

Model City London

Phase Two Evaluation Report:
Sharing the mid-point of the MCL Journey

October 2019 – May 2020

NDTi Evaluation Team
Helen Bown, Jane Carrier, Carol Clifford



SUPPORTED BY
MAYOR OF LONDON



National Development Team for Inclusion

First Floor
30-32 Westgate Buildings
Bath BA1 1EF
T: 01225 789135
F: 01225 338017

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www.ndti.org.uk

This interim report marks the half-way point in the journey of Model City London (MCL). It could not have been written without the dedication and time of the network of people who together make MCL what it is today: a growing, thriving and always evolving Programme of local, borough and London wide community led sports based initiatives designed to improve the life chances of and opportunities for local people. Thank you to all those who have shared their stories, data, lessons and insights with us to enable the analysis of evidence that helps to tell the story of MCL, so far.



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Executive summary

This report marks the half-way point of the Model City journey in London, covering the period from October 2019 to the end of March 2020 in detail, whilst building on lessons shared in the first evaluation report which covered the first year of establishing the Programme from 2018 to 2019. This current era falls within **Step 3 of the Model City process, Invest and Demonstrate**.

In this executive summary we share the highlights from the second major round-up of evidence and learning, focusing on the important signs of change from Coalitions and the Model City London (MCL) Programme as a whole. We share five main messages about changes for local people and Coalitions, and what these mean for the near and longer term future of Model City in London and beyond.

What's happened in the last six months?

During this period (i.e. between October 2019 and March 2020) a total of **26 project grants were awarded across the 3 Coalition areas, amounting to a total investment of £427,696** in the delivery of sport and physical activity as a means to effect social change. This investment was distributed as follows:



Since October, projects have been busy getting up and running, recruiting staff and volunteers, sorting out governance arrangements and delivering opportunities with and for local communities. Since the middle of March 2020, of course, many of these activities had to be halted, deferred or adapted to be delivered virtually due to the Coronavirus pandemic.

It is therefore all the more impressive that during this time, a total of **1,464 people have benefited from a wide range of sports related opportunities across 20 of the 26 projects¹** in the 6-month period from October 2019 to the end of March 2020. This total breakdowns as follows:

¹ The following Active Change Haringey projects did not submit a mid-term report as their projects were delayed for various reasons: PHASCA, BEH Mental Health and St. Francis at the Engine Room. A further three projects were given an extension for their submissions, which meant we were not able to include their data in this report: these are Age UK Hounslow in Generations Active BFH; and Barking Rugby Club and Muslim Sports Association in Barking Sports 4 Change.



In addition:

- MCL grantees, Coalition Steering Group members, Community Coordinators who are place-based and Programme Managers at Laureus have mobilised resources and enabled a smooth transition from project set up to delivery in one of the most difficult times in recent history.
- Programme engagement with an increasingly diverse range of organisations and individuals at a local and pan London level continues to grow, including:
 - A 19% increase in individuals engaged, from 388 in phase 1 of the evaluation (i.e. at the end of September 2019), to 465 by the end of phase 2 (by the end of March 2020)
 - An 11% increase in organisations engaged, from 273 in phase 1, to 302 by the end of phase 2
 - Just over 10% increase in the number of non-traditional sports based organisations engaged, from 123 in phase 1 to 136 by the end of phase 2; and the same increase for traditional sports based organisations engaged (from 150 to 166).
- As well as enabling the majority of funded projects to get up and running, the MCL team at Laureus has supported these projects to record what they are doing and share a range of data sources to monitor progress and importantly understand what is helping people to access and experience new opportunities for sport, physical activity and community connections. [Appendix 1](#) summarises this information for each grantee.
- From these sources of evidence we are able to share early findings and lessons about positive stories of change, which is all the more remarkable given this unprecedented time of uncertainty with massive implications for the way we work, live our lives and relate to each other - in local communities where Model Cities are rooted and in partnerships designed to improve people's life chances and realise their individual and collective ambitions.

Signs of change from Model City London

This interim evaluation has found many positive signs of change for people participating in MCL projects, for individual grantees, for Coalitions and also for Laureus and its partners.

The change stories included in [Chapter 3](#) show that **participants** in MCL projects are experiencing:

- Increased confidence
- Improved health and wellbeing
- New or rediscovered passions and skills
- Fun, friendship and connection
- A sense of purpose from being a role model for peers.

Grantees are:

- Getting known in their community by becoming part of a wider network of local opportunities and groups
- Connecting with the council and local politicians
- Accessing mutual support and resources, and as a result are becoming less isolated
- Building their confidence in evidencing the difference they are making
- Starting to use coproduction in designing their activities.
- Accessing support from Laureus that goes beyond funding, especially those organisations and groups who were not awarded grants, including advice on dealing with the coronavirus pandemic, improving governance and Board/Trustee development to reflect the communities that projects work in.

Through working together collaboratively, **Coalitions** are:

- Finding other local organisations with shared interests and concerns
- Successfully bidding jointly for funding
- Enabling grantees to make links with wider, London-wide networks
- Developing a sense of pride and purpose in being part of a shared journey that is being shaped from the bottom up.

For the **MCL team within Laureus**, colleagues have reflected:

- On their own personal development including the growth of new as well as existing skill-sets, for example in relation to Coalition building and coproduction
- On the development of new partnerships, alliances and networks that MCL has helped to initiate or strengthen, for example with the GLA and Nike.

Progress towards outcomes for each Coalition

For each of the MCL Coalitions, there are important highlights and insights to share and build on to continually develop the local approaches to place-based sports for change initiatives.

For Sports 4 Change Barking:

- The regular engagement and actions of the Steering Group has enabled the Barking Sports 4 Change Coalition to create a strong identity, sense of purpose and direction.
- Grantees are starting to understand the power in their work by getting the opportunity to showcase their work across London and at a global level through MCL and Laureus.
- Some grantees have been effective in approaching other organisations to work with them e.g. Thames Ward Community Project have approached Steering Group colleagues from Right Development Foundation to deliver an in-school basketball leadership programme as a part of the multi-activity programme being locally funded.
- Grantees are thinking more strategically about bid creation, collaboration and evaluation.
- Coalition members are learning about how best to use the resources available to them.

For Generations Active BFH:

- Members have organised themselves quickly, for example by setting up a funding sub-group which has been successful in jointly bidding for additional resources.
- Grantees have approached other organisations through Coalition networks to secure new funding for initiatives e.g. Reach Academy Foundation is exploring opportunities with

Hanworth Community Centre / No Shame in Running to deliver some online sessions to stay active at home, and mentoring opportunities for young people.

- Excellent collaborative relationships are in place, including with local politicians; for example, the London Borough of Hounslow has brokered links between MCL and Hounslow Community Sport and Activity Network (CSPAN); Sport Impact asked MCL to be part of their annual schools seminar; the voluntary sector engaging with the Coalition to participate in their community open days.
- The MCL approach is influencing other local initiatives, such as the plans on the proposed development of the Feltham Sporting Hub.

For Active Change Haringey:

- Feedback from individuals participating in the funded projects shows that their involvement is already making a difference to their confidence, self-esteem and wellbeing.
- Organisations and communities are growing their networks and creating new partnerships. This is increasing awareness of what they do in the community and improving what they offer.
- The Coalition and Steering Group are making decisions together, developing a sense of community and communal purpose across and between a variety of groups.

Five Main Messages (and what they mean for the future)

From all the different sources of evidence gathered across all MCL Coalitions and grantees, and the Programme as a whole, we have identified five main messages from this point in the journey – which can be used to inform ongoing developments:

Message 1 – MCL’s values, approach and working style make a key contribution.

MCL’s distinctive working style is based on an enabling, supportive approach to local development that builds on the assets of people and communities from the bottom up. This is modelled by the MCL team and was commented on by many of the people we spoke to within the Coalition areas.

What this means for the future ...

We feel that in order to consolidate and share important learning about the importance of these underpinning values, the Programme would benefit from an explicit articulation of the MCL principles (based on these values) and what these mean in practice. This would form part of the blueprint for MCL as it evolves and potentially expands into other parts of London (and UK cities).

Message 2 – The right people, in the right role can make an enormous difference.

It is important to select the right people for key roles, with the values, qualities and life experience needed to build the trusting relationships on which MCL relies at all levels (Coalition, Steering Group and within Laureus), and to date the Programme has been successful in doing so.

What this means for the future ...

A clear message is to hold on to these people, continuing to support and develop them, while at the same time to consider how best to carry out succession planning for the future leadership and growth of MCL.

Message 3 – Collaboration is power

Collaborative working has already opened many doors, from access to additional funding, to links with wider networks and greater influence. Grantees and Steering Groups believe that collaboration will result in benefits for the community, through a more coherent and co-ordinated local response.

