this has been of great benefit to them and their families lives. They have all grown in confidence and flourished within their leadership roles and taken pride in their achievements. Whilst participating in their roles, they have shown great resilience, commitment, leadership and improvement in their communication skills.

(Reach Foundation)

It has been a catalyst for an opportunity for cultural change within secondary schools across the borough and I firmly believe that many more children will have access to the benefits of physical activity and wellbeing more quickly as a result of this initiative.

(Sport Impact)

Our son thrives being with people and having structure. Lockdown could have been a complete nightmare, but we have been spared by having expressive arts zooms each week to look forward to. He loves the interaction even though it's on a screen. He particularly loves the music and dance and being involved in picking some of the tunes. It's been brilliant for his mental health as he begins and ends each session with great positivity and energy. And in a year where everything has gone so pear shaped and got so very scary for young adults with learning difficulties and autism it's been very reassuring to know that this is something consistent.

(Age UK Hounslow)

Figure 23: Active Change Haringey – Coalition Storyboard

Active Change Haringey Coalition Storyboard

In the beginning...

(Haringey is 1 of 3 MCL Coalition areas, focusing on bottom up, grassroots development)

Haringey 1 of 3 areas selected for MCL (July 2018) –building on local, rich history of sport for good & strong 3rd sector

Initial discussions late summer (December 2018)
Numerous community conversations to identify local issues & priorities Jan/Feb 19

Scoping research engaged with 60 local orgs & groups, traditional & non traditional sort orgs. Agreed focus on East Haringey: greatest deprivation & health issues

One Day...

(Coalition formed, Vision & Outcomes mapped, Coordinator in post)

Building shared Vision & Outcomes; formed Active Change Haringey Coalition, clarity of purpose (Jan - April 19)

Grant application process opened; Community Coordinator appointed May 19

Project funding awarded, grantees confirmed Jun–Aug 19; Chair & Vice Chairs selected Sept -Dec 19

Local & pan London launches of MCL. Oct/Nov 19
Delivery begins! Oct -Dec 19

And then...

(ACH delivery re-shaped throughout Covid -19 Pandemic)

Jan-Feb 20: Most projects starting to deliver. Steering group meeting regularly

March-April 20: Covid-19 Pandemic confirmed, 1st lockdown starts 23.03.20. Project & Coalition activity moves online & ways of adapting explored. Mid term reports. BEH withdraws, some projects delayed.

May-Jun 20: Ongoing connection & delivery online using different media
Support to grantees & wider community. Stg groups exchanging info & support.

July-Oct 20: Lockdown eased & face to face delivery resume within Pandemic restrictions (small groups, mostly outside)

Nov-Dec 20: 2nd Lockdown with mix of face to face & virtual delivery. Capacity building grants provided.

Until finally...

(ACH achievements & impacts provide confidence to carry on)

Jan-March 21
3rd Lockdown pushes all delivery online again
Steering group develops ACH Strategy for 2021 onwards
Grantees joining up to explore opportunities for shared resources & joint work
Annual reports submitted.
Virtual visit explores journey

April-June 21
Aim to revisit Vision & outcomes, engage local residents with focus on communities & neighbourhoods, exploring funding opportunities.
ACH keeping going.

March 2018

2019

2020

March 2021



Active Change Haringey

Coalition journey and outcomes

The journey:

- Initial discussions full of hope and aspiration – brought together different players all interested in Sport for Development for the first time - ranging from local grassroots organisations to large established Foundations and clubs, alongside statutory agencies including the Council.
- Common goal around bottom-up collaboration focusing on community priorities and grassroots initiatives in part of the Borough that felt overlooked and misunderstood
- Early explorations cemented a shared vision - took a long time to consolidate and focus on practicalities
- Some strategic players moved away, but those that stayed both contributed and benefited
- Smaller, grassroots organisations and groups

Most significant change:

- Investment in small grassroots organisations who engaged diverse communities in sport & physical activity (in many cases for the first time)
- Partnerships between Coalition members leading to new initiatives and spin off developments, e.g. shared venues and new spaces for activities
- Support during Pandemic – delivery diversified, reached more/different participants

Coalition Facts & Figures

Figure 24: Active Change Haringey – Facts & Figures



Coalition Outcomes

Figure 25: Active Change Haringey - Coalition Outcomes



Profile of Active Change Haringey Participants & Beneficiaries

Figure 26: Age of Active Change Haringey beneficiaries

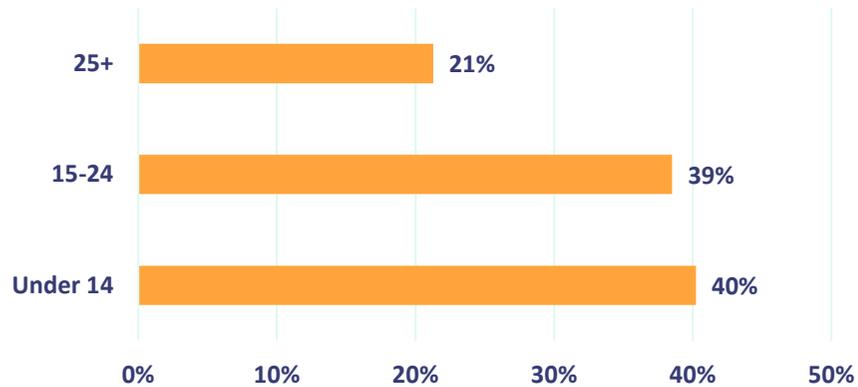


Figure 27: Gender of Active Change Haringey beneficiaries

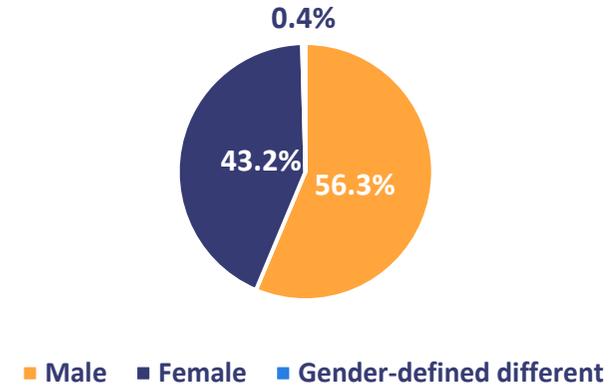
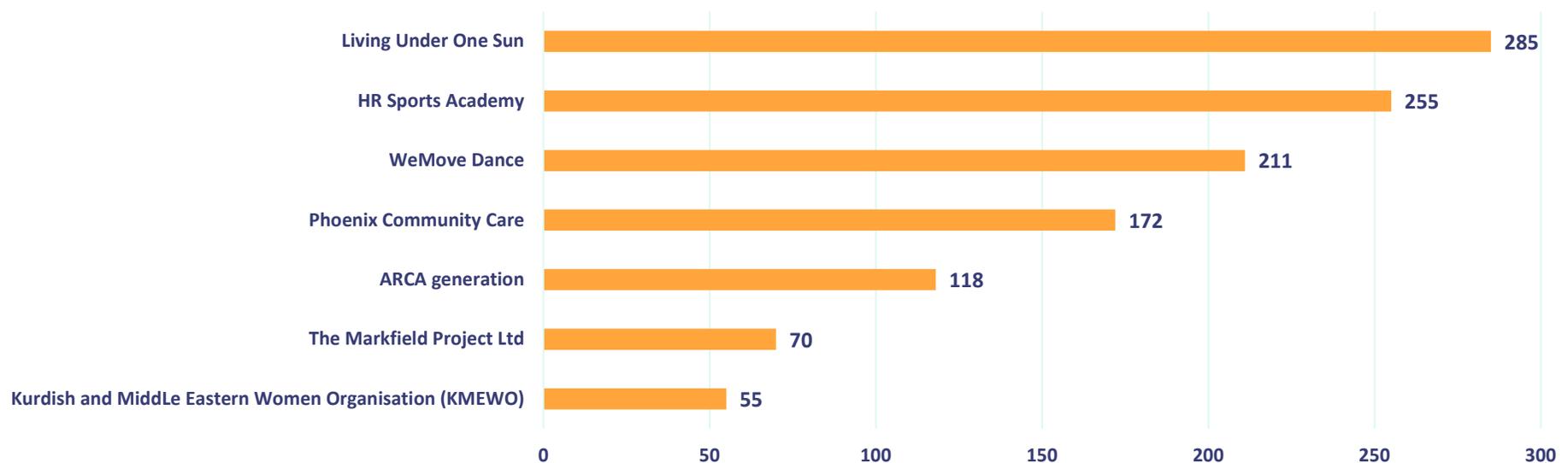


Figure 28: Number of Active Change Haringey beneficiaries by organisation





Active Change Haringey

What people are saying about what works & why

I've worked in Haringey for 15 years and it was exciting to have a different angle, for different people to be involved. I was invisible in the area till now. It was exciting to be part of making things happen

We need to keep the Coalition together – we're in it for the long haul!

My highlight was when lockdown eased in Summer 2020. Our delivery changed – we went out to the parks and attracted much younger participants. We'd never used these spaces before – that was thanks to Living Under One Sun who we met through the Coalition

We trust in each other so can just get on with it. We have high expectations of each other



Active Change Haringey

What has made this possible?

Investment /
funding for
smaller
organisations
(not just £)

Backbone support
from Laureus and
support from other
national and local
names (e.g. GLA,
Nike, Sport England)

Partnerships
between Coalition
members

Credibility and
commitment of local
people e.g. Chair/Vice
chairs, Coalition
members, project
teams

Dedicated
Community
Coordinator role
(needed this
from the start)

Support to do
things
differently due
to Pandemic

Capacity
building
investment and
support



Active Change Haringey

Change Stories

Model City has broadened our collaborative work, leading to one of our proudest partnerships with You vs You, successfully kick starting the Life Skills Workshops on Friday 21st February 2020, titled Sports Career & Entrepreneurship. Collaboration with You vs You (running workshops together) has enabled us to connect refugees to a local organisation and empower young people with a strong positive role model and enable the opportunity to gain employment advice. (also Outcome 3).

Model City has inspired us to source more local collaborations. Leading to You vs You, Met Police, Phoenix Community Care and Bridge Renewal Trust AMAN project. The AMAN project aims to improve the knowledge and understanding of the police in United Kingdom.

(Phoenix Community Care)

Being one of the grantees of Model City has widened the opportunity of our organisation to establish working relationships and a wide network with other Voluntary and community organisations as well as statutory service providers in Haringey East.

This project enabled us to develop relations with Haringey Adult community learning; this has led to cross referring women for employment support and learning opportunities.

(KMEWO)

The most significant change has been to recruit a local sports and recreational coach to capacity build and support our outreach and delivery team of local sessional coaches to codesign and have a sense of pride in the area, building trust and coordinate the work, and opportunities to connect with other partners locally to share skills and offer them the community hub to delivery their aspects of sports and recreational activities, in our case it was dance and athletics.