What this means for the future ...

Over time it will be important to continue to extend the benefits described by grantees more widely, as Coalitions develop. Sharing learning across Coalitions and evidencing the impact of collaboration will continue to be important evidence and learning priorities in the next phase.

Message 4 – The coronavirus pandemic presents opportunities, not just difficulties, for MCL

[Chapter 2](#) and [Chapter 3](#) of the main report refer to the challenges experienced as well as the opportunities that have been grasped as part of the local response to Covid-19. This message focuses on the positive responses and unexpected possibilities that the pandemic has presented. With the support of the Laureus team, many grantees have responded with great flexibility and creativity in finding ways to deliver their projects in the time of coronavirus. For example, some have found that online delivery has opened up new possibilities and connected them with people they would not otherwise have reached.

What this means for the future ...

It will be important to learn from the many impressive grantee responses to the pandemic. A key question is how to hold onto and/or how to develop agility in a time of crisis?

Message 5 – Evaluation, evidence and learning are integral components of MCL

It is very rare for a complex programme such as MCL to integrate evidence and learning from the outset, and to do this in a way that involves local people in designing the evaluation at an early stage, as well as building the skills and capacity of the team.

What this means for the future ...

It will be crucial to maintain this focus on evaluation and learning, building skills and confidence in this part of the model. As too will be ensuring that we continue to embed reflection in MCL activities, not only within but also across Coalition areas, to share lessons more widely.



Chapter 1. Introducing the mid-point of the MCL Journey

This report is the second instalment of the Model City London (MCL) story of change prepared by the Evidence & Learning (E&L) team at NDTi. It draws on a wide range of steadily growing evidence that has been designed, generated, gathered and shared by all the players involved in MCL and at all levels: grantees, Coalitions, Laureus and its partners at GLA and Nike. It covers the period from October 2019 to the end of March 2020 in terms of data collection and analysis; but it also builds on and continues the origins and early experiences of MCL shared in our [Phase 1 Report](#) published in October 2019².

This period has been the first opportunity to collate, analyse and reflect on the data being generated, gathered and shared by individual grantees and each of the three Coalitions as well as the Laureus staff team of Community Coordinators, Programme and Evaluation Managers. We are therefore learning as much about this process, the design and implementation of the evidence framework for MCL, as we are about what this evidence is telling us about the nature and story of change.

During the last 6 months we have all been subject to the onslaught of Covid-19, both the experiences of living with the coronavirus pandemic and adapting to the consequences of lockdown. Lockdown measures introduced in the UK during the third week of March have understandably affected ongoing Coalition building activities and the delivery of sport and physical activity which is at the heart of all Model City initiatives. We acknowledge the extreme situation that people are working in as a result, and reflect on the impacts and implications for everyone involved – not just in terms of this period but importantly what the future holds as we gradually emerge into a period of eased lockdown arrangements, recovery and restoration of funded activities.

As outlined in our Phase 1 evaluation report, we are framing these papers around the four stage process for the Model City approach, shared in Figure 1 below:

Figure 1: The Model City 4 Stage Process



² Mapping the journey of Model City in London, January 2018-September 2019

The **four stages** involved are:

1. **Research** to identify the clear social issue(s) to be addressed
2. **Strategise**: including the formation of a Coalition of key stakeholders and sport for development organisations, who plan together and drive the local social change agenda
3. **Invest & Demonstrate**: including a) investment in the form of a local project officer (Community Coordinator) whose focus is on guiding the Coalition and facilitating collaboration, and grant funding for selected projects that deliver the local change strategy and build the capacity of the Coalition to achieve the community's vision; and b) monitoring & evaluation that runs alongside these developments, using approaches that are coproduced, to ensure evidence of impact reflects the specific local priorities and contexts.
4. **Transition**: ensuring sustained local delivery and scale.

Over this reporting period, MCL has moved from the interface between stages 2 and 3 and is now firmly in stage **3, Invest & Demonstrate**:

- Funded grantees are up and running, and Coalitions have revisited their vision and outcome maps following the experiences of grantees getting established and operational; they have developed data collection methods in partnership with Laureus and the NDTi evaluation team. More detail about what this has entailed, including the development of a toolkit and resources to support evidence building in order to be able to demonstrate change, is provided in [Chapter 2](#), which focuses on key activities and experiences associated with the **Invest** element of this stage.
- The progress towards these outcomes and lessons learned along the way, from grantees, Coalitions and the Programme as a whole, is shared in [Chapter 3](#), which focuses on the **Demonstrate** elements of this stage.
- A summary of main messages and what these mean for the ongoing development of MCL, using the evidence and learning so far, is provided in [Chapter 4](#). This final chapter also illustrates how evaluation and learning is becoming embedded within MCL, helping to build core skills into the Coalitions and build sustainability.



Chapter 2. Investing and Preparing to Demonstrate

This chapter shows how MCL partners and colleagues have been developing a coherent approach to investing in local capacity to deliver sports for social change, and to generating and using evidence in order to be able to demonstrate what is happening, changing and what works.

Project delivery investment

Between **June and September 2019**, the final decisions were made about the projects that were awarded funding from Laureus to become MCL project grantees. Across the 3 Coalitions, **26 project grants** were awarded totalling **£427,696**, as follows:

- **Sports 4 Change Barking:** 13 expressions of interest received, and a total of 8 grants approved totalling **£141,085**
- **Generations Active BFH:** 17 expressions of interest received, and a total of 8 grants approved, totalling **£142,623**
- **Active Change Haringey:** 30 expressions of interest received, and a total of 10 grants approved totalling **£143,988**.

The grantees for each area are set out in Figure 2 below, with further information provided in [Appendix 1](#).

Figure 2: MCL Grantees

Barking Sports 4 Change Grantees (Total = 8):

| | | | |
|-----------------------|--|-----------------------------------|---|
| 1) Future Youth Zone | 2) Lifeline Projects | 3) Essex Cricket in the Community | 4) Barking Muslims Association Trust (BMAT) |
| 5) Barking Rugby Club | 6) Barking and Dagenham Youth Dance (BDYD) | 7) Thames Ward Community Project | 8) Muslimah Sports Association (MSA) |

Generations Active BFH Grantees (Total = 8):

| | | | |
|---|-------------------|---|--------------------|
| 1) Reach Foundation | 2) Sport Impact | 3) Age UK Hounslow | 4) Tale be Told |
| 5) Feltham Police & Community Boxing Club | 6) Youth Catalyst | 7) Brentford Football Club Community Sports Trust | 8) Autism Hounslow |

Active Change Haringey Grantees (Total = 10):

| | | | |
|--|-------------------------|----------------------------------|--|
| 1) Phoenix Community Care | 2) HR Sports Academy | 3) Markfield Project | 4) Kurdish and Middle Eastern Women's Organisation (KMEWO) |
| 5) Barnet Enfield and Haringey (BEH) Mental Health Trust | 6) Living Under One Sun | 7) St Francis at the Engine Room | 8) Pyramid Health And Social Care Association (PHASCA) |
| | 9) ARCA Generation | 10) We Move Dance | |

The figures on initial expressions of interest received from each area reflect both the level of interest and groundwork of Coalitions and Community Co-ordinators in encouraging people to apply from a range of different organisations. For those that were not funded, Community Coordinators provided tailored feedback on the strengths and weaknesses of their applications and support on how best to meet identified needs/gaps; an illustration of the level and nature of investment in local capacity building that extends well beyond funding commitments.

Each of the funded projects has started at different time points, and been affected by Covid-19 in various ways depending on a number of contextual issues, including: the host organisation's size and status, whether the project was new or an extension of a pre-existing activity, and the circumstances of those delivering the activities including their health and wellbeing (vis a vis the virus). All those that were up and running before the virus hit, have either halted or adapted some of their activities to be provided on a virtual basis (more information on this is provided in [Chapter 3](#)).

A small number of projects were delayed in starting due to recruitment and other governance challenges relating to their projects. These were: Thames Ward Community Project, Future Youth Zone, Essex Cricket in the Community, Muslim Sports Association, Barnet, Enfield & Haringey (BEH) Mental Health Trust, St Francis in the Engine Room, Pyramid Health and Social Care Association. For each of these projects, their activities have been deferred enabling them to be provided in the future and in some cases they have been re-designed to account for Covid-19 restrictions and the need to deliver activities differently.

Capacity building investment

The original plan to award Capacity Building Grants as the second round of MCL grant giving has recently been revised to provide opportunities for local organisations in each Coalition area to bid for support through a **£30,000 MCL (Covid) Response Fund** for each Coalition area. The aim is for this fund to be launched from **2nd July 2020**, with a first round closing date of **31st July 2020**. The decision to use this investment to build both recovery and build capacity in the light of Covid-19, and the process outlined below, has been made by Laureus working collaboratively with MCL Chairs/Vice Chairs and Steering Group members.

Details of the **MCL (Covid) Response Fund**:

Amounts available:

- **£5,000** is available for **collaborative/joint bids** and **£1,500** for **single organisation bids**
- Organisations are being encouraged to apply for smaller amounts of money, as the £30K (per Coalition) will not stretch very far if everyone is making £5K bids
- Steering Group members will identify and encourage new organisations to apply.

Key Themes (for use of the MCL Covid Response fund):

- Zoom and other online platform subscriptions
- Purchase of IT equipment such as laptops, tablets for online delivery
- Tutor costs for online delivery sessions
- Online training to develop online delivery skills
- Other appropriate short-term training that can be put to immediate use.

Award criteria:

- Funds are only available to organisations based in the geographical areas of MCL, who have engaged with MCL in the past 12 months
- Funds are open to both funded and non-funded organisations
- Funds should not cover pre-planned core costs (such as rent, salaries or other fixed costs) and those that have not been directly affected by the Covid-19 pandemic.
- Applications will be assessed by Laureus using existing internal processes, to save time and allow funds to be distributed quickly. Coalition Chairs and Vice Chairs will be kept informed about which organisations have been successful through the Community Coordinators.

Building evidence and sharing learning

In terms of evidence and learning activities, the last 6 months has been a period of ongoing design and coproduction as well as implementation, including the following important developments.

- Between October and December 2019**, the Evidence & Learning (E&L) team at NDTi worked with Community Coordinators and Coalitions to refine and update their **Vision and Outcome** maps to reflect the funded projects, the outcomes they are working to achieve, and how they intend to track change and impact over time. These revised vision and outcome maps are shared in [Chapter 3](#), alongside an analysis of the story of change for each Coalition area over this 6-month period.
- Between January and March 2020**, this same network of people co-produced a “**Model City London Evidence and Learning Toolkit**”, to assist the ‘Demonstrate’ activities reported on in [Chapter 3](#). This resource has been through an intensive period of testing and refinement to ensure it contains guidance on those areas that Coalition members and grantees identified as

being important to their success in evidencing and demonstrating what works. It is built around a tailored model based on NDTi's **Five Layers of Evidence Triangle**, illustrated below in **Figure 3**.

Figure 3: Model City London 5 Layers of Evidence & Data Sources

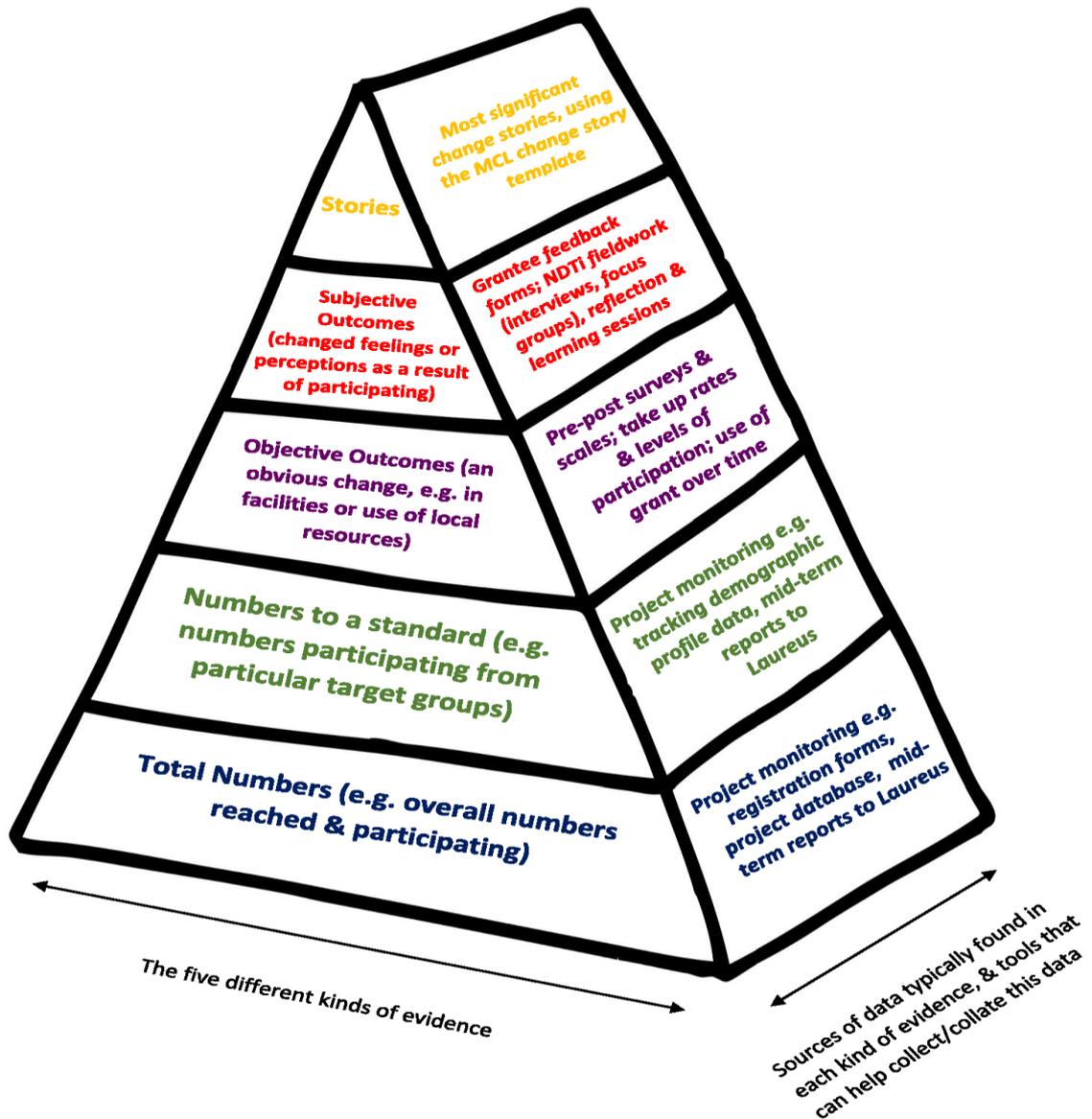


Figure 4, below, summarises who is responsible for leading on data recording, collection and analysis for each of the 5 layers of evidence in the MCL triangle.

Figure 4: Key roles in generating & gathering the MCL layers of evidence

| | |
|----------------|--|
| Layer 1 | Total Numbers: Grantees via project monitoring data, collated via mid-term and annual report templates provided by Laureus and NDTi. Laureus collates and shares with NDTi for interim & final reports. |
| Layer 2 | Numbers to a Standard: Grantees as above; Laureus collates & shares with NDTi as above. |

Layer 3

Objective Outcomes: Grantees with advice/guidance from Community Coordinators and NDTi as needed; Laureus & Coalitions review use of grants over time; NDTi reviews published data (e.g. population trends, GLA data) for interim & final reports.

Layer 4

Subjective Outcomes: NDTi conducts a) qualitative fieldwork undertaken virtually or face to face when possible; b) 6 monthly interviews with Community Coordinators & Laureus leads; &c) facilitates regular reflection sessions with Coalitions to capture lessons about what works & why

Layer 5

Stories: Everyone! Using an MCL change story template with help from Community Coordinators & NDTi as needed; regular sharing of stories to draw out themes and understand what works facilitated by NDTi at Coalition Steering Groups & virtual workshops.

- iii. NDTi E&L team members attended Coalition Steering Groups in **January and February 2020**, to introduce the MCL toolkit and triangle, with a focus on using change stories to reflect and learn from people's individual experiences and impacts.
- iv. In addition to developing this resource, in **March 2020** the NDTi E&L team held a series of webinars for the Laureus team on using the toolkit, including how to work with Coalitions and grantees to apply the MCL five layers of evidence in gathering, generating and sharing data – initially for their mid-term reports and on an ongoing basis.
- v. The first round of 6 monthly structured conversations was held during **April and May 2020**, with each of the 3 Community Coordinators, the Programme Manager and Evaluation lead from Laureus (n=5).
- vi. The development of a mid-term report data capture template in **April**, to enable Community Coordinators to easily collate and synthesise evidence provided in each grantee's mid-term report on a Coalition basis, and return this to NDTi during May, for independent analysis and inclusion in this report. This process will be repeated for future reports.

What next for evidencing what works in Model City London?