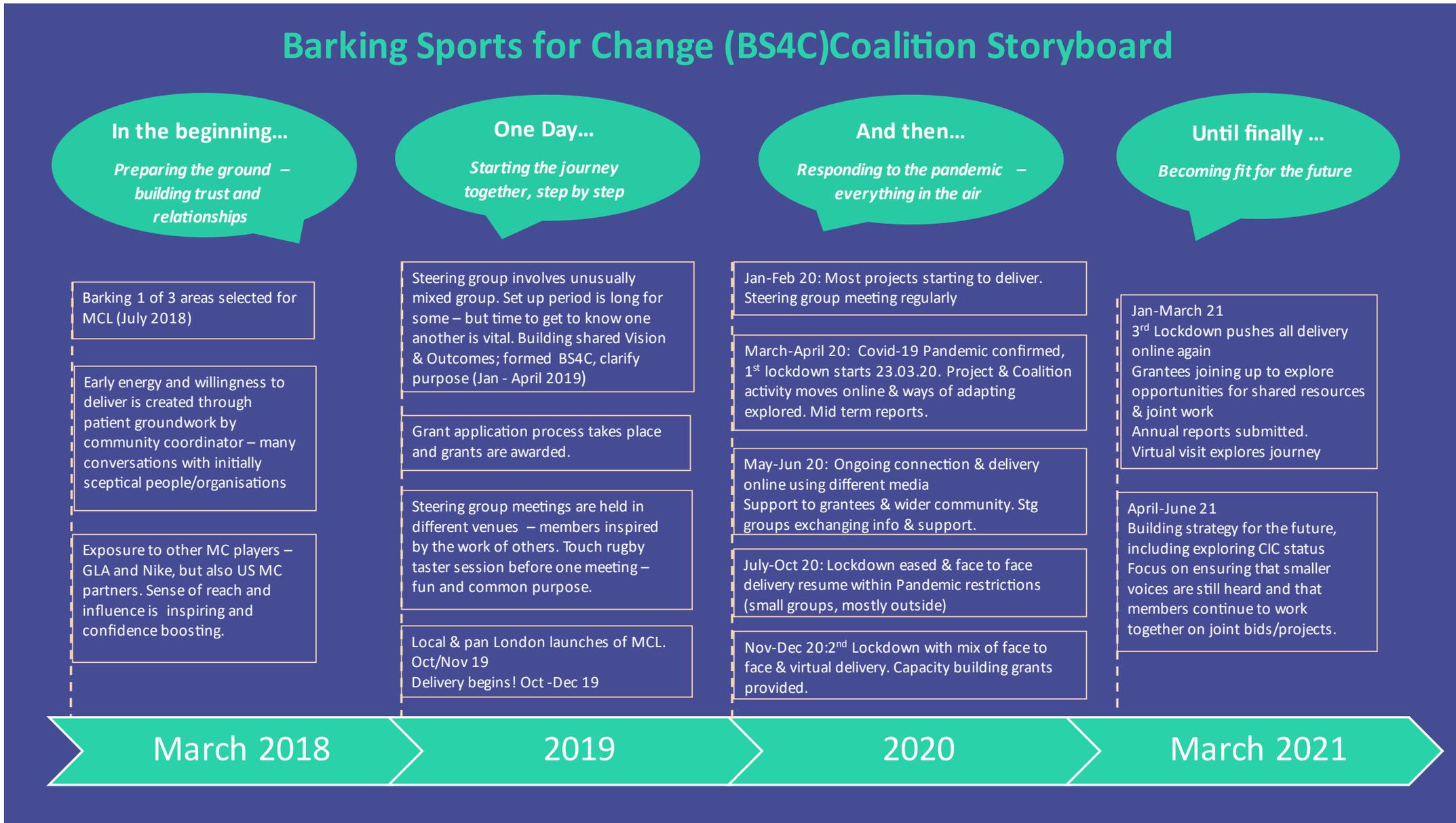
(Living Under One Sun)

'B' found out about HR Sports Academy and the Model City Project not long after a family friend was murdered. His friend had had a passion for football, and he wanted to achieve something in his name. Through the level up project, he has done his Level 1 FA coaching badge.

The Model city project has opened many opportunities for him. Not only has it provided him the chance to meet new people of a similar age and of similar interests. He has thoroughly enjoyed the trips as it was somewhere, he had always wanted to go and would not have been able to go without us. Another aspect he has enjoyed is spending time with HR Sports Academy coaches, they have been positive role models for him, and he now respects sport much more than he used to.

(HR Sports Academy Story "B")

Figure 29: Barking Sports for Change – Coalition Storyboard





Barking Sports for Change (BS4C) Coalition Storyboard

Coalition journey and outcomes

The journey:

- Early stages felt slow for some
- Key turning points included touch rugby session and hosting meetings in each other's venues – fun and inspiration
- Group taking on more strategic role over time – building autonomy
- Growing pride and trust

Most significant change:

- MCL provided a platform and safe space for small groups/organisations to have a voice, access and influence – often for the first time. This sense of all individuals and organisations being equal, regardless of sector, size or experience was empowering.

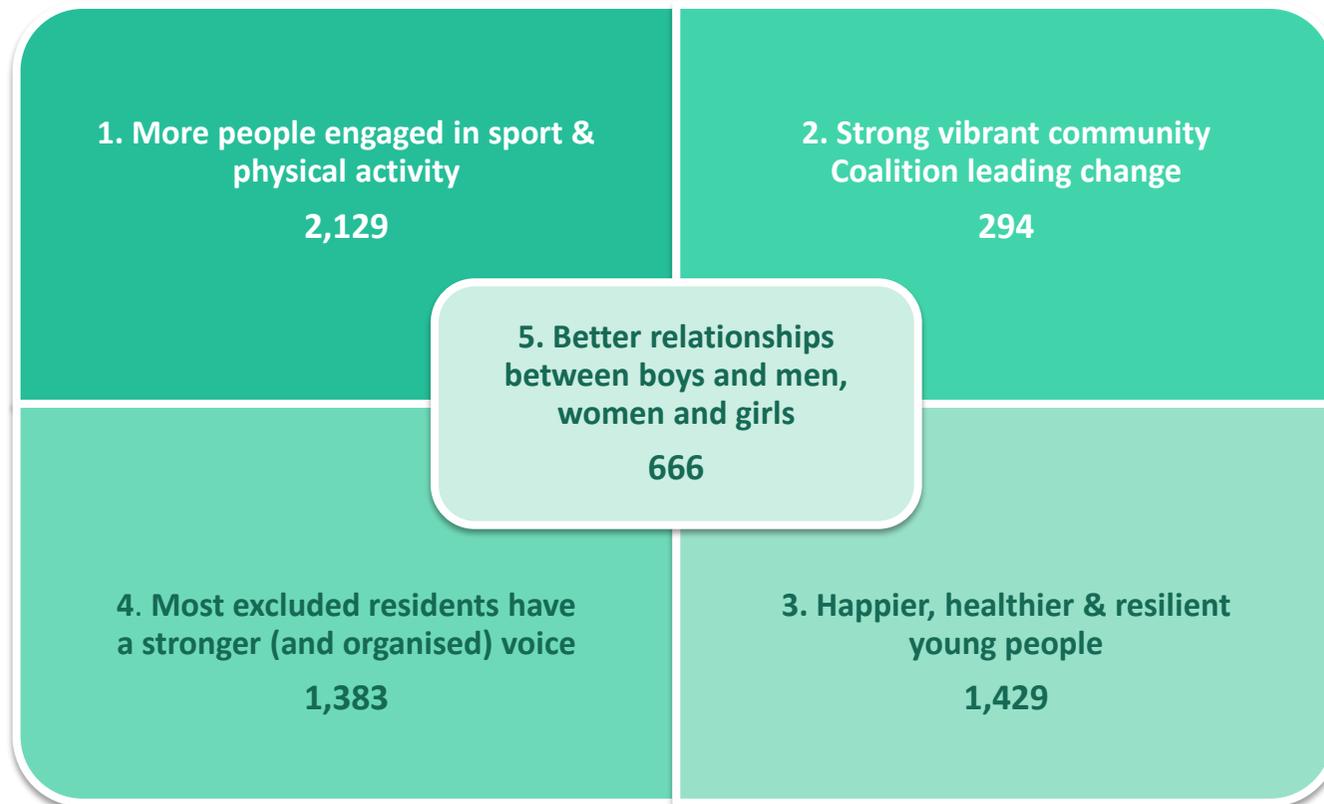
Coalition Facts & Figures

Figure 30: Barking Sports for Change – Coalition Facts & Figures



Coalition Outcomes

Figure 31: Barking Sports for Change – Coalition Outcomes



Profile of Barking Sports 4 Change Participants & Beneficiaries

Figure 32: Age of Barking Sports 4 Change beneficiaries

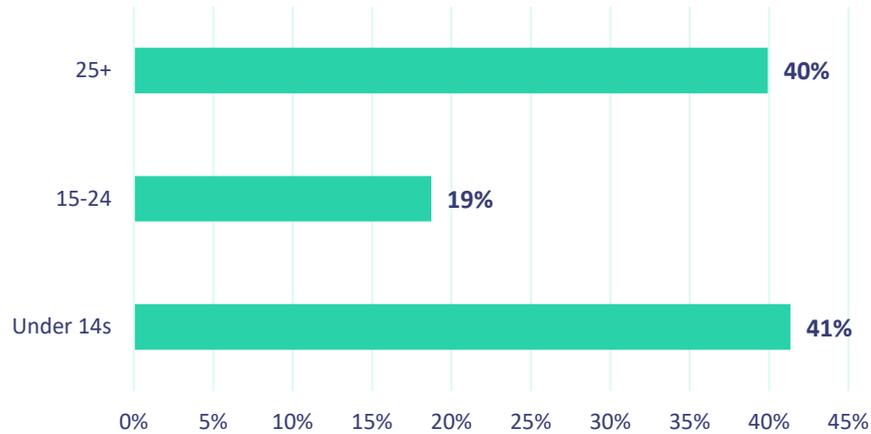


Figure 33: Gender of beneficiaries, Barking Sports 4 Change

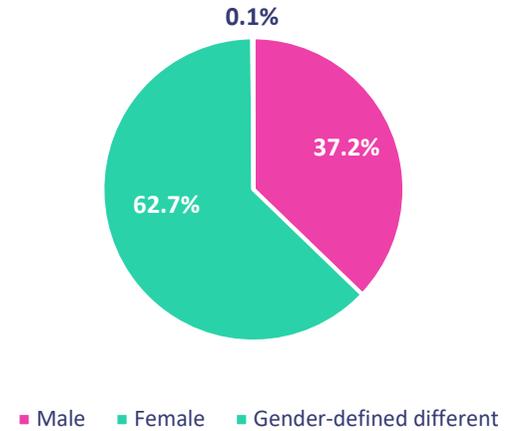
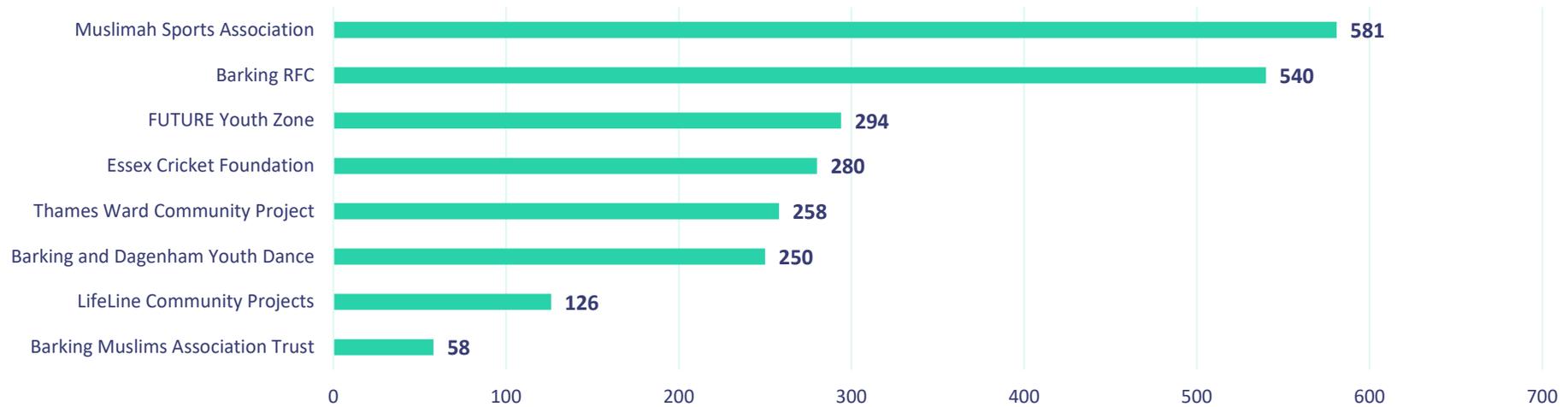


Figure 34: Number of Barking Sports 4 Change beneficiaries by organisation





Barking Sports for Change (BS4C) Coalition Storyboard

What are people saying about what works and why?

It was superb. I made friends and became part of a team. I had great laughs. I didn't have that before so has massively contributed to my wellbeing.

Muslim ladies playing Touch rugby in traditional clothing at Barking RFC under the guidance of our female coach was a remarkable breakthrough

This is the first time I have engaged in such a local level delivery in over 30 years of community engagement. The support has been provided at the right level and at the right time but most importantly I feel local organisations have been listened to.

It is hard to sum up accurately the consistent support that has come our way from Sam and his team, truly remarkable and a fine testament to the ethos of Laureus.



Barking Sports for Change (BS4C) Coalition Storyboard

What has made this possible?

MCL has acted as broker and facilitator of connections and relationships

Mutual support and willingness to be open about problems

The role of CC has been central – as a mentor, cheerleader and connector

Shared values and goals – moving from competition to collaboration

Contribution of local voice and coproduction



Barking Sports for Change (BS4C) Coalition Storyboard

Change Stories

Participation has been significantly higher than we anticipated, with young people engaging proactively. Senior members regularly assist Barking RFC to deliver the session to our junior members, providing valuable work experience and giving junior members new role models they can relate to.

We are particularly pleased with how rugby has been a gateway to building trusting relationships with some of our most vulnerable young people, opening them up to talk about some of the challenges they are facing.