We are coming to the end of Phase 2 of the evaluation strand for MCL, with the remaining activities planned to take place over the Summer months and into early Autumn:

Remaining Phase 2 activities (June- September 2020):

- Virtual debrief and exploratory workshops to share the findings and lessons from this interim report and explore implications for ongoing developments and delivery
- Fieldwork visits to each Coalition area exploring the experience of delivery and impact at a local level; these are being reviewed in light of the ongoing pandemic as non-essential visits may still need to be adapted to a virtual format.
- Second round of 6 monthly structured conversations
- Quarterly and next 6 monthly data returns from grantees and Coalitions

Phase 3 – What’s Changing for whom & how? (July-November 2020):

- Ongoing support to Coalitions and the Laureus MCL team
- Second internal reporting round of routine monitoring data and change stories, for the period **April -September 2020**, with the Phase 3 report due in **November 2020**
- The first of two learning events in **October or November 2020**

Phase 4 Sharing Impacts, Learning about What works (December 2020 – May 2021):

- Ongoing support to Coalitions and the Laureus team
- Third internal reporting round of routine monitoring data and change stories for the period **October 2020-March 2021**
- Second round of qualitative fieldwork focusing on experiences and outcomes for local people in **January 2021-February 2021**
- Analysis/synthesis of stories and briefing /use of different media to share insights achieved through stories
- Pulling together all analyses to data within and across the 3 boroughs, during **April 2021**
- Final Learning event and a suite of summary “reports”/briefings –across **April 2020 and May 2021** (including the **final Phase 4 Evaluation Report** at the **end of May 2021**).

Data collection and methods used to inform this Phase 2 report

Figure 4 summarises the different teams and roles responsible for generating, collecting, collating and analysing different evidence sources involved in each layer of evidence; and the summary of phases above illustrate that the approach taken involves a building picture of change as a result of building the evidence base over time. At this point in time, therefore, the evidence base is evolving and limited compared to what it will look like over the next two phases. The following data was used to undertake the analysis completed by NDTi to inform this Phase 2 report:

- Monitoring data from Grantees mid-term reports to Laureus
- Grantees, Coalition and Community Coordinators observations and reflections on progress towards outcomes, lessons from the last 6 months, the most significant changes during this period and what enabled them to happen, wider lessons for sharing about “what works”.
- A log of grantee and Coalition responses to Covid-19 including adaptations to project delivery and Coalition building and development
- A small number of change stories, case studies and testimonials gathered by Coalitions from grantees and participants. This is a key source of evidence that will be strengthened over Phases 3 and 4.
- The first in a series of 6-monthly structured conversations with the Laureus team (n=5) using semi-structured topic guides to explore key developments, changes, lessons and reflections.

This data was analysed at Coalition and Programme levels – to determine even at this early stage of the Invest and Demonstrate stage, progress towards grantee and Coalition outcomes, and lessons about what is working across MCL as a whole. At this mid-point of the journey, our focus is on collective impact to date, rather than detailed analysis of impact at a local or project level. This will be the focus in Phases 3 and 4 of the evidence and learning activity. Therefore, in the following chapter we share progress and lessons to date; and the emphasis at Coalition level is on collective impact using examples of specific projects to illustrate progress so far.



Chapter 3. Demonstrating what's working and starting to change

This Chapter shares three things:

1. An overview and breakdown of **grantee activity for this period**, focusing on the participation and profile of participants by Coalition area. Further detail for each grantee by Coalition area is provided in [Appendix 2](#).
2. A synopsis of each Coalition's **story of change so far**, building on the lessons shared in the Phase 1 Report and bringing the story up to date as at the end of March 2020.
3. **Our analysis of the overarching signs of change for MCL** as a whole, highlighting the most significant changes for local people (participants involved in grantee activities to date), grantees, Coalitions and the wider Laureus team and partnership.

3.1 Overview of activity and achievements of Coalitions and funded projects

This section provides an analysis of quantifiable “output data” from the three MCL Coalition areas and the MCL Programme as a whole, drawn from collated mid-term reports submitted by project grantees. It looks at engagement and reach across Model City London as a whole; and participation levels by Coalition area, from grantees who were able to return their mid-term reports by the end of April. The following Active Change Haringey projects did not submit a mid-term report as their projects were delayed for various reasons: PHASCA, BEH Mental Health and St. Francis at the Engine Room. A further three projects were given an extension for their submissions, which meant we were not able to include their data in this report: these are Age UK Hounslow in Generations Active BFH; and Barking Rugby Club and Muslim Sports Association in Barking Sports 4 Change.

3.1.1 Engagement and reach across Model City London

Figure 5 pulls together the numbers of people, organisations and networks who have been reached, engaged and involved in the development and delivery of Model City London – **from inception through to the end of March 2020**. This is an updated table that builds on information shared in the Phase 1 Report and shows the range of different engagement activities and events for the Programme as a whole. It does not include engagement activity led by grantees relating to their funded projects. The figures in brackets are those from the Phase 1 report for the same table.

Figure 5: Engagement and reach across Model City London

| | Barking Sports 4 Change | Generations Active BFH | Active Change Haringey | All (all Coalitions in 1 room) | Total |
|--|-------------------------|------------------------|------------------------|--------------------------------|---------|
| Initial Community Engagement Workshops | 2 | 2 | 2 | N/A | 6 |
| Steering Group Workshops | 10 (5) | 10 (5) | 10 (6) | N/A | 30 (16) |
| Wider Coalition Meetings | 2 | 2 | 2 | N/A | 6 |
| Youth Engagement Workshops | 1 | 1 | 1 | N/A | 3 |
| Funder Workshops | 1 | 0 | 0 | 1 | 1 |
| Event engagements | 8 (4) | 7 (4) | 8 (4) | 1 (0) | 24 (12) |
| Surveys/Feedback/Opportunities | 8 (3) | 7 (3) | 8 (4) | 2 (2) | 25 (12) |
| EOIs (for grant funded projects) | 21 | 18 | 38 | N/A | 77 |
| Number of EOIs expected | 20 | 25 | 40 | N/A | 85 |

| | Barking Sports 4 Change | Generations Active BFH | Active Change Haringey | All (all Coalitions in 1 room) | Total |
|--|-------------------------|------------------------|------------------------|--------------------------------|-----------|
| Number of project grants allocated | 8 | 8 | 10 | N/A | 26 |
| Number of individuals engaged (in above) | 110 (80) | 137 (120) | 190 (160) | 28 (Grants Workshop) | 465 (388) |
| Number of organisations engaged (in above) | 68 (60) | 101 (85) | 105 (100) | 28 (Grants Workshop) | 302 (273) |
| Non- Traditional Sport Based Orgs engaged | 25 (20) | 60 (55) | 43 (40) | 8 | 136 (123) |
| Traditional Sport Based Orgs engaged | 43 (40) | 41 (30) | 62 (60) | 20 (Grants Workshop) | 166 (150) |

The main change from the last engagement figures provided in the Phase 1 Evaluation Report relates to the ongoing development and evolution of Coalitions, including regular Steering Group meetings, the start of wider Coalition meetings, the launch of the whole Programme in October 2019, and events associated with the allocation of project grants (including support to Coalitions and potential grantees throughout the process).

3.1.2 Engagement and participation data for Coalitions and funded projects

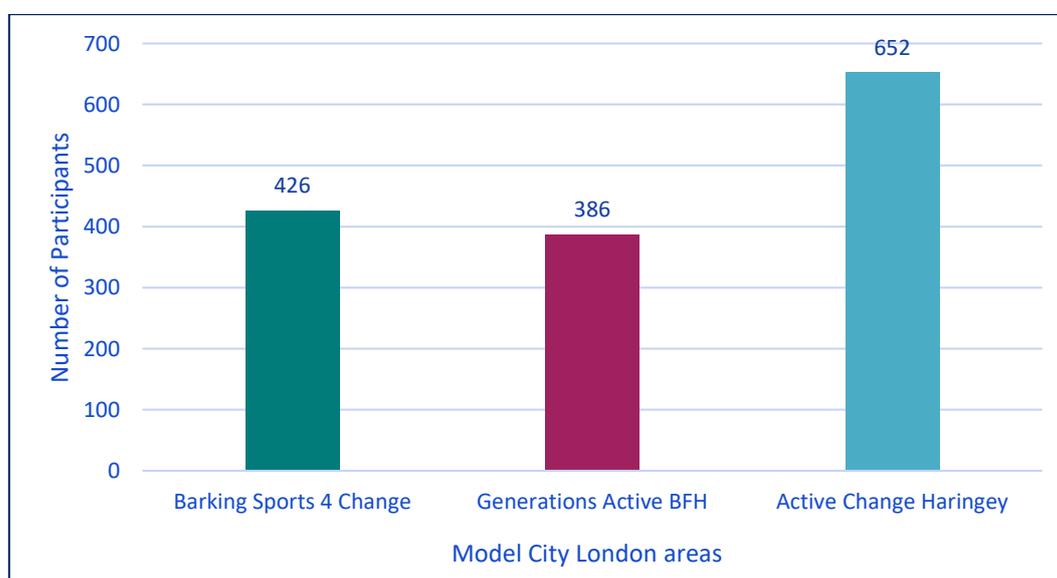
The following breakdown comprises data on participation numbers and profiles provided by the **20 projects** who submitted their mid-term reports to Laureus in **May**. Even with the data gaps referred to above and the impact of lockdown measures from mid-March, the participation numbers for this period are impressive - indicating a rapid movement from set up, allocation of grants (and in some cases two submissions) to delivery and now data collection.

Summary totals by Coalition area

Between October-November 2019 until the end of March 2020, a total of **1,464** participants were engaged in grantees' activities across **20 projects**, comprised of the following breakdown:

- **Barking Sports 4 Change:** 426
- **Generations Active BFH:** 386
- **Active Change Haringey:** 652

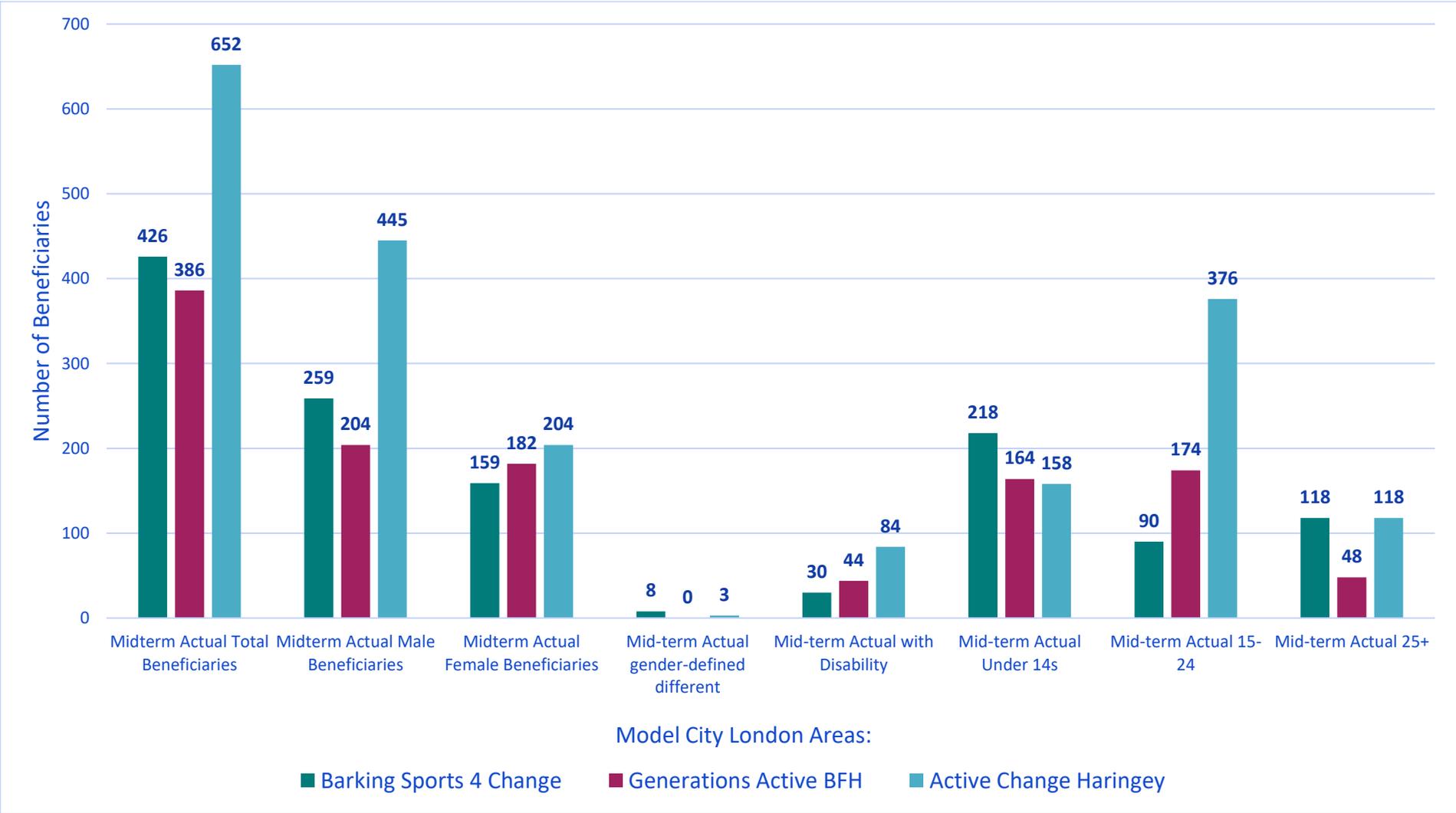
Figure 6: Number of participants engaged in grantees' activities



Within each area there are differences in total numbers and in participation levels relating to gender, age and disabled people as **Figure 7** on the next page and the following summary illustrates:

- Active Change Haringey has the highest overall number of participants to date, which is not surprising given this area has 10 funded projects compared to 8 for each of the other areas.
- Each area has engaged more male than female participants so far; this balance will need to be monitored over time to ensure equity of access/engagement taking account of specific grantees' target groups.
- The number of disabled participants is low to date, perhaps reflecting the time it takes to reach and engage some people, the impact of having to change delivery methods during March, and also that fewer grantees are specifically targeting disabled people in their projects. Again, this will need to be monitored over the coming months.
- The age cohort with greatest levels of participation (so far) is the 15-24 group (n=640), with under 14's next (n=540) followed by those aged 25+ (n=284). Again, this balance in part reflects the target groups of different grantees, and the fact that schools as well as clubs have been closed since mid-March (affecting the younger age in particular).

Figure 7: Total picture of participants across Model City London



3.2 The Story of Change in each Coalition (up to end March 2020)

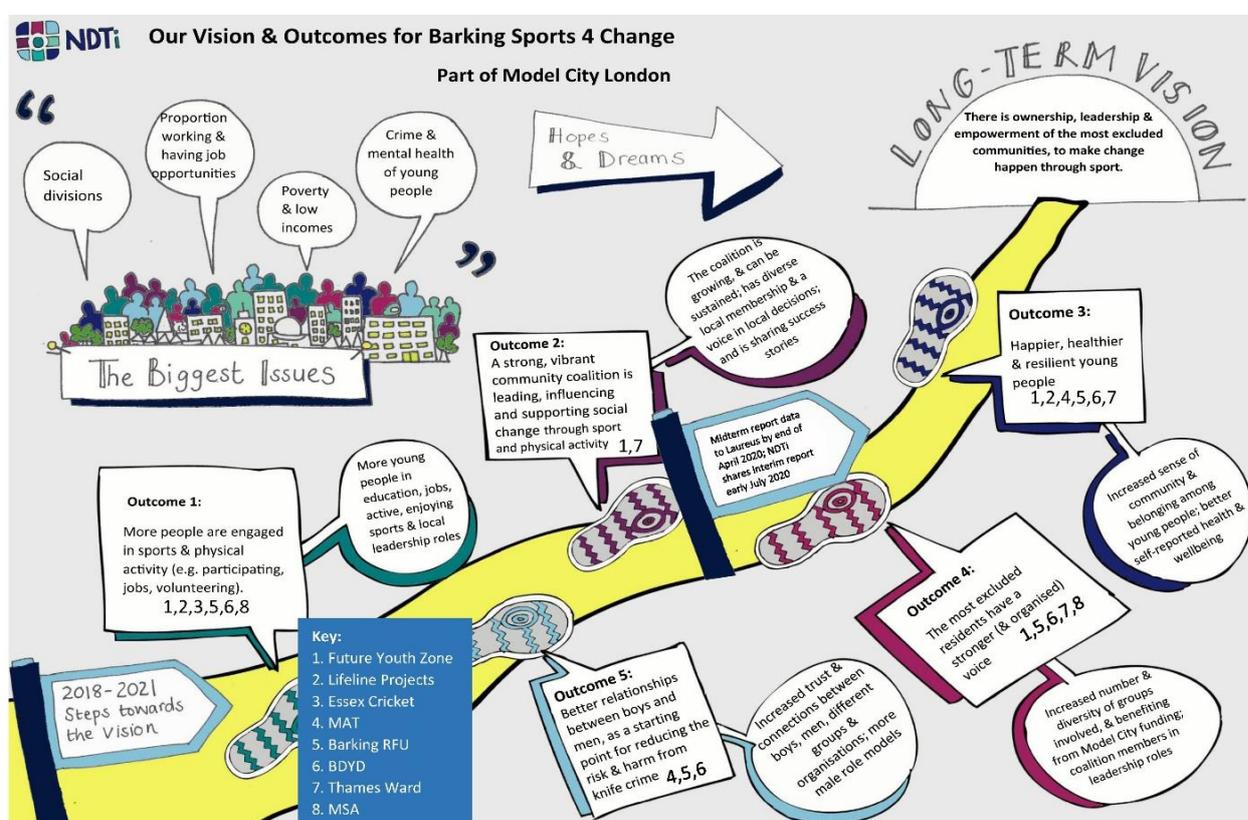
The following pages give a picture of the story of change so far in each Coalition area. These summaries are drawn from information provided in the Phase 1 Evaluation Report and summary paper, and our analysis of evidence generated during this 6 month period including:

- Reflections from discussions held at Coalition Steering Groups
- Change stories captured by grantees and community coordinators
- 6 monthly structured conversations facilitated and recorded by NDTi
- Mid-term reports submitted to Laureus by grantees.