(Future Youth Zone)

I didn't know what existed in the community. My network grew in an hour's session. It was really powerful.

We were able to create the environment of support for others to leap forward in terms of confidence to fulfil first time projects and build for the future.

(TWCP)

It is an amazing experience, with incredible people. I would not be where I am right now without the help and support from LifeLine. They have motivated me and inspired me to do much more in my life and gave me more happiness.

(Lifeline)



Part 2: Evidence and Lessons at a Programme Level

In **Part 2** we turn to the **seven evaluation questions** outlined in the Introduction (see **Figure 35**), repeated below for ease.

Figure 35: Seven Evaluation Questions for Model City London

The seven questions are:



1. What has worked/not worked so well?
2. Who has engaged/not engaged in MCL developments? (e.g. traditional/non-traditional sports organisations)?
3. How has trust between Coalition members, local partners, Laureus and wider partners developed and contributed to MCL?
4. What have we learned about the MCL funding approach?
5. In which contexts does the Model City approach appear to be most effective, for whom and why?
6. What have we learned about the infrastructure and capacity required to achieve change through sport and physical activity?
7. What have we learned about MCL as a result of delivering throughout the COVID-19 Pandemic?

The responses to these questions are framed as evidence and lessons across the Programme as a whole – with stories, examples and quotes drawn from each Coalition and layer of activity.



1. What has worked and not worked so well in relation to the Model City approach adopted within/across Coalitions?

From the outset, the initial idea and concept of Model City, with its emphasis on bottom-up, place-based development, was exciting to the people and organisations who became involved. Translating this into practice sometimes felt like a slow process, particularly in the early stages, although many people highlighted that this phase of the project was invaluable in building relationships and a shared vision. The facilitative and developmental working style, embodied by the Community Coordinators, was also seen very positively. For some, elements of the grants process were perceived as disproportionate and burdensome.

It was about much more than the money, it was an ideological and value-based approach to change. We had been feeling isolated and wanted to change this, learn from each other.

What has worked well?

- The **broad Model City** concept was appealing to many of those who attended early engagement events, with the emphasis on bottom-up, grassroots, place-based approaches feeling exciting and fresh.
- A **values-based approach** and facilitative working style acted as the glue that held Coalitions together, with many Coalition members highlighting the considerable benefits of working with new and like-minded partners, and the role of the Community Coordinators and the Laureus team in making this happen.
- **Diversity of people and groups** brought together around a shared vision; Coalitions were made up of a rich mix of traditional and non-traditional sports providers, larger and smaller organisations, faith and community groups collaborating, with smaller organisations or individuals having a voice and a seat at the table.
- Making best use of the **early stages** to build trust and relationships, but also to learn more about the work of other members, and in one case, to develop a successful joint funding bid.
- **The central role of Monitoring, Evaluation and Learning (MEL)** in MCL; evaluation and learning was incorporated from the start, and grantees and others appreciated the emphasis on stories of change - which they saw as capturing the essence of their work, and an achievable, accessible way of communicating impacts. The emphasis on participatory, learning based evaluation that included everyone involved in MCL ensured ownership at all levels and helped to embed evidence within the Programme.
- **Exposure to funders and international expertise** – Coalition members appreciated the face to face access that Model City gave them, often for the first time, to big familiar names and brands such as Laureus, Nike and the GLA, as well as being able to hear and learn from Model City locations in the USA.

What has worked less well?

- **The articulation of what Model City was about** was not sufficiently clear for some at the start, with all Coalitions reporting that some local organisations did not engage because they struggled to grasp what Model City was, and how they could benefit or contribute.
- **The early stages**, with the development of Terms of Reference and agreeing a name and early priorities, felt interminable for some, who became impatient at the pace (although as noted below, others in retrospect saw these early discussions as having an invaluable relationship building role).
- Some aspects of the **grants process** felt burdensome and slow for many grantees, with many mentioning what felt like a clunky reporting system and reporting demands that were not proportionate to the funding they had received.
- Related to the grants process, some people **saw Laureus's role in signing off local grants** as contrary to a bottom-up approach, which showed a potential reluctance to hand over decision making fully to local communities.
- **Relationships with existing networks and big players** were not universally positive and some clearly felt that they had not been appropriately involved in Model City at an early enough point.



2. Who has engaged/not engaged in MCL developments? (e.g. traditional/non-traditional sports organisations)?

A unique strength of the Model City approach is its success in uniting an unusually diverse and broad range of organisations, groups and people within a Coalition working to shared goals, and where everyone's contribution is valued. The three Coalitions included large and small organisations, community and faith groups, small businesses, well-established sports organisations and groups with no previous experience of Sport for Development. We found that Coalition members saw this diversity as the most valuable aspect of MCL, as it provided a foundation for rich collaborative working, enabling members to draw on each other's complementary skills and networks, and improving delivery to local communities. [Previous reports](#) have provided a breakdown of the range of organisations and networks engaged through the Programme within and across the 3 areas, and beyond.

- While some organisations did not engage with Model City at the start, others did so initially but **fell away in the early stages**, frustrated by the pace of progress (although some of them re-engaged later), leaving a core of like-minded organisations to take the programme forward.

I know I have a network of fantastic people committed to the same outcomes. There's been a synergy about it. Big organisations, small organisations – everyone has the chance to thrive. It's a rare balance.

- We found a strong consensus that the **diversity of Coalition members** is crucially important, as highlighted above.
- The mix of organisations and people has **benefited more traditional sports organisations and community-based groups equally**. Well-established sports organisations have learned a great deal more about the diverse communities they serve, and developed new partnerships for delivery; small community groups have benefited from the fundraising capacity and infrastructure of their larger colleagues, as well as learning more about sports for good.

Model City's emphasis on local collaboration forced us to look outside of ourselves. With more local connections and opportunities to enable our participants to succeed in their sense of integration. Having a conversation with other sporting programmes and local initiatives has given us more understanding, to see our young people's needs....it has given us appreciation and understanding of how working together with other local communities may benefit our participants.



3. How has trust between Coalition members, local partners and Laureus/wider partners developed and played a role in the opportunities brought about through MCL?

Trusting relationships lie at the heart of the MCL approach – within Coalitions, with the Laureus team, with GLA and Nike and different funders who became involved at a local level. This matters because relationships have enabled delivery to happen in different and creative ways, particularly during the COVID-19 pandemic. But these relationships could not have grown without careful and sensitive attention, both from the local leaders, who brought their own values and working style, and from the Laureus team. Modelling transparent and positive relationships has been important at every level. Shared values and a common vision have provided a rallying point around which Coalition members can coalesce. Trust also developed through doing things together, whether working on a joint funding bid or trying out a new sport.

The grounding was set from day one (with Laureus saying) 'It's up to you. We're here to guide and facilitate, but you have to own it.'

There was an appetite for a relationship building conversation. (The meetings) became quite relaxed, something different.

The aspects of local collaboration that have helped to build trust include:

- Although different partners experienced the early stages of Model City very differently, trust was built on a **slow, steady and respectful approach** from Laureus, particularly in the set up phase. The explicit emphasis on the need to build local ownership, and the gentle but firm insistence that developments must be led by local people impressed Coalition members. As the advice for place-based funding initiatives suggests: *Arrive gently. Engage patiently. Stay a while*
- The importance of **building a shared vision and values as the foundation and glue** has been highlighted elsewhere and this also contributes to the building of trust within Coalitions, with the Laureus Programme Team and other funders (GLA and Nike).
- Local leaders **explicitly valued and gave time to relationship building**, and were personally committed to making sure that the Coalition/steering group meetings felt different from conventional meetings, as the quote above illustrates.
- A focus on **mutual contribution and support**, as noted above, meant that potential barriers of mistrust between large and small, sports and non-sports, and established and new organisations were largely absent; all Coalition members saw that, whatever their circumstances, they could make a unique contribution to the Model City Programme, which would be valued by others.
- Key stakeholders such as local authorities, as well as the GLA and Nike also played an **important role in modelling transparent and open behaviour**, for example by being open about issues such as the likely availability of further funding.
- In Barking, discussions about the key milestones in Coalition building always highlighted the importance of the Touch rugby taster session that took place at the beginning of a steering group meeting (see the quote below and the Barking S4C case study of Barking RFC); this suggests that **shared fun has a place**.

I thought, the only way this can work is if everyone's project is owned by the whole group. It can't just be about (organisation x) reporting back, it's about encouraging people to think about how to contribute to the project. Contacts, synergies – where can you fit in and add value?

The meeting at the rugby club was the first one where it felt like more than a meeting. .. Doing something fun with people, it felt like we're doing this thing together.



4. What have we learned about the funding approach inherent in Model City?

MCL has been about much more than the money made available through the grant making process embedded in [Step 3 of the Model](#). However, for projects funded through MCL, this additional resource and the way it was awarded have underpinned their achievements.

People universally say that this approach is very successful and more sustainable than traditional grant funding. It's won over hearts and minds and brought together organisations.

The MC grant management cycle signals the shift from [Strategise \(Step 2 of the Model\) to Invest and Demonstrate \(Step 3\)](#). For MCL, this shift began 'behind the scenes' with a focus on ensuring that the grant application process was rooted in each Coalition's coproduced outcomes. Grant applications were scrutinised by members of each Coalition's steering group alongside the Community Coordinator, with decisions reflecting an open process in line with participatory grant making. Feedback to both successful and unsuccessful applicants was designed to be transparent, fair and productive with detailed suggestions of how to adapt and where else to apply if unsuccessful. Reporting requirements for successful grantees were also aligned with Coalition's outcomes, which were revisited and refined in light of project's experiences in both delivering and reporting on their impacts (following their mid-term reports). Whilst the experience of this overall process was generally regarded as positive and flexible, some felt it was disproportionate to the size of their grant and organisational capacity, as well as taking a long time from application to funded delivery.

Evidence of effective processes and impacts achieved illustrate the importance of the following features:

In the past, you're used to being told you're not successful, but (MCL) is about skilling people up.

- Grounding the grant application and award process in **Coalition's vision and outcomes** was key to success, as was the involvement of Coalition members in decisions reached. Although some local partners in some locations felt this process wasn't genuinely bottom-up, most (especially grantees) were clear that this has been an explicit example of this approach, particularly the focus on feedback and encouragement to apply and secure funding.
- The grant making process generally worked well, as highlighted above, and experienced as supportive by grantees. This was particularly due to the **feedback and support from the Community Coordinator and Programme Grant Manager** throughout the process

- **Funders working flexibly, creatively and as a team** thinking carefully about their behaviour and responses and modelling strong relationships based on shared vision, values and understanding of the Model.

I have million pound projects that don't need so much reporting.

- Proportionality and speed of the grants process and reporting requirements was raised as a challenge by a number of smaller, grassroots organisations with limited capacity and a need for a quick turnaround on decision making.

the Model City approach, with wider support, capacity building and a focus on resourcing and resourcefulness being highly valued.

- A focus on sustainability for grantees and the Coalition as a whole has been in play from day one.

We've rolled with the punches ... You have to make allowances for things you weren't expecting. It's something to be aware of (as a funder) – what degree of flexibility are you prepared to offer?

We discussed sustainability from the start. We didn't want it to be a project that ran for a couple of years.



5. In which contexts does the Model City approach appear to be most effective, for whom and why (focusing on the contexts and readiness for change)?

Each of the MCL Coalition areas is different, with their own unique histories, communities and priorities for change, reflected in their vision and outcomes frameworks. Because the Model City approach is based on this understanding, starting with a focus on getting under the skin of each place ([Step 1, Research and scoping stage](#)) it could be argued that any context could feasibly work. However, we have learned that there are certain features and characteristics that particularly influence success.

The key success factors relating to contexts and circumstances of MCL locations, include:

- A **focus on small, locally grown grassroots organisations and groups**. The approach benefited them and their local community(ies), and their contacts and credibility benefited the Coalition. In particular those involved in MCL have proven themselves to be:
 - connected to and rooted in very local neighbourhoods and communities
 - able to engage previously unheard and/or unseen participants and groups
 - positive role models and mentors for the above individuals and groups
 - local leaders for change, through sport and physical activity
 - open to joining up with and learning with others as well as sharing their own resources for maximum impact

For examples and stories that illustrate these traits and experiences, refer to the **Project Case Studies from each MCL Coalition area**: WeMove Dance, Tale be Told and Barking Rugby Club (**please see appendices**).

- ii. MCL's role in boosting confidence and promoting activity in 'forgotten' places that usually receive little attention has been a planned focus and a success. These were issues that were highlighted in local conversations in the early stages of MCL and continued to be a focus in the grant management process, Coalition journeys and projects' stories.

It's about expecting more for our community. Why can't people in Feltham aspire?

Each borough is different but 100% this has left a network in each location that wasn't there before. A different way of working. There's huge commitment, energy & goodwill.

- iii. MCL has been a platform for raising the profile and increasing the confidence and skills of community entrepreneurs – nurturing potential in community leaders and leadership.

During the leadership meetings we worked with the most excluded residents with the aim of helping them develop their abilities to have a stronger, organised voice. [Our] focus was on communication and organisational skills. Young leaders are now working with the local authority – e.g. on [the] borough's events steering group, and helped to shape a COVID domestic violence campaign.

Some key players have come to the fore, people I didn't know, people who everyone trusts and wants to hear their opinions.



6. What have we learned about the infrastructure and capacity required to achieve change through sport and physical activity?

The lessons learned over the last three years have been **about achieving change through sport and physical activity targeted at specific communities, and local community building bringing relevant partners and stakeholders together**. The lessons highlighted here about infrastructure and capacity reflect all of those ingredients, not just those relating to sport and physical activity.

MCL has been working at multiple levels simultaneously - individual, project, Coalition, wider community and the Programme as a whole. At each of these levels the following factors have been shown to be important infrastructure elements: coordinating and connecting roles; coproduction, which often needed facilitating and supporting, especially to enable previously unheard voices to be heard; timely information and proactive communications with protected capacity for this at both Coalition and Programme levels; digital fluency and literacy have become increasingly important over the last 12 months and probably cannot be taken for granted again; MEL has been embedded throughout, with additional capacity building in evidencing change in ways that make sense to local people and organisations.

Six lessons have been learned about the nature of Coalition and Programme infrastructure and capacity needed in order to achieve successful outcomes:

- i. **Coordinating and Capacity Building Roles** are necessary at Coalition and Programme level:
 - Community Coordinators, Chairs and Vice Chairs provided capacity but also credibility with local people and partners. Many of the behind the scenes and crucial liaison activities have been carried out by people holding these roles. The personal style, capacity and commitment of Community Coordinator has been crucial to successful delivery and positive impacts. They have been mentors, brokers and backroom organisers extraordinaire. We have learned this is a dedicated role that is not easily shared with other responsibilities; and the team approach of the three Coordinators in MCL has become increasingly important in sharing experiences, ideas, opportunities and mutual support.
 - Other important roles that are not typically profiled in community driven, sport for development initiatives have been the Programme Manager and MEL lead at Laureus. They have kept important cycles and activities going (even during the pandemic and various lockdowns); ensured systems and processes reflect and learn from bottom-up, community led experiences behind the scenes; and managed important relationships and partnerships including with other

(CC) was such an amazing role model for me. He really helped me. I watched how he was (behaving). He mentored me.

The Chair drives it, the Community Coordinator keeps it ticking along.

funders. The interface between programme delivery and management and evidence and learning has been hugely successful ensuring that a place-based approach to evaluation has been embedded in all stages in London, all the while working to the same ethos, principles and values that drive developments at a local level.

- ii. **Mechanisms for coproduction, community networks and partnerships are at the heart of Model City**, and have needed careful nurturing and support in London, with many grantees in particular commenting that this is the first time they have felt included, seen and heard. Important components include :
- Thoughtful, developmental leadership at all levels with a genuine belief in MCL approach to drive community led change
 - Modelling what good looks like, in relation to coproduction, from Coalition steering group and wider members, and also what this feels like in practice at every step, in every decision and in all activities including reporting and sharing evidence of impacts

Nothing else like this to bring people together

What's key is having members of the steering group who believe in the power of networking and being together. You can see it in the collaboration and communications in difficult times – there's been someone to talk to and bounce ideas off.

- iii. MCL has been an important capacity builder for local organisations and groups, **creating and signposting to development opportunities** – including global support in response to the pandemic – and helping to address limited local infrastructure to support the voluntary sector in some of the Coalition areas.

We built on our already existing working partnerships with the primary schools in the area, this helped a smooth transition from planning to delivery in a short period of time. Becoming part of Lordship Sports and Activities Consortium (LSAC) and participating in the regular meetings helped to form new contacts.

- iv. Coalition members and wider stakeholders have valued the **regular updates and breadth of information shared through formal and informal channels** -

The steering group meetings were good for updates and shared discussions on common issues, like training needs and skill sharing.

for example, the Community Coordinators' weekly email updates and newsletters; and informally through contacts and networking opportunities as Coalition colleagues. The limited capacity of some members, juggling multiple roles often across multiple organisations and groups, has sometimes led to a feeling of information overload. Achieving a balance of information giving and communicating is tricky and important. The use of different strategies and tools for keeping wider

partners as well as close colleagues engaged could be helped by a stakeholder matrix for each Coalition area, to determine who needs what kind of information when and how, especially in the coming months.

v. Digital access, inclusion and literacy have proven to be essential over the last 12 months, keeping connected and delivering through a variety of virtual platforms. Some Coalition members and wider community contacts have both needed and benefited from MCL support throughout the challenge of moving online. There has been extremely positive feedback from these audiences about the flexibility and responsiveness of Laureus to refocus capacity building grants to become a COVID-19 response fund.

Using our underspend from the first six months of this project, we purchased 20 tablets and internet data; with added resources we were able to launch our Free Tablet scheme to give digital devices to women in order to increase their access to online exercise, support services and to local activities.

vi. We have previously highlighted the **central role of evidence and learning within MCL** as part of a place-based approach to sport for development change programmes. Lessons and insights have been generated alongside the evidence gathered through mid-term and annual reports, Coalition and Programme workshops, evaluation reports and capacity building activities. The place-based, realist methods adopted for MCL have worked well and become embedded at all levels of the Programme. The graphic [Vision & Outcome Maps](#) and other tools (e.g. [The MCL Evidence and Learning Toolkit](#)) have helped to make the approach accessible and inclusive for everyone involved.

The support from NDTi has also been excellent, so much so that I have created a further partnership with them on two other local projects I am responsible for. They are raising the understanding of the evaluation/impact measurement tools of the whole of the steering group, and as a Trust we are gaining even further exposure and support in 2021.



7. What have we learned about delivery during difficult times? The impact of and responses to COVID-19.

The COVID-19 pandemic was a huge blow to London communities and to the MCL Programme, its partners and Coalitions. In spite of this massive challenge, most projects delivered something to benefit local people, and Coalitions have survived with plans for future developments. COVID-19 marked out the 12 month delivery stage for many grantees and has re-shaped the final stage of Transitions and sustainability - which needs to be accounted for when reviewing different sources of data and evidence of change. For example, some believe delivery capacity has been 40% of estimated pre-pandemic figures. If that is the case, then participation would have looked fundamentally different; for instance, applying this 40% figure would bring the total number of participants to 7,280, and if reports/data had been received from all 25 funded projects this figure would be even higher (i.e. nearer to 8,000). In short, delivery was maintained and, in some cases, diversified and reached more, or different, people than originally intended. There have been opportunities and achievements as well as challenges and insights. Having a secure partnership in place before the pandemic has enabled a coordinated response, mobilising both resources and mutual support to those who needed to keep going and in some cases keep afloat. The MCL partnerships enhanced organisations' resilience to help them weather the pandemic, to continue to deliver, learn new skills and embrace new ways of working even in the most difficult of times.

As part of their response to the pandemic, Brentford FC CST (part of GA-BFH) distributed activity packs to keep people moving during lockdown, and through this, came across a family:

We stayed in contact and I discovered her son was not in school as he was excluded. We worked with the network and he now attends a Project Turn-Over programme, supported by No Shame in Running. Her son is part of a strong positive network and they have worked hard to ensure he will be able to return to a mainstream school. Mum has continued to access support from No Shame in Running staff who remain part of the network around the family. This is a great example of collaborative working, which started with Activity Packs, and shows how different partners within the Coalition have come together to make a significant impact in the life of this one family.

The key features of this response are summarised below:

- Mutual support in keeping each other engaged and motivated within Coalitions:

Learning and support for each other especially in the pandemic with others going through the same. [We] have been able to reach out and get support. COVID wasn't anticipated but MC came at a crucial point, relationships and knowledge had already been established provided a great sounding board and support system alongside the funding and flexibility to change our offering. (ACH Vice Chair)

- Great adaptation and flexibility in delivery, with a focus on keeping connected with participants and local communities; Community Coordinators encouraging people to think differently about what was possible; and Laureus modelling what it means to be a supportive and enabling funder.

We all knew we had to help each other to deliver a service to the people we are there to serve.

With other funders, we'd have had to give the money back.

- Recognising the need for, and benefit of keeping a COVID-19 response log to track issues, support needed, help given and resulting impact, and using this learning to inform future developments. For example, the need for a greater collective focus on supporting mental health; which aspects of virtual delivery works for whom, and which were not effective or inclusive.

COVID impacts differently on different sized organisations.

- More collaboration, creativity and resource sharing across groups with opportunities to deliver a better, more coordinated response to local people by working together:

I didn't expect COVID to bring groups together. Individuals had momentum (and thought) we're not going to let Model City slip away.... The steering group has grown and strengthened, not just sustained.



Part 3: Summing Up and Looking to The Future

Part 3 summarises the important lessons and conclusions from [Parts 1 and 2](#) and shares recommendations for sustaining what works and enhancing the delivery of MCL and future Model City developments elsewhere.

3.1 Summary of Coalition Lessons



I think, 'Wow, man! Everything we could achieve ...



Insights from each Coalition's journey, alongside evidence of impacts and outcomes achieved are shared in [Part 1](#). These all help to show that each Coalition is unique, shaped by the local context, key players, history and relationships of each place. In addition, a number of common characteristics illustrate what has helped to deliver successfully including in the most difficult of time.

These common Coalition characteristics include:

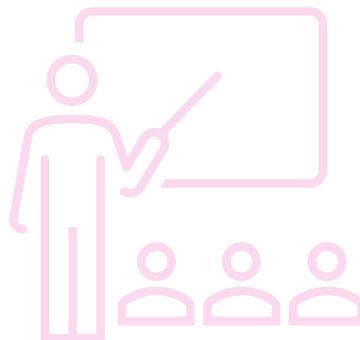
- A success in bringing together **an unusually rich and diverse mix of organisations and individuals** – small, grassroots groups and large, established organisations, traditional sports organisations, businesses, faith groups and community or youth groups and individuals who are a local force for good in their local community.
- In each Coalition, those still working together in the name of MCL are connected by **strong shared values and a common vision**.
- These strong foundations have enabled **mutual respect, peer support and open sharing of skills and resources**.
- Alongside support offered by Community Coordinators and the wider Laureus team, **positive relationships enabled all three Coalitions to adapt and support each other, including during the COVID-19 pandemic**.
- **Collaborating on joint initiatives** has extended the reach and drawn on the strengths of all partners (see case studies).
- **A number of coordinating and leadership roles**, in particular the Community Coordinators supporting each Coalition and working together as a team across the Programme.

3.2 MCL Programme Lessons

Seven MCL Lessons

1. The idea and concept of Model City, with its **emphasis on bottom up, place-based development, was exciting** to those who became involved. Translating this into practice sometimes felt like a slow process, particularly in the early stages, although many people saw this phase as invaluable in **building relationships and a shared vision**. The facilitative approach, embodied by the Community Coordinators, was appreciated by all.
2. Model City successfully **united an unusually diverse and broad range of local players around a shared vision, and where everyone's contribution is valued**. Coalition members saw this **diversity as the most valuable aspect of MCL**, as it enabled rich collaborative working, with members drawing on each other's complementary skills and networks. This in turn improved delivery to local communities.
3. **Trusting relationships lie at the heart of Model City** – within Coalitions, with the Laureus team, GLA, Nike and increasingly with other, locally based funders. This matters because **relationships have enabled delivery to happen in different and creative ways**, particularly during the COVID-19 pandemic. These relationships could not have grown without careful and sensitive attention, both from the local leaders who brought their own values and working style, and from the Laureus team. Modelling positive relationships has been important at every level. Shared values and a common vision have provided a rallying point around which Coalition members can coalesce. **Trust also developed through doing things together**, whether working on a joint funding bid or trying out a new sport.
4. Model City is about much **more than grant funding**, but the additional resource and the way it was awarded have underpinned the programme's achievements. **Grant-making was rooted in the Coalitions' coproduced outcomes**, with Coalition steering groups scrutinising applications alongside Community Coordinators, and decision-making reflecting **a best practice, open process**. Feedback to successful and unsuccessful applicants was transparent and helpful, with detailed suggestions of how to adapt and where else to apply if unsuccessful. Whilst the experience of the process was generally regarded as positive, **for some it was disproportionate and slow**.