As a reminder, progress towards outcomes in these sections refers to Coalition, not grantee specific, outcomes.

3.2.1 The MCL Story (so far) for Barking Sports 4 Change

Figure 8: Vision & Outcomes for Barking Sports 4 Change



A reminder of the key features & contexts for Barking Sports 4 Change

- Regeneration in the area is contributing to social divisions.
- High population churn means that people aren't investing or engaging in their community.
- There are few spaces that enable people to come together and connect across the different communities, generations and neighbourhoods. The greatest tensions are between the generations from boys to young men to men.
- Many people live on low incomes and poverty is a growing issue. With a high number of children and young people, the demographic trend suggests that there is a small proportion of people who are economically active.

- Young people face poor mental health, obesity and crime.
- Initially the borough had a less established voluntary sector but over the last 12 months this has evolved as the sector is re-developing; there may be ongoing capacity building support needed in order to address the issues described.

The most significant changes so far

- Through the Steering Group meeting together on a regular basis, Barking Sports 4 Change has created a strong identity, is setting its own direction and making its own decisions.
- Local organisations involved in the Coalition, and beyond, are benefiting from being part of MCL; for example, by getting the opportunity to showcase their work across London and at a global level. People are starting to understand the power in their work locally and across the borough. There is a growing sense of pride for their projects.
- Members of the Steering Group are thinking more strategically about bid creation, collaboration and evaluation.
- Coalition members are learning about how best to use the resources available them.

Examples of progress towards Coalition outcomes

- **Future Youth Zone** recovered from a tricky start due to delays in staff recruitment, and accelerated to reach 162 participants (most of whom are under 14 years) in the space of 3 months, before the impact of Covid-19 and lockdown (including school closures) in March. The Sports 4 Change Barking Coalition is growing and evolving which benefits the local area as well as specific projects (**Outcome 2:** a strong and vibrant community coalition is leading, influencing and supporting social change through sport and physical activity).

“Being able to support the juniors with their rugby sessions has helped me build up confidence and allow me to come out my comfort zone in speaking to a group of peers. I’m a positive influence and their enthusiasm has reignited my love for rugby.” (16 year old coach)

- **Lifeline Projects** are using social media during lockdown to maintain contacts and establish new connections beyond the 92 participants engaged to date/before lockdown. 86 of these participants are male, just over half of these being under 14 years and the remainder aged 15 -24 (**Outcome 2:** Better relationships between boys and men, as a starting point for reducing the risk & harm from knife crime).
- **Thames Ward Community Project** have engaged 105 participants and whilst they recognise that this is early on in the project’s life (especially since the lockdown period began) they are confident and excited about the prospect for making an impact for the most excluded residents in the area (**Outcome 1:** the most excluded residents have a stronger – and organised – voice).

What we’re learning about what helps (those changes happen)

- Organisations are being able to respond and adapt to changing situations through having a flexible working approach.
- Opportunities for networking through the Coalition and relationships being brokered by the Community Coordinator and Coalition Chair are resulting in new and exciting collaborations.
- The Community Coordinator and Coalition Chair have invested time in getting to know each organisation, finding out not just what they do but why they do it. This has shown that

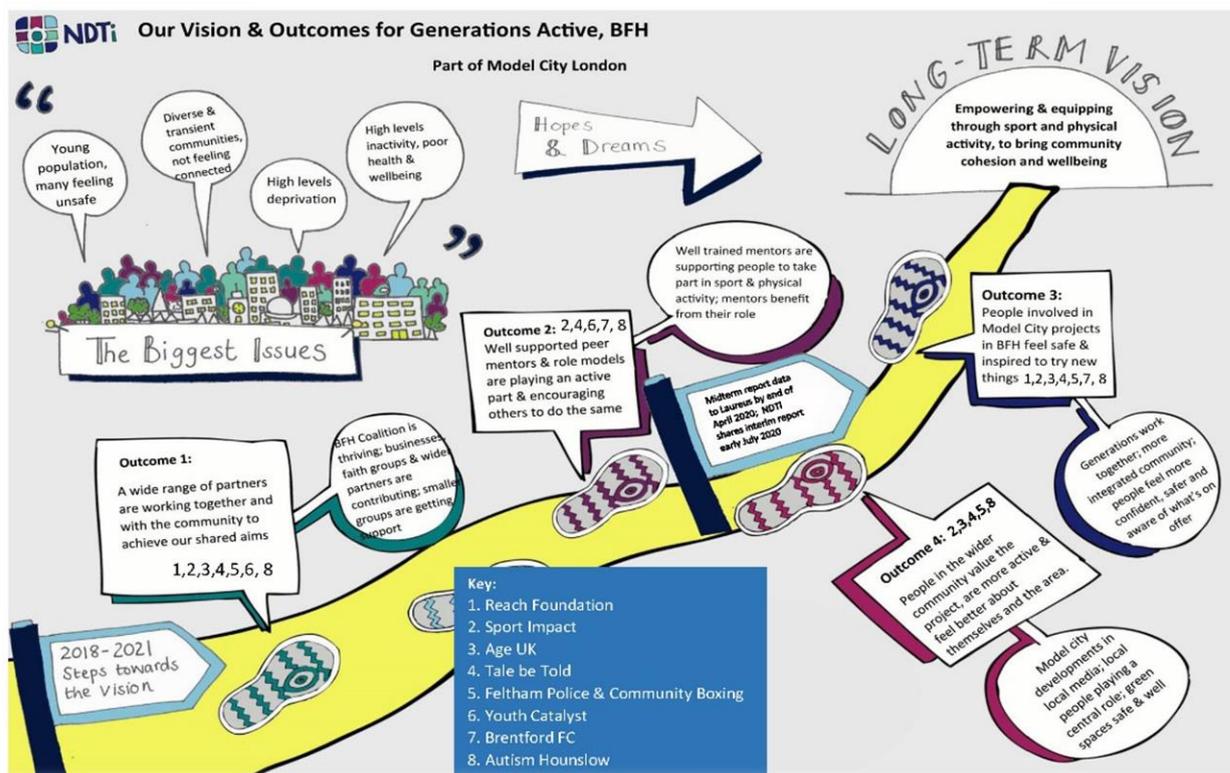
different people and organisations are on different journeys, so support offered needs to be tailored.

What we're learning about what gets in the way (of these changes happening)

- Whilst Coalition members promote and enable cohesion amongst the groups they work with, they benefited from some development time to be a more cohesive Coalition.
- Collaboration has different meanings in the context of MCL, it can't be assumed that it will always be successful.
- Challenges experienced during lockdown/as a result of responses to Covid: e.g. halting activity that is essential to the wellbeing of beneficiaries; some projects struggling to deliver remotely due to their lack of knowledge about how to do this safely and in some cases a lack of digital hardware available to beneficiaries; some grantees have not been eligible for Covid-19 response funds as they were in the early set up phase when lockdown began.

3.2.2 The MCL Story so far for Generations Active, BFH

Figure 9: Vision & Outcomes Map for Generations Active, BFH



A reminder of the key features & contexts for Generations Active, BFH

- A distinctive local population, characterised by:
 - Transience and diversity, with many people feeling disconnected from their community
 - A young age profile, with 34% of local people under 25 years old, but limited opportunities for local education, training and employment
 - High levels of deprivation
- Many young people feeling unsafe when out in the local area.

- Low levels of physical activity contributing to poor health and wellbeing.
- History of partnership working, but where the voluntary and community sector is relatively small and not all relationships are positive.

The most significant changes so far

- BFH have organised themselves quickly, e.g. by setting up a funding sub-group which has been successful in bidding for additional resources.
- Excellent collaborative relationships are in place e.g. MCL is now connected to Hounslow Community Sport and Activity Network (CSPAN) and as a result can access free publicity via the Council.
- The MCL approach and working style is influencing other local initiatives – e.g. the plans on the proposed development of the Feltham Sporting Hub.