5. Each of the MCL Coalition areas is different, with their own unique histories, communities and priorities. These are reflected in their Vision & Outcomes Maps shared in [Part 1](#). As noted earlier, the diversity of Coalition members was a key strength, with both **larger, established organisations and small grass-roots groups benefiting in different ways**. Model City importantly offered a **platform for people who are a force for good in the community** to develop their skills, focus and voice. There are **certain features and characteristics that influence success at a local level**, which relate to the local context and could be emphasised for place-based, social change programmes led by local communities.
6. **MCL has been working at multiple levels simultaneously to build local capacity - individual, project, Coalition, wider community and the Programme as a whole**. The following elements of infrastructure seem to matter the most: **coordinating and ‘welding’ roles; coproduction and collaborative networks** which need facilitation to enable previously unheard voices to be heard; **information and communication style and methods**, with professional communications guidance and capacity at both Coalition and Programme levels; **digital inclusion and fluency** have become increasingly important, so may need a greater focus for future MC locations; **Monitoring, Evaluation and Learning (MEL) that is embedded throughout, alongside support for Coalitions in evidencing change** that makes sense to local people and organisations.
7. The COVID-19 pandemic was a huge blow to London communities and to the MCL Programme, its partners and Coalition communities. In spite of this massive challenge, **most projects delivered something to benefit local people and Coalitions have survived with plans for the future**. Having a secure partnership in place before the pandemic has enabled a **coordinated response, mobilising resources and encouraging mutual support** to keep going and in some cases keep afloat. The MCL partnerships gave organisations **resilience to help them weather the pandemic**, to continue to deliver, learn new skills and embrace new ways of working even in the most difficult of times.



3.3 Recommendations for sustaining what works and inform future Model City developments

The common Coalition characteristics and strength of evidence illustrating the range of impacts achieved deserve to be celebrated as well as sustained. So a clear recommendation to start with is: *Keep doing what you're doing, and do more of it!*

The following recommendations are specific areas that have been highlighted throughout the report as developments that can help Coalitions and the wider MCL Programme do just that; and inform future and wider Model City initiatives elsewhere.

- Develop and communicate a **clearer articulation of what Model City is about**, articulating the underpinning values and principles that inform behaviours, modelling trusting relationships, building local capacity through bottom-up approaches to Sport for Development, and coproducing decisions at all stages.
- Part of this articulation could include **illustrative examples of what Model City looks like in action**, drawn from this report, to show what to expect and what happens at each step. For example, the readiness check referred to in the following point, alongside other scoping and community research undertaken in [Step 1](#); Coalition building and coproducing a shared vision and outcomes on which everything else is based in [Step 2](#); mobilising a range of resources and resourcefulness (not just grants for project delivery), and embedding evidence of what works with local partners and stakeholders in [Step 3](#); drawing together this evidence and learning and developing a clear plan with associated resources for the future as part of [Step 4](#). This should also help to address the feelings for some, of uncertainty and impatience during the early stages of Coalition building and co-producing local outcomes.
- [Step 1 of the Model](#), Research and scoping to inform the selection of potential new areas, could be enhanced to include a **'readiness check'** encompassing the following lessons drawn from MCL evidence (in addition to thinking about the potential for Sport for Development to address local issues and disadvantage):
 - What is the history of relevant local developments, partnerships and cross-sector collaborations? Thinking about these dynamics, how easy or difficult (including politically) is this likely to be here?
 - Are there pre-existing networks and an infrastructure for sport for development initiatives? If so, think carefully about the potential local focus for a Model City Coalition in this area, and consider possibilities for alignment and collaboration for even greater good.
 - Who and where are the (very) local leaders and leadership for change? Are they more interested in common good and amplifying unheard and unseen voices than self-promotion and funding opportunities?

- What is the current and potential future role of larger, influential players in the area (both statutory agencies and commercial enterprises)? Are they likely to be brought onside with MC right from the start, as supportive, strategic partners or could they become vocal and influential critics?
 - How does resourcing and commissioning work locally? Is there a culture and presence of local social entrepreneurs or a reliance on contracts/grants from larger institutions and statutory agencies?
 - As a result of these and other considerations, think about the “why” of this area as a MCL Coalition area. Why here and why now? Understanding and being able to articulate the “why” is a key component alongside the “where”, the “what” and the “how” that follows.
- Profile the Model City approach as a way of leveraging and **mobilising resources and amplifying the voices and roles of small grass roots organisations**, who are able to tailor sport and physical activity/opportunities to meet the specific needs and aspirations of local communities/neighbourhoods. As part of this, there is an opportunity to **engage and explore the roles of local strategic partners and funders in Model City locations** - as Coalition members but also as local sponsors who can champion and profile the partnership, spot opportunities for wider collaboration and advise on where and how to embed the Coalition on an ongoing basis.
 - The Community Coordinator role has proven to be central to success in MCL, at both Coalition and Programme level. It took time to recruit the right people for this essential role and a number of people reflected that their contribution was needed earlier on in their Coalition journey. The current Community Coordinator role description could be re-visited to ensure the lessons from MCL are included, for example:

The ideal MC Community Coordinator:



- ❖ Has local knowledge, networks and knowhow
- ❖ Has credibility relating to the Sport for Development sector – personal experience and profile
- ❖ Is committed to and able to model the MC values, principles and ethos
- ❖ Is facilitative and enabling, reflecting bottom up, community led approaches
- ❖ Is able to act as a mentor, spotting talent, raising aspirations and focusing ideas
- ❖ Is experienced in coproduction with a range of diverse partners and stakeholders
- ❖ Brokers connections between organisations and people
- ❖ Is self-organised and motivated
- ❖ Acts as cheerleader - keeping people motivated when the going gets tough
- ❖ Is a team player – able to play to their own strengths and draw on the strengths of others
- ❖ Can move seamlessly between the various layers of activity and decision making
- ❖ Has budget management expertise
- ❖ Is able to understand and promote MEL

- Revisit the grant management cycle and supporting systems, to ensure this is **proportionate and reflective of participatory grant making in action**, enabling a speedier response when necessary given the focus on small grass roots organisations.
- The forums and networks established through MCL (and other MC locations) for sharing and learning from experiences are valued by everyone involved. These could be further **developed to include coaches and session leaders of local activities**, reflecting the feedback from participants about the importance of their role and personal style in enabling participation. This would allow them a protected space to **share best practice as well as experiences of supporting local communities and target groups to participate** in local opportunities.
- MEL has been embedded from the start in MCL, but we have learned that the **evidence and learning capacity building element was needed earlier** and could have benefited from more direct support being available to each grantee. More time on cross Coalition reflection and learning was planned but not possible due to the constraints and other priorities emerging alongside the COVID-19 pandemic in 2020. Finally, it was the intention to work with community evaluators in capturing change stories and exploring community level impacts; this would be a useful concept to revisit to determine whether it is feasible.

- Coalition members valued the distinctive partnership approach and flexible, respectful working style of the funders, seeing this as a key part of the MCL model. It will be important for all **the funders involved in MCL to promote this way of working and the benefits it can bring**, both within their own organisations and more widely.

The ideal MC Funder:



- ❖ Works in partnership as part of a team of different funders around a shared vision and common goals
- ❖ Is visible and engaged, for example, showing up and participating in events and workshops
- ❖ Is flexible and creative, understanding that crises will demand new and different ways of working, from both grantees and funders
- ❖ Is willing to make the case in their own organisation for doing things differently and in ways that don't always sit comfortably with, for example, corporate timescales
- ❖ Models a bottom up, respectful approach
- ❖ Is sensitive and thoughtful about the way they behave
- ❖ Promotes the successes and learning from the programme, within their own organisation and more widely
- ❖ Maintains a focus on future sustainability



Appendix 1: MCL overarching Vision for Change

Model City London Vision (2018-2021)

*Local people and organisations are empowered to make their community an active, healthy and inclusive place –
By creating inclusive opportunities for participation in sports and physical activity*

WHAT WILL BE DIFFERENT BY 2021? (OUTCOMES)

Children & young people are

- *More socially connected and have a sense of belonging*
- *Empowered to lead change in their community*
- *More active, healthier, happier and more resilient*
- *Experiencing better education, employment and vocational prospects*

Local communities (residents/families):

- *Feel more connected, valued and safe*
- *Are benefiting from a diverse range of opportunities & facilities for sport & physical activity*
- *Are more active and involved through a variety of roles*

Local and pan-London delivery partners

- *Sports and non-sports organisations are working together to identify and respond to community need*
- *Through increased knowledge of what works, the Sports development sector is strengthened and able to deliver more to improve social integration*
- *Laureus & its partners are sharing the learning about what matters & what works; and enabling MCL/other communities to apply this learning to sustain what works.*

HOW WILL THIS HAPPEN?

Delivering Change

- Using the Model City 4 stage process (research, strategize, invest & demonstrate, transition) in each area to build capacity and mobilise action
- Community coalitions and local steering groups develop to create the local infrastructure and leadership
- A critical mass of local delivery organisations will provide inclusive & accessible opportunities and facilities for sport and leisure/physical activity
- Targeted investments will help generate changes and reach people identified in each area

Local delivery mechanisms & enablers (see also local outcome maps)

- People working together to coproduce in a genuine spirit of collaboration
- People working to deliver a shared agenda with common goals/outcomes
- Positive relationships and partnerships are in place (including coalition members, mentors, coaches, coordinators)
- A range of opportunities enabling participation and inclusive access are developed, in safe and welcoming environments with supportive adults and peers
- Skilled, confident and experienced leaders at all levels (including coaches, volunteers, community leaders)

Longer term impacts (beyond 2021):

A diverse range of opportunities for sport and physical activity is improving the wellbeing of individuals and communities in the 3 MCL localities. People in these areas feel they are more connected, that they are valued and belong, and are making positive choices that optimise their educational achievements and employment prospects. Through these initiatives, the sport for development sector has been strengthened and knowledge and understanding about how to address complex social issues has improved.



Appendix 2: MCL Coalition Grantees

Barking Sports 4 Change	Aims and Focus of Project Grants	Total project participants
Barking Muslims Association Trust	To kick-start a weekly archery programme requested by local families, delivered at the sports hall in the grounds of Al Madina Mosque. Focus is on parents and children (including female only sessions) participating together. Activities have diversified over the period.	58
Barking Rugby Football Club	This project uses the power of tag rugby sessions to deliver a combination of schools based intervention and post school/weekend activities. Along with a schools based reading programme, the core aim is to ensure participants have a sense of purpose developed from the weekly sessions, and are taking part in structured but fun weekly physical activity that can help them feel more confident to make positive lifestyle choices.	540
Barking and Dagenham Youth Dance	This project aims to help young people secure the essential knowledge, skills and understanding to becoming well-rounded citizens. It builds on an existing highly successful weekend dance programme that takes place every Saturday at the Abbey Leisure Centre over 36 weeks. Stage 1 began with training and mentoring young leaders to take over the project after year 1, to deliver dance to a wide range of participants. This culminated in Stage 2, with young people planning and delivering their own community event to showcase their progress.	250
Essex Cricket Foundation	The Healthy Family Leaders idea was designed to empower young mothers from the BAME community of Barking to become more physically active at their child's school (a safe, familiar, welcoming environment) and become trained to deliver all-stars cricket sessions for children also taking place at the same schools. Mentors are existing female coach mentors, who have run similar programmes before.	280
FUTURE Youth Zone	The programme was run as a "Try - Train - Team" model, with participants being supported to choose an initial 8 weeks of sessions, before moving to the second phase of regularly attending and developing relationships with peers and the chosen sport itself. The third phase involved participants creating a team from week 16 onwards, with training and regular sessions for young people to take part in an ongoing basis.	294