Examples of progress towards Coalition outcomes

- **Sport Impact** has provided opportunities for 139 people during this period and despite the impact of Covid-19 has engaged a number of local schools to be involved in their project before lockdown began (**Outcomes 1, 3 and 4**). They are reflecting on ways in which to continue to provide activities through different means including how to skill up their team to capture experiences and impacts on qualitative and quantitative measures. As Sport Impact's mid-term report reflects:

“By working this way, we have created a sustainable entity that despite being in its infancy is already branching out and growing. I’m confident that the Model City project has created a strong community partnership that will continue to grow and support each other.” (Sport Impact)

- **Feltham Police & Community Boxing** had engaged 55 people in opportunities/classes before lockdown began and are pleased with the developing relationships between the police, community clubs and the ability to leverage in additional resources via the National Police Community Trust (**Outcomes 1 and 4**).
- **Reach Foundation** are using a mix of observations and case studies as well as attendance records to explore what is working for people who engage in their activities. During this period, a total of 84 participants had engaged, meaning they are on track for meeting agreed targets (**Outcome 1**). The lead for MCL at Reach Foundation comments:

“I have been working at Reach Academy for 3 years and only via this Model City Programme have I had the opportunity to work in other schools to reach more young people.” (Reach Foundation)

What we’re learning about what helps (those changes happen)

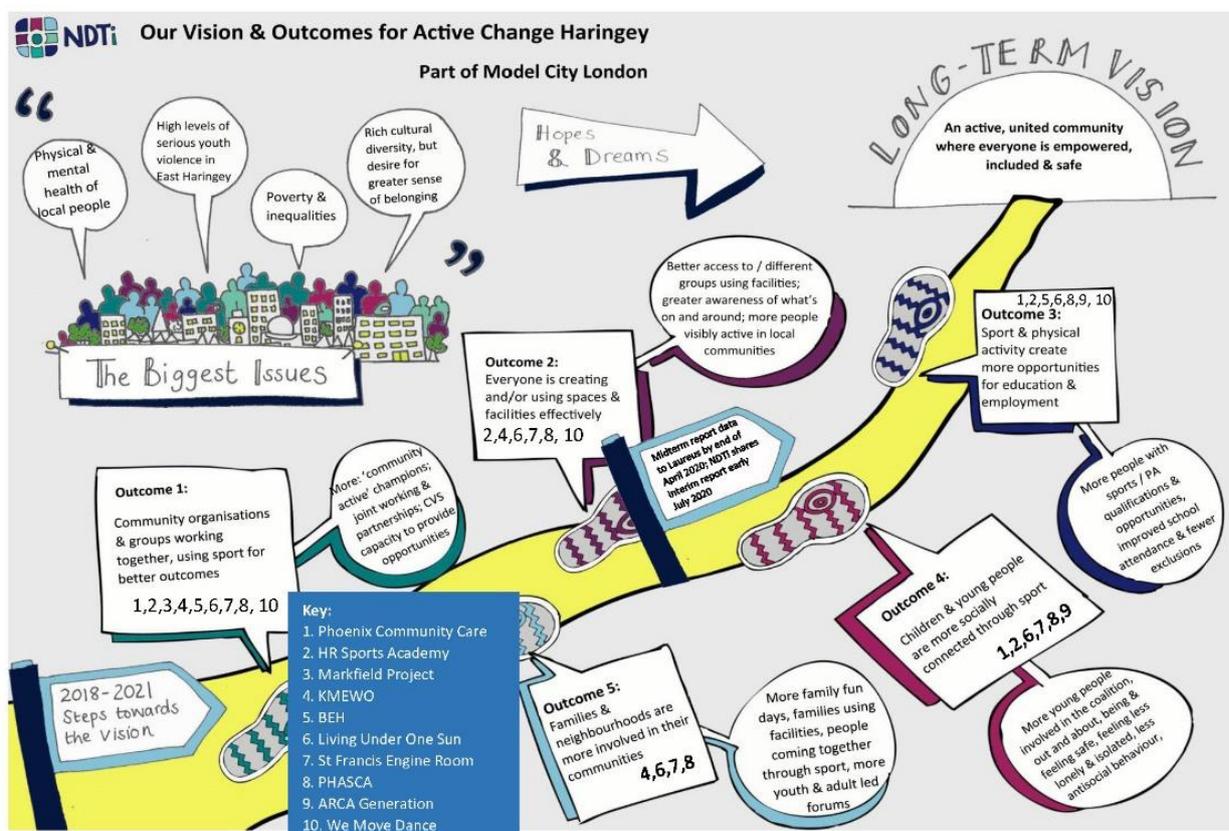
- MCL’s distinctive, community-led working style has created space for local collaboration to grow and flourish.
- Respected and trusted local MCL leaders already have a profile in the community.
- A strong and positive relationship with the London Borough of Hounslow has been important in opening doors and brokering connections, including with local politicians.
- Sensitive and thoughtful support from the Community Coordinator has helped to make connections between grantees and to build their confidence.

What we're learning about what gets in the way (of these changes happening)

- There is a potential danger of over-reliance on a small number of key individuals.
- The capacity of individuals and small organisations can act as a barrier.
- Challenges experienced during lockdown/response to Covid include: Age UK Hounslow's Programme is aimed at older people and digital literacy has been a challenge during Covid-19; Sport Impact delivery is designed to take place in schools settings which have been closed during lockdown, and they have not been able to adapt significantly to date.

3.2.3 The MCL Story (so far) for Active Change Haringey

Figure 10: Vision & Outcomes Map for Active Change Haringey



A reminder of the key features & contexts for Active Change Haringey

- Active Change Haringey's location is characterised by a culturally diverse and transient community where local people are the community's greatest assets.
- This diversity is valued by local people, but it comes with challenges; a lack of understanding about and between different people and cultures creates barriers to participation.
- The transience is perpetuated by many people not feeling like they belong.
- Inequalities exist across the borough but the East (the focus for Active Change Haringey) of Haringey has the greatest socio-economic challenges, e.g. people often can't afford to take part in activities.
- High levels of gun and gang crime in the east of the borough means that children and young people are fearful about where they can go.

The most significant changes so far

- Better outcomes for individuals participating in the different funded projects (including reported increased confidence, social inclusion, connections, self-development) as well as finding different ways of working to deliver activities (e.g. involving young people and increasing mentoring).
- Organisations and communities are using and valuing the opportunity for collaboration and creating new partnerships through MCL. This is helping grantees to deliver Active Change Haringey's outcomes, promote and improve what they do as organisations, and grow their networks and business.
- The Coalition and Steering Group have the power to make collective decisions (e.g. awarding grants to grantees) and are developing a sense of community and communal purpose across and between a variety of groups.
- Collaboration between organisations has led to young refugees accessing strong positive role models, feeling empowered and gaining employment advice.
- Model City has enabled grantees such as WeMoveDance to collaborate with others and build their profile and reach. For WeMoveDance this has involved connecting with a number of prestigious and community-facing dance organisations and companies, who have offered consultancy and ideas around leadership course content, delivery, coaching and mentoring for students supporting their journey as young leaders.

Examples of progress towards Coalition outcomes

- **Phoenix Care** has delivered activities and opportunities for 197 participants against a target of 100 for this period. More young people engaged in Football United than anticipated, enabled by the positive partnerships with different agencies, groups and networks indicated through the range of referrals and routes through which these people have engaged (**Outcome 1**: community organisations & groups working together using sport for better outcomes). Young people report feeling more confident about what they need to do in the future to improve their employment chances, as a result of a life-skills workshop with You vs You (**Outcome 3**: Sport & physical activity create more opportunities for education and employment); and they feel more connected with each other and their community as a result (**Outcome 4**: children and young people are more socially connected through sport).
- **Markfield Project** have achieved their target for this period of engaging 66 participants aged 15 years +, 60 of whom were disabled young people. They have informally reported that they feel more confident as a result of the group-based activities (dance and yoga) they have experienced (**Outcome 1**, as above), as the following quote from their mid-term report illustrates.

“One significant change is that women started to engage immediately in the online yoga classes we started on 22 April; this is promising as it is the first class we started. We will organise more classes and different activities [that will] create long-lasting changes in women’s lives.” (Markfield Project)

- **We Move Dance** have engaged 126 participants, again on target with expectations for this period but this is particularly significant given that lockdown effectively halted opportunities since mid-March. During this period they have engaged with a range of local partners and stakeholders to shape their offer (**Outcome 1**, as above); provided opportunities for young leaders to learn new and develop existing skills (**Outcome 3**, as above); and dance sessions in schools which engaged some of the most socially isolated pupils (**Outcome 4**, as above).