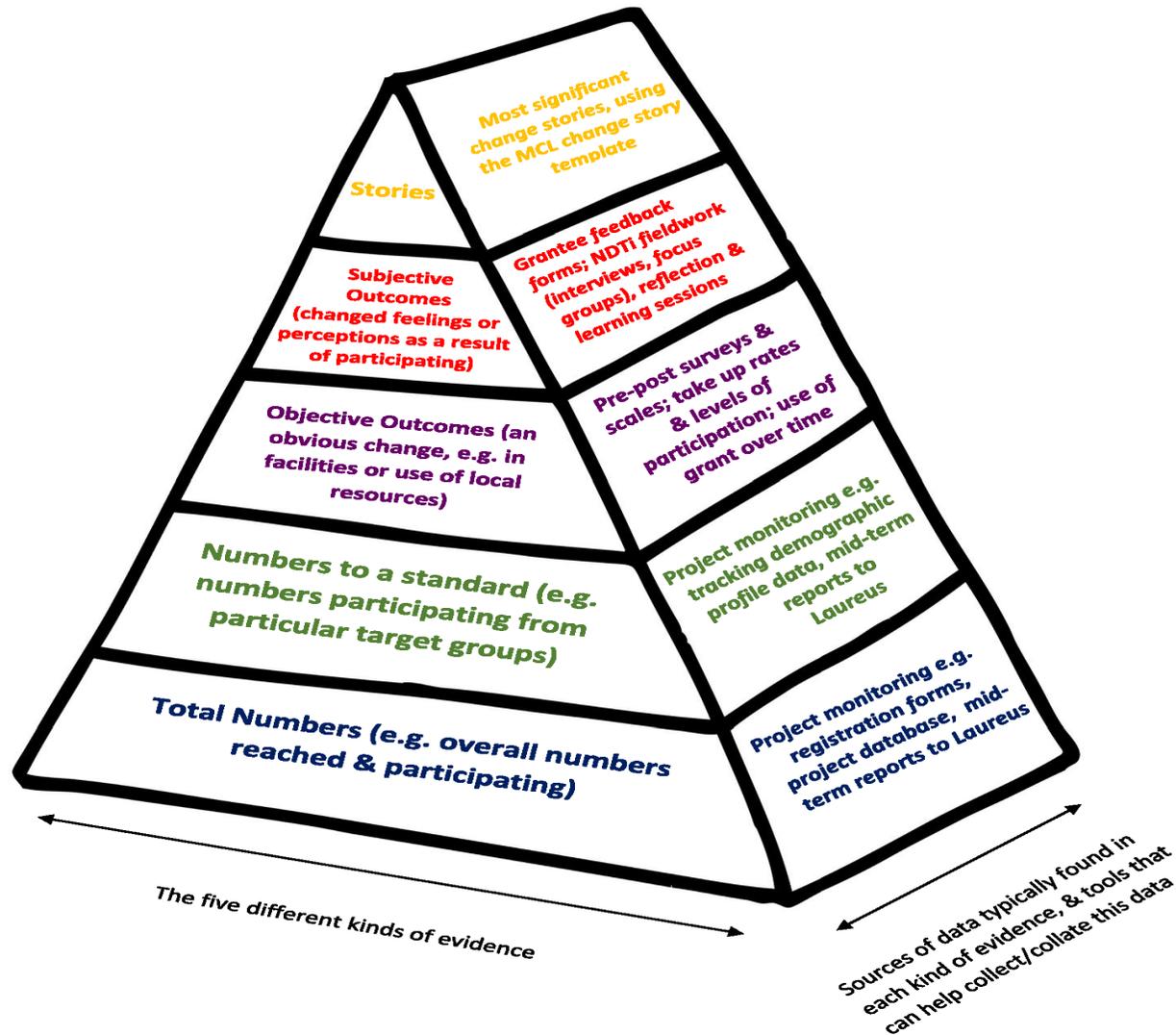
Thames Ward Community Project	This project brought together schools, community groups and residents from across the Thames ward in Barking and Dagenham over a period of three years to develop initiatives that will create a stronger, more cohesive, healthier and skilled community.	258
Muslimah Sports Association	A weekly sports programme targeting BME Females aged 14+, to develop confidence, health and wellbeing and creating leadership pathways to become volunteers on the scheme. Through engaging BAME females in sports and physical activity, the aim is to ensure pathways are created into volunteering and sports qualifications such as activator courses or level 1 qualifications	581
LifeLine Community Projects	This project feeds into Lifeline's SW!TCH Lives initiative, addressing serious youth violence in east London and kick-starting a youth movement of community action. The programme delivers a range of creatively planned multi-sport sessions each week to young people at local venues in Barking and Dagenham.	126
Total project participants for Barking Sports 4 Change:		2387
Generations Active BFH	Aims and Focus of Project Grants	Total project participants
AGE UK HOUNSLOW	Each participant referred to this programme received an individual assessment by a specialist tutor, after which they were supported to participate in weekly exercise sessions over 48 weeks at either the Southville Community Centre or the participants' home.	28
Sport Impact	The project aims to challenge the decline in physical activity among young people, particularly girls, and to increase leadership and employability skills (3.2% 16-18-year old's in Hounslow are not in education, training or employment).	749
Autism Hounslow	The project's aim is to provide activities based on martial arts and fitness that will help people clear their minds, refresh their bodies and through modelling happy autistic lives dispel some of the gloom around the 'diagnosis' for parents.	23
Youth Catalyst Ltd	The aim of the project is to engage, mould and develop young people through weekly dance sessions. By combining dance with youth work the programme will help tackle the issues of childhood obesity and the social needs of the young people taking part.	229

Brentford FC Community Sports Trust	BFCCST is aware that young people in Bedfont, Feltham and Hanworth often lack confidence in their own ability. This project therefore provided opportunities to increase self-esteem, develop responsibility and life skills including sports qualifications and opportunities for practical experience.	93
Feltham Police and Community Boxing Club	The club's aim is to deter young people from becoming involved in anti-social behaviour on Friday nights; this project provided inclusive boxing sessions for the entire community (including all ages, genders, sexualities, races, religions and disabilities) and aimed to help participants achieve their personal goals through a person centred approach to coaching.	105
Tale Be Told Theatre C.I.C	The project aimed to promote good mental health and wellbeing, combat social isolation and increase connections, encouraging positive relationships in the community, through peer-to-peer support framed within accessible fitness and running sessions.	228
Reach Foundation	The project aimed to inspire and support young people to make positive changes to their lives. It consists of 4 programmes, each running for 8 weeks with one session per week. Each weekly session combines classroom-based mentoring activities with football drills designed to embed the classroom learning.	204
Total project participants for Generations Active BFH		1,659
Active Change Haringey	Aims and Focus of Project Grants	Total project participants
Kurdish and Middle Eastern Women's Organisation (KMEWO)	KMEWO works with women and girls who have fled civil war, state and gender prosecution, domestic violence and the threat of honour killing and FGM. This project provides sport sessions (including swimming and yoga) alongside social activities, advice surgeries and sessions on domestic abuse, parenting and services available in the community.	55
Living Under One Sun	Living Under One Sun was created by mothers of many cultures and ages to reduce their social isolation, learn new skills and make their neglected neighbourhood safe. This project delivers a range of sports and physical activities for young people and families in Tottenham, within one of the 20% most deprived neighbourhoods in the country.	285

Phoenix Community Care	Through this grant, PCC created a Football United Programme that brings young refugees and asylum-seekers together to play football, make friends and build confidence. The project consists of weekly-coached football sessions, quarterly tournaments, a Sports Leaders training course, and staff and volunteer training.	172
HR Sports Academy	Youth crime, underachievement and lack of positive role models are the social needs that this project aims to address, with two key parts. The first being Boot Camps for at risk young people and families. The second part focused on up-skilling young residents in order to gain employment.	255
The Markfield Project Ltd	Markfield is an inclusive community hub where people can play, socialise, and get information and support. This project provided physical movement sessions including yoga and dance elements for adults with a learning disability and their parents/carers and families.	70
ARCA generation	This project adopted a layered strategy, whereby all young people who signed up were supported to engage in: employability workshops, futsal training and sport competitions.	118
WeMove Dance	This project offered 4 key strands including a dance leadership programme aimed at training 15-25 year olds with the opportunity to achieve accredited dance and other qualifications, as well as volunteering opportunities, which could lead to paid employment.	211
	Total project participants for Active Change Haringey:	1,166
Overall Totals: 23 grants	Total project participants:	5,212



Appendix 3: Model City London Evidence Triangle





Appendix 4: Case Study from Generations Active BFH

Case Study: Generations Active BFH

Tale be Told/Positive Movement Project (Terri Creaser and Kulraj Singh)



When they first came across MCL, the founders of the Positive Movement Project were running a community theatre project, but both had a passion for fitness and understood the impact it can have on mental health. Now, they have set up the Positive Movement Project as a CIC and as a result of their great partnership working in Model City, are delivering collaborative fitness projects with for example, Hounslow's mental health team and Brentford FC Community Trust, improving opportunities for local people. 228 people benefited from the opportunities that the Positive Movement Project offered through the Model City programme.

This has taught me you don't need to put limits on what you do.

In the beginning ...

Tale be Told is a community based theatre company, working in Feltham and rooted in the local community. The company is led by Terri and Kulraj, who also share a passion for fitness, and in particular, the connection between being active and improved mental health and wellbeing. Terri had found that running had helped her through difficult times in the past. At the start of the Model City programme she was nearing the end of her training as a personal trainer, while also running an online runners community.

I attended the original meetings about the Laureus funding with little idea about what it could become in reality. I knew fitness and running had helped me through traumatic times in my own life and felt that it could do the same for other people... I lacked in confidence and direction yet knew I wanted to help people.

Then, one day ...

Terri heard about an early Model City engagement event in Hounslow while Kulraj was away on holiday. She decided to go along, but initially had modest ambitions for her potential involvement with the programme:

We thought we might get some (money to get) t shirts printed, or something.

But at the event, she had a chance conversation with one of the Laureus community coordinators, who encouraged Terri to think bigger, to aim higher and to express what she really aspired to achieve. Inspired, she decided to develop a proposal to focus on the issue she felt most motivated by – improving mental health and tackling social isolation through fitness and sport.

The future chair later commented about his first impressions of Terri:

Terri stood out. You can sense the people who are going to make a difference.

Tale be Told's proposal, under the name The Positive Movement Project, included Couch to 5K programmes, training for a group of local run leaders and delivery of various fitness sessions at a local community centre. The proposal was successful in the Model City funding round.

At the first meeting of the Coalition, Terri felt slightly intimidated by being around the table with some large local players and established organisations with a long track record in sport and fitness but was determined to rise to the challenge.

Other organisations set the bar – the calibre of those you're aligned with.

Terri and Kulraj planned to launch The Positive Movement Project with a week-long event at a community venue at Easter 2020, but by then, the COVID-19 pandemic had reached London and the country was in lockdown.

Because of this ...

Very quickly, the Positive Movement Project adapted to the changed environment, redesigning the project and moving most of its activities online. Terri started delivering fitness workouts online:

How can you combat social isolation without getting people together?

Fitness sessions were rolled out on Facebook live, but stayed on The Positive Movement Project Facebook page so that people could access the sessions at any time. Using Facebook also allowed the team to have

I was really scared but my theatre background helped.

easier interactions with participants, who were able to share their thoughts and experiences of taking part in the sessions there and then.

Positive comments and feedback from participants contributed towards building Terri's confidence and by the end of the reporting period, The Positive Movement Project had delivered 106 fitness sessions online to 80 participants.

At the same time, The Positive Movement Project designed a series of fitness challenges that aimed not only to increase fitness, but also to connect people and to build a sense of community. These included:

- The 8th Runder of Feltham Virtual Race, this was the first virtual event and it attracted 36 Feltham, Bedfont and Feltham residents. Participants were encouraged to run/walk 8km or 8 miles on the 8th of August.
- The 500 Challenge: 30 runners/walkers were set the epic task of covering 500 miles collectively across the week beginning the 14th September. The group, all of whom were from the local community, achieved 600 miles, with a mother and son duo completing 79 miles together in the week.
- The 10 -10 Challenge for World Mental Health Day: For World Mental Health Day on the 10th October 2020, participants could choose their own physical challenge to complete on the day, centred around the number 10. 53 people took part in the event.

Operating online broadened the Project's reach and people who had attended early sessions in person continued to engage online, including people who had not previously used technology.

Throughout this period, the Laureus team, as well as the Coalition network, helped to build resilience and also offered practical support:



(The Laureus team) were always so flexible and supportive. Knowing they'd always have our back ... knowing the belief they have in us.

And because of this ...

It was real validation being approached (by partner organisations). It was a real moment (that showed) our vision matters, our work matters.

Terri had a great relationship with people who had done Couch 2 5K, she shared blogs and her twitter feed. We at the council promoted it as a community initiative. She's really passionate and managed the pandemic well. She's a great partner. (Steering group member, LB Hounslow)

A steering group member from LB Hounslow had worked with Terri and Kulraj through the Coalition's meetings and had grown to admire their positive and flexible approach. When a funding opportunity became available from London Sport's Tackling Inequalities COVID-19 Project fund, she brokered a partnership development with the Brentford FC Community Trust (another grantee) and Hounslow's Improving Access to Psychological Therapies (IAPT) service. This partnership proposal was successful, and the partners are delivering a fitness programme in 2021, which targets those who are accessing mental health services in the Hounslow Borough.

Until finally ...

People have felt connected at a time they could have been isolated.

The mental health side is very important ... it's about being able to support people in new ways.

The Positive Movement Project is making a difference to participants mental health, particularly against the backdrop of the pandemic, with 100% of participants reporting that their mental health had improved as a result of taking part (see box, below).

Feedback from participants – access to fitness, connecting people and improving mental health in difficult times



- 100% would attend another event/session with The Positive Movement Project
- 33% had never taken part in a virtual fitness event
- 100% said they would take part in another virtual event
- 87% felt that the activities had helped them to connect with other members of the community
- 100% felt that their mental health had improved

Comments from participants include remarks on how the Project’s **‘fitness sessions have played a large part in their COVID-19 story’**, and that sessions ‘have broken up the monotony of lockdown life’.

As one participant commented about the progress she had made:

Some participants have since taken up other forms of exercise, formed friendships and want to get more involved in the community around them.

Even Kulraj’s mother has taken up exercise for the first time through The Positive Fitness Project. As a result she is healthier, more confident and has made new friends.

The Positive Movement Project is now established as a CIC, and has been successful in obtaining further funding to continue and develop their work, for example from the Mayor of London’s Stronger Communities fund to launch a Back 2 Fit Programme, a progressive programme designed to ensure beginners improve their fitness and grow in confidence.

So back in August, I couldn’t run much more than a bath, and now 9 weeks later with the support of The Positive Movement Project I can run 5K 😊!

We have really big dreams for the future ...

We want to be a beacon for the community.

The Positive Movement Project is making a difference to peoples' lives and has consolidated its position as a new organisation. At the same time, Terri has also developed and grown as a result of her Model City journey. As she says:

I have learnt so much about myself through The Positive Movement Project, I feel that I have really found my 'purpose' and passion. I love motivating others and helping them feel better- which in turn has helped me to feel better. I still have times that I struggle with my own mental health- past trauma still affects me, however the opportunities that I have embraced through this year through The Positive Movement Project have changed the story for me- I'm a much happier and more fulfilled person and I'm excited to see what's next for us and indeed where that journey takes me.

Positive Movement Project – two stories from participants



G's Story

G has struggled with his mental health for some time and dipped in and out of fitness to manage his feelings. G attended some of our Couch to 5K fitness sessions, work meant that he couldn't commit to all of them however he found it really helped to give him motivation to move and to have people to talk to whilst running- he has found the isolation through lockdowns particularly difficult. G was able to support another struggling runner through the programme with encouragement which in turn helped to improve his own mental well-being as he felt a sense of purpose and importance to the person he was helping. Taking part in the Couch to 5K sessions improved his running ability and he now has that as option in his 'toolkit' of ways to manage his mental health during this time.



V's Story

In her own words V was 'once a person who didn't believe in mental illness, I mean why couldn't you just pull yourself together? I could, couldn't I?' She sought help for her mental health in 2019 after suffering from depression and anxiety and started CBT sessions as well as partaking in regular Parkrun events as it had been recommended to her that it could help to manage her mental health.

Lockdown started the day after her CBT therapy ended. She knew that she would have to try to manage her own mental health and tried to follow the Couch to 5K programmer alone. She soon lost motivation, however on seeing posts from The Positive Movement Project, she joined in with our virtual events- this led to her taking a place on our Couch to 5K programme. She began looking forward to the Friday morning sessions, finding they provided the social aspect of running that she was missing. This led to her mental health improving. She still has dips in her mental health but feels more confident in managing it through exercise and knows she can turn to our activities to provide support.

V is also a leader for a local Cub Scout group and our virtual challenges inspired her to launch similar challenges for their participants, thus ensuring more people are impacted by our work and motivated to help others as a direct response to their participation.



Appendix 5: Case Study from Active Change Haringey

Case Study: Active Change Haringey

We Move Dance – Youth Leadership, Community and Voice



In the summer of 2019, WeMove became one of 7 successful project grantees engaged to deliver sport and physical activity (in this case a combined dance and youth leadership programme) to help achieve Active Change Haringey's outcomes. Around this time, WeMove also became a Community Interest Company (WeMove Dance C.I.C), consolidating their first seven years of growth and development.

In the beginning ...

WeMove Dance started life in 2012 as a young woman's dance and discussion group based at Haringey Sixth Form College. Today it is a multi-faceted social enterprise, a collective of young people and dance professionals who together explore and experience the power of dance and youth leadership for personal empowerment, community-building and social change.

The Dance Leadership Project involves input from project coordinators (WeMove's Co-Directors and founding members, Camilla Stanger and Pauline Fearon), five professional teachers, two of whom are graduates from the programme, and four guest tutors who lead specific classes. Together they coach young people to take on leadership and mentoring roles for other young people in Haringey who are interested in dance. The MCL grant has also enabled WeMove to offer a dance leadership qualification alongside the mentoring and coaching support from leading dance professionals and incredibly diverse dance opportunities.

Then One Day.....

Although COVID-19 has inevitably shaped delivery for much of the last year, the pandemic is by no means the story of WeMove Dance and the young leaders programme. In addition to becoming a C.I.C, the enterprise has moved away from being hosted by the sixth form college, creating a more diverse participant and venue base using a variety of locations and pop up activities. Moving online during the various lockdowns helped the dance leaders and organisers to stay connected with their young participants.

For Camilla, being part of the Active Change Haringey Coalition has provided her and WeMove with a network of other community based organisations, information about resources, venues, opportunities and routes for promoting their classes.

Because of this.....

A total of 211 young people have participated WeMove's programme of four overlapping projects:

- **Dance Leadership Programme.** From November 2019–March 2021, a total of 15-20 young people participated in weekly sessions comprising teacher training, technique, workshops with professional dancers and work experience placements in the below projects. Numbers were revised as a result of the pandemic, with 8 students who have graduated so far, achieving a L2 Dance Leadership qualification and playing a key role in the dance projects that ran from July–December 2020, outlined below. These graduates are now working for WeMove in various capacities and are part of the organisation's decision-making committee, alongside being supported their own ventures as artists, teachers and forces for change in their communities.
- **Haringey Sixth Form.** Three well-attended classes, including: girls dance empowerment; Afrobeats; and inclusive dance leadership (for learners with moderate SEN). These classes have all lead to performance events and continued online throughout the pandemic. A young women's group has evolved into a creative session, producing creative writing that has been published in local and national magazines. This project is continuing with a young person-led steering group and links established with Solace Women's Aid and Living Under One Sun community hub, in order to share support and resources.
- **Schools Projects:** New dance clubs for Brooke House Primary, Woodside and Gladesmore schools who WeMove supported with their lockdown PE provision. This included dance and mentoring with Year 7–9 pupils identified as 'at risk' of exclusion; separate boys and girls groups; and a dance leadership cohort.

- **Community school holiday projects:** WeMove were a main dance provider for Haringey Council's Summer and October 2020 holiday activities at Tottenham Community Sports Centre, Hornsey School for Girls and LUOS, enabling them to continue working with their existing participants whilst engaging new children and young people in Haringey. By popular demand, the Afrobeats session has become a regular community class, both offline and online. The dance leadership students organised a small 'dance in the park' event to finish the summer holidays.



Kayden's Story

Kayden initially became involved in September 2019 after joining an Afrobeats class with some friends. However, she decided it wasn't really her thing and left. She stayed involved online which helped her stay connected, active and up to date with opportunities especially during lockdown. She re-joined the project in the summer holidays of 2020 when lockdown eased. Through these experiences, she found her confidence grew and she became very involved in the behind the scenes organisation of classes and events – getting involved in organising a summer dance festival marking the end of the project. She has loved the whole experience and values the trust that has built between the students and with the tutors. *"We trust in each other so can just get on with it. We have high expectations of each other"*.



Nayeli's Story

Nayeli says: I first heard about it from Camilla at college - I used to go to dance club and that's where I got told about the dance leadership, I was there from September until lockdown. Then I continued it in summer. The course was extremely helpful as it made us come out of our comfort zone, meet new people and during the lockdown it was something that kept me sane, it would be like a time where you forgot about the chaos that was going on at the time. The course opened a lot of doors for example I now work at secondary school as a dance teacher. I would say the relationships at the middle of it are crucial as it allows the students to open up - some of us go to dance to feel free and to sometimes escape things going on at home. The relationships in WeMove show the students they are cared for, makes them feel accepted and at home.

And because of this.....

A major 'milestone' was building up participant numbers for each of the above projects. This came at different times for the different groups, but the WeMove project team were pleased to have met and in some cases exceeded their target numbers in all of these groups by February 2020, going on to engage even more young people during the pandemic, for example by establishing of a YouTube channel with videos and tutorials for students to use during lockdowns; more frequent posting of students' work on social media to keep people connected; use of WhatsApp and Instagram messenger services to keep in touch with students; and live online classes via zoom

A number of performance events and videos have been developed to showcase the opportunities as well as achievements of the Programme, share the dance work of young people involved and contribute to other community focused aims, including:

- Providing an opportunity for open political dialogue among young people (through an election event)
- Using dance to tell a story about young women's struggles and the solidarity they find in each other and their cultures (Haringey Schools Competition, Y11 video, Afrobeats-dancer tribute video)
- Building events for and by young people, to celebrate achievements and struggles, and to inspire others. For example, the Lordship Rec Event organised by students was the last major activity involving the first cohort of young leaders who completed the Dance Leadership Project. Students designed, planned and orchestrated the whole event "I didn't need to be there!" "it showed me how much young people can achieve without adult's involvement."
- 13 young people aged 14-21 experienced a leadership role with younger students, with 8 gaining a qualification and going onto become leaders and employees within WeMove Dance, as well as forming their own legacy group.

Camilla and Fumy are the co-founding members and directors of WeMove Dance.

Fumy has been working as one of the core tutors for the last 5 years. She notices the energy and enthusiasm in her students and sees her classes as giving space to young women to enable them to shine. She says:

There have been so many highlights especially seeing the growth of young women involved, especially when at the beginning they were not sure at all! Seeing people do and achieve things they never thought they could. People who come back and help run courses for other young women. Seeing the young women's confidence grow, becoming aspirational for themselves and other young girls. Never under-estimate the thoughts of young people.

Camilla's highlight of the Programme came during the Summer of 2020, when the first lockdown eased and they were able to run some face to face sessions. They decided to move outside, and ran park based sessions, engaging a much younger cohort of girls aged 8 years +, which led to community-embedded work in a fuller sense of the word, more leadership opportunities for teenage participants, and a growing sense of family.

My highlight was when lockdown eased in Summer 2020. Our delivery changed – we went out to the parks and attracted much younger participants. We'd never used these spaces before – that was thanks to Living Under One Sun who we met through the Coalition.

Until finally.....

Being involved in the ACH Coalition and benefiting from a MCL grant has enabled WeMove to:

- Develop a wide, **flexible range of diverse opportunities** for dance, coming together, mentoring and encouraging young people to participate and take up leadership roles
- Ensure that **participation is voluntary, especially for more marginalised groups**, framed in terms of young people's talents and skills, rather than via an intervention or deficit model of understanding young people and their contributions;
- Ensure **consistency in staffing and staff presence**, especially for more marginalised groups and individuals;

We are proud of what we achieved over the pandemic, building new online spaces and COVID-safe holiday project.

And through all this, the bonds and relationships that have formed between all our group members, both staff' and participants, against considerable odds - both pre and post pandemic.

The bond between students and tutors, the fact that tutors are purely there for students - it feels like a family.

The flexibility and creativity of tutors means that people find a way to motivate and stay involved or change things up so it suits them; there's nothing that can't be done. If there's a will there's a way!

- Achieve a **balance between a fun, inclusive approach and maintaining high expectations** for students learning to be young leaders; and doing so via strategies that are underpinned by youth voice, autonomy, the setting of clear boundaries and targets, and respect and understanding for differences between young people and their interests;
- Learn about the value of **completing a dance leadership qualification over an intense period of working together as a group** on a project (for example, through the summer school delivered as part of the project), rather than spread out across the year on individualised teaching placements.

The support, encouragement and flexible approach helps people find their feet. Getting to know your own personal preferences, strengths and weakness also helps.



Awurabena's Story

Awurabena has been involved in WeMove Dance for 3 years and was the youngest member of the leadership project, starting when she was in year 11 at school and completing the dance leadership course over the last year. Through this project she has been able to explore her interest in and natural flair for leadership, and has become increasingly involved in designing different ways of keeping connected with other students during the pandemic. For example, she appreciated that lots of young women didn't want to engage in online classes and thought of different ways of using zoom sessions to keep in touch and motivate people.

She has loved the range of different opportunities provided through the project, ***“meeting and dancing with different members of different communities, forming bonds with people I wouldn't otherwise have met”***. She has enjoyed teaching younger students herself and feels these opportunities have provided her with important life skills beyond dance and leadership: getting on with people, especially certain girls at school, improving her confidence and learning more about herself. Her message is simple: ***“never settle for less, don't let anyone or anything define you as a person”***.

Looking to the future, she wants to keep the good things going – including the relationships and connections forged through this project. She thinks WeMove Dance is in a great position to expand its offer to more people, for example by setting up an alumni scheme for the Dance Leadership Project. One of the ways this has already worked for her is in using WeMove as a platform to launch her work as a costume designer, providing bespoke West-African design t-shirts for the company's costume department.

“Relationships and a sense of family is key to what we do, we learned this especially over lockdown.”

“If we trust in young people and our relationships we know we can do well.

People have followed us and our partnerships have helped.”



M was 16 years old when she was first involved in the Dance Leadership Project and had recently moved to the UK from her native Bolivia. When we met her, she was working hard to find her feet both socially and academically in London, as well as supporting her mother as the oldest child in a single parent household. She joined the project after showing real talent in our Afrobeats classes at Haringey Sixth Form College. At first, she presented herself as a quiet young person within a busy and loud Tottenham sixth form college. By the end of the project, she had found her voice as a leader, has become one of our lead graduate teachers and is an emerging young artist and role model for her peers and younger girls.

The first step on M's journey was in December 2019 when she supported and led a group of Year 10 pupils in a performance for a professional Afrobeats Dance Festival in Stratford. She helped them overcome their nerves but also performed a solo to open her group's performance at this festival, despite her own real nerves, and spoke about how this helped her see herself and her capabilities in a different light. She went on to co-lead dance and mentoring sessions for Year 7 - 8 pupils in a local school. These were pupils who had been identified as 'at risk' of social and academic exclusion, and yet they all took a shine to M who found that her natural kindness and empathy stood her in good stead as a leader.

Since February 2020 she has taken on a leading role in a dance project for a local primary school and this is where she really started to shine, taking to the care and encouragement of younger children with ease and growing confidence. Although this project was cut short due to lockdown, M reached out to her teachers to ask if she could make a dance video for her primary school pupils. She worked with a member of WeMove staff to create a dance tutorial that also developed pupils' numeracy skills that was distributed amongst the whole school during lockdown.

Over the Summer of 2020, M blossomed as a young leader, finding her voice as a young person and as an artist. She taught on WeMove's Haringey Council summer school nearly every single day, as well as setting up her own 'Latin Flow' dance class at Living Under One Sun (another MCL grantee). For many of her pupils, this was their first experience of South American culture, and through this class she also taught adults including women from the Latina community in Tottenham – creating a space where her Latina community could bond with the other communities she was now a part



M's Story continued

Alongside all this, M was busy completing her Level 2 dance leadership course, delivering an excellent zoom presentation on the political origins of Afrobeats dance to two professional dancers within the field, and working with her peers to develop a small park-based dance event in August for young people. At this event she and her dance leadership peers performed a professional standard dance piece, for which she was one of the lead choreographers.

M graduated from her leadership course with flying colours, and she has not stopped there! She is now consolidating her work, her energy and her influence as a positive, community-minded young leader in Tottenham. She is developing a series of youtube videos including dance and broader motivational messages aimed at her peers. She has founded a successful new dance club at Gladesmore School for Y7 girls who were struggling with the transition to secondary school after being in lockdown for much of Y6. This class has 25 regular members, and the school has asked M to formally mentor some of her pupils. And M is now employed by WeMove, where her work is not only financially supporting her family but helping the organisation enhance their work with young people.

We could not be more proud of M, her personal growth but also the ways in which she is now affecting so much positive change in others. She has spoken about overcoming certain challenges in her own life through dance and its power of expression, and how this is something she would like to be able to facilitate for others. And there is no doubt that she has achieved this goal.



R's Story

R is a young man of 20 years who has lived and attended schools in Haringey his whole life. With the support of his family and community, he has worked hard to resist some of the unfair stigmas that can follow a young black man in this area - especially after his burgeoning football career with Tottenham Hotspurs youth programme was cut short due to injury, leading to a potentially precarious time. Indeed, R had another growing passion at this time – dance – and he started to train with a local dance company, 'Glitch', of which he is now Co-Director. This is how WeMove met him when he was 18 years old, recognising his leadership potential as well as his striking talent as a very technical and athletic dancer.

Through his involvement in the Dance Leadership Project, WeMove have seen a talented young dancer and promising teacher grow into a caring and socially responsible young mentor, using his technical and artistic passion in dance to support some 'hard-to-reach' teens and children express themselves emotionally. And help himself do the same in the process. There are three main forums within which R has grown as a leader, a mentor and as a person during the course of the project.

- As a teacher and mentor in WeMove's 'at risk' school groups for boys in Y8-9. When R started working with these groups, his approach was strict and discipline focused – which his pupils did respond well to. Over time he developed other ways to support these boys, chatting and laughing with them after class, walking them to the bus-stop and becoming more like a big brother to them. He then started up a new Y7 boys' group at Gladesmore School, leaving this group and his Y9 Woodside group video messages during the 2nd lockdown, referring to them as a 'family', 'our boys group' and signing off with 'love you guys' (as well as messages to keep training and not to be late to his zoom sessions!). Over the course of Haringey Council funded summer programme, R engaged a group of younger teens who had travelled from South London. Some of the other young people there found this group a little intimidating, but R engaged them firstly with his usual discipline and high expectations but also with his new, more relaxed mentoring style. A week into the programme, this new group of young people from a different borough (who had arrived with something of a front, probably due to nerves) had softened and integrated into the Haringey group, with R's guidance, care and support.



R's Story continued

- R delivered a series of 1-1 tuition sessions with much younger children (aged 7-8 years). In these sessions, he developed a very gentle, patient and caring approach to teaching. He also had his first experience of working with young people with learning disabilities, and although initially tentative in his approach, he found his stride and again unlocked a gentler side of himself.
- Over the summer of 2020, R became something of a leader, role model and 'big brother' to his peers, a cohort of dance leadership students who were a few years younger than him. He allowed these young people to gently tease and 'infuriate' him – in the way younger siblings do with a big brother – and allowed himself to 'play the fool' at times in order to help this group bond. By the end of the summer, the group had formed something of a family with R at the helm but always in a caring and respectful way of his younger peers - e.g. checking in regularly via whatsapp with one of the group who silently struggled with anxiety. At the start of the new academic year he brought the group together to form their own independent legacy group/project, and who have now formed into something of an informal youth committee for WeMove's work going forwards.

Participating in the leadership project has helped R explore new sides of himself, becoming comfortable to show who he really is alongside the ambitious young professional he strives to be. He is joining the WeMove staff team on their new 'young men's leadership project' which will see a group of disabled and non-disabled young men aged 16 – 22 years come together to train as dance teachers and mentors for younger boys.

R will be a mentor to this new cohort of leadership students, and we are confident that he will help this group find ways to express and embrace all that they are, alongside what society expects them to be as young men in Tottenham.



Appendix 6: Case Study from Barking Sports 4 Change

Case Study: Barking Sports 4 Change

Barking Rugby Club



Through Model City, London, Barking Rugby Club has engaged with the local community more successfully than ever before, for example by opening up Touch rugby to Muslim girls and women. 540 local people benefited from these Model City activities. The partnerships the Club has developed through Model City have opened their minds and raised their game.

In the beginning ...

Tale Neil Kersley is the Secretary of Barking Rugby Club and also has responsibility for community outreach for the Club. He had come across Laureus as a funding body in the past, and when he heard about the Model City Programme he made contact.

The community coordinator came to visit and encouraged Neil to apply for funding through the programme, although it was already at a late stage in the process. The application was successful and initially included a number of elements, including:

- Full rugby, Touch and Tag rugby for all age groups
- Walking rugby and football for older people and people with disabilities
- HIT training for different groups

In the early days of the Barking Coalition, Neil was unsure whether he fitted in. Over time, though, trust grew within the group, particularly from the unplanned conversations and connections that took place at the margins of Coalition meetings. When the steering group decided to meet at the venues of different members, Barking Rugby Club offered to act as host.

Then one day ...

Many Coalition members have highlighted the meeting that took place at Barking Rugby Club as a significant turning point for the Coalition. The meeting started with a Touch rugby taster session for the members. This turned out to be great fun, but more importantly, the session served to strengthen the relationships that were already developing between the diverse members of the advisory group and cement the feeling that they were all involved in a shared endeavour:

We could have been stereotypical, thinking ladies who wear hijab won't play rugby (but) seeing our community engaging with this programme was irreplaceable, a eureka moment.

The meeting at the rugby club was the first one where it felt like more than a meeting. .. Doing something fun with people, it felt like we're doing this thing together. (Vice chair)

Because of this ...

As the connections within the Coalition strengthened, the community coordinator encouraged Coalition members to work together more closely in delivering their Model City activities. Barking Rugby Club started discussions with another grantee, the Muslimmah Sports Association (MSA), about extending Touch rugby to Muslim women and girls, led by a female coach trained by the Club.

(Playing) Touch rugby in traditional clothing at Barking RFC under the guidance of our female coach was a remarkable breakthrough for both parties and our sport. A mutual working relationship is burgeoning from that.

The women-only sessions succeeded in opening up fitness opportunities to a group of women who can be excluded from sport. The initiative was acknowledged in the rugby and sporting press and in the Muslim faith news feeds.

The participants, too, valued having access to a sport such as rugby for the first time. One commented:

It's amazing to see Muslim women in particular having access to all these interesting sports which I traditionally associate with men.

MSA also appreciate the strong partnership they have developed with the Club:

We now are good working partners with fellow BS4C Model City steering group member Barking Rugby Club who have welcomed us with open arms. They have made exceptions and alterations to accommodate (us) and we found them very supportive and helpful. We got on so well we have decided to set up archery together as well and hope to look at other innovative activities to offer to our communities.

Future plans include a joint Archery and Fencing project.

And because of this ...

Barking Rugby Club had experience of partnership working in the past. However, being part of the Model City programme and through this, delivering alongside community based organisations, has made the Club much more open to the possibilities that are created through collaboration.

We were blinkered before, concerned about making sure that the club was fine and dandy.

When the COVID-19 pandemic reached London and the lockdown began, like other Model City projects, Barking Rugby Club moved some activities online. The Club has succeeded in maintaining contact with many of their participants, but found this hardest for young people aged over 16 who had left school.

Until finally ...

Being part of Model City has changed the profile of the Club's participants, in particular increasing the number of women and girls who are involved, as well widening participation among Barking's diverse communities, as described above.

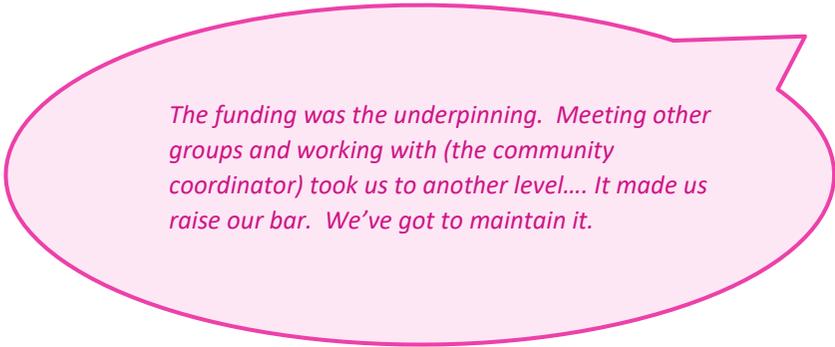
(We have) a vision about being a playmaker – what's going on and can we help, how can we support groups?

The Club is now actively involved in several collaborative initiatives, with Coalition members and others. For example, they are working with partners, including London Borough of Barking & Dagenham and the Metropolitan Police, to deliver an innovative inclusion programme for boys, which has a strong focus on sport. Neil does not think the Club would be involved in this project without Model City:



This is an exciting and important project that we will undertake but could not have been possible in this timeframe without the support of Laureus and in particular (the community coordinator) who has provided energy and belief in our programme throughout the application period through until now.

Model City's emphasis on the importance of collaborative working to achieve a shared vision and outcomes for local people has had a profound effect on the way that Barking Rugby Club now operates and on its plans for the future:



The funding was the underpinning. Meeting other groups and working with (the community coordinator) took us to another level... It made us raise our bar. We've got to maintain it.



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