What we're learning about what helps (those changes happen)

- Projects knowing and engaging their audience, enabling them to:
 - Be flexible in their approach, from promotion to adapting delivery and the environment to meet people's needs.
 - Use feedback from participants to shape the project.
 - Ensure staff are both present and consistent, especially for more marginalised groups
 - Build trust and relationships with young people and their parents
- Building the Coalition on the following values and core activities:
 - Trust and honesty (for example about what Laureus is there to do, and not do).
 - Regular communication and engagement
 - Empathising and supporting grantees with challenges
 - Honouring the spirit of grassroots community leadership.
 - Empowering and valuing the Coalition membership.
- MCL providing capacity beyond funding, e.g. opportunities to upskill (training), network and build partnerships.

What we're learning about what gets in the way (of these changes happening)

- Potential barriers exist for BAMER women's engagement and integration, including cultural barriers to engaging with the wider community, especially in local sports facilities. For example, for women only swimming sessions there were no women lifeguards available, so the sessions couldn't go ahead.
- Historical, political contexts are creating barriers for some relationships to flourish.
- It has taken longer than expected to garner support and commitment from some organisations to provide additional support (e.g. safeguarding, training, governance) to some of the unfunded members of the Coalition who had expressed a need for support.
- Challenges experienced due to lockdown include: some participants not being able to access online learning as they don't have either the equipment or internet access, which in turn is having an impact on people's mental health and wellbeing due to their increased isolation.

3.3 The Model City London Story so far

In this section we draw together key findings and lessons from our analysis of cross cutting themes across all sources of evidence from the three MCL Coalitions and the Laureus team. This analysis looks at the early signs of change for participants, grantees, Coalitions and partners (including Laureus, GLA and Nike); what is helping those changes to happen; and obstacles creating challenges for partners to address at both local and London-wide levels.

3.3.1 What are the early signs of change...

For Participants?

Across the Programme and in line with the overarching outcome areas for MCL, **Change stories** show that participants are experiencing:

- Increased confidence
- Improved health and wellbeing
- New or rediscovered passions and skills
- Fun, friendship and connection
- A sense of purpose from being a role model for peers.

[Appendix 3](#) shares the MCL Vision and Outcomes framework for the Programme as a whole, where the connection with the above examples of change can be seen. As a reminder, these overarching outcome areas are:

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 and facilities for sport and physical activity
- Are more active and involved through a variety of roles

Local and pan London delivery partners:

- Sports & non-sports organisations work together to identify & 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 and its partners are sharing the learning about what matters and what works; and enabling MCL/other communities to apply this learning to sustain what works.

B&D Youth Dance (Barking) have developed a qualification for young people to teach dance as a result of one young man's personal experiences: dance has improved his confidence, reduced his stress and he is now teaching dance himself. His mum says:

...while in my room, I could hear little bits of the meeting and I just wanted to say it was Sooooo Good. I could hear how confident he has grown, on how he communicates his ideas, which was something he used to really struggle with. S you are so good at keeping them engaged as well as giving them the time to express them self. Thank you, G, so much for giving them this opportunity and S for supporting them. (Barking)

Autism Hounslow:

I slept well after the last class for the first time in ages. The classes make me feel tired, a similar feeling to visiting a chiropractor. (Participant in Shintaido programme – based on Japanese sword movement) (Hounslow)

Markfield Project (Haringey):

Two group members, both with autism, had previously found it difficult to engage with organised dance, but both did so with the encouragement and support of the group, finding new self-confidence as a result.

Using Beyoncé as a reference point, (she) was motivated to learn the dance, others in the group responded to her looking like Beyoncé and she now take great pride in this, changing her hair and make-up reflecting her new confidence. (Haringey)

Other notable **signs of change** were

highlighted by **We Move Dance in Active**

Change Haringey. Organisers are seeing the young people who participate in the project developing new skills and qualities that they had not found through school. They also see young people connecting with a very diverse range of peers they may not have connected with otherwise, and developing a strong community with a sense of home, place and value in which their talents, skills and contributions are recognised.

The BAMER women participating in **KWEMO's** activity programme are also growing in confidence, with some starting to explore volunteering or employment opportunities for the first time, and also building friendships with other participants.

For grantees?

It is good to be around people who are excited about getting things done and are willing to share skills and expertise. (Grantee)

Model City's emphasis on local collaboration forced us to look outside of ourselves. Which has been transformative for our programme, with more local connections and more opportunities for our participants to thrive and provide a sense of integration. (Grantee – quote from stories report)

Grantees are becoming part of a wider network of local opportunities and groups, including the council and local politicians, opening up access to mutual support, resources, collaboration and reduced isolation. They are also reporting increased confidence in evidencing the difference they are making. As a result of the above, grantees have also reflected that they are more confident and committed to coproduction – demonstrating that they are engaging with local people and communities in designing and adapting their projects as a result of Covid-19.

(We have learned) the importance of using personal stories as a means to highlight and capture impact of our project and activities. (Grantee)

MCL grantees have also shared how significant it has been for them, to become part of these wider networks. For example, **WeMoveDance in Active Change Haringey** is now connected with several London-wide dance groups who are supporting their work through advice, consultancy support, and discounted tickets.

Having Laureus & peer support to adapt to new models of delivery...the most significant change has been learning to adapt to the unexpected pandemic. This was made easier with the support of the Model City team. (Grantee)

Others have commented on the benefits to accessing support through MCL that goes beyond funding; for example, the support provided to unsuccessful project grant bidders, in particular advice provided by Community Coordinators that either helped grantees to resubmit their applications or in some cases re-shape ideas and to access funding from elsewhere. In this way, Laureus is beginning to be seen as much more than a funder and more of an “ideas hot-house”.

For Coalitions, Steering Groups (and wider communities)?

(MCL) is making connections between groups and (creating) opportunities for collaboration. (CC)

(There is) a developing sense of community and communal purpose across and between a variety of groups. (Grantee)

Making these connections has shone a light on how much more effective we can be if we properly work in partnership. (Grantee)

Coalitions members have commented on how coming together and being involved in building a Coalition has enabled different organisations to connect with each other, as a result of meeting each other through MCL, finding shared interests, and exploring joint funding bids. Some of these examples have been shared in [Chapter 3.2](#), under the MCL Stories so far for each Coalition.

Grantees, Coalition Steering Group members and the Laureus team have all shared their growing sense of pride in being part of the MCL “movement”, which they have experienced for example when showcasing their work at Programme wide events and other pan London events involving wider partners.

All of the above examples of change, at all levels, illustrate the benefits of the collective MCL approach in increasing the influence and impact of individual partners and grantees; as one of the Community Coordinators reflected: *‘everyone [is] on the journey together’*. (CC). Grantees and Steering Group members believe that this collaboration is leading or will lead to benefits for their community.

For Laureus and MCL Partners?

MCL is increasingly being seen and experienced as a ‘flagship’ Programme, influencing the way that wider partners operate.

At a local level, Coalition members are applying the principles and practices associated with MCL to wider developments, for example in the development of the Feltham Sporting Hub. The BFH vice chair is the driving force behind proposals for a Sports Hub, and impressed by his involvement in MCL, he has adopted a similarly inclusive approach to building community support for the idea.

There is greater acceptance/willingness to believe in the power of bottom up approaches and to adopt them. (Laureus, MCL team member)

It takes time to build partnerships and respect. It's down to many things – characters, relationships ... (CC)

3.3.2 What is helping change to happen?

The distinctive working style adopted by Laureus, with its focus on engagement, building trust and ownership and brokering connections is having a significant impact:

This commitment to building trusting relationships and working from the bottom up – with chairs and vice chairs, Steering Groups and Coalitions, grantees – is particularly evident in the way that Community Coordinators continually remind people that they are there to support, not tell people what to do.

Remaining true to the underlying principles and ethos of MCL has been critically important as the Programme has moved from Coalition building through grant allocation and into delivery mode; again, local stakeholders have been clear that this was achieved through the commitment and modelling from Community Coordinators.

Grantees and Steering Group members have also emphasised the ‘*excellent communication - within the Laureus team, and with Coalitions, grantees and also with NDTi*’. In particular, the communication between Community Coordinators and grantees is described as flexible, regular and tailored to the needs of individual grantees. Along-side communication, local partners have emphasised the flexibility of the MCL approach, and the emphasis on creative ways of improving engagement with Coalition members, including flexibility around meeting times and venues, and basing meetings around fun sport-related activities – for example **Tag Rugby in Sports 4 Change Barking** is helping to strengthen the identity and ownership of the Coalition.

Local leadership and political support are also clearly important, for example:

- **Barking Sports 4 Change** has developed a leadership team within its Steering Group to act as advocates for MCL.
- High profile and well-respected leaders in **Generations Active BFH** are involved in the Steering Group – for example, a member from the Local Authority who has brokered contact with local networks, elected members and MP.

Two final, capacity building elements are important to highlight here: The first relates to the developing skills, knowledge and confidence of Community Coordinators.

The links that the 3 Coordinators have provided across all the Model City organisation, has meant that relationships have flourished and mutual support has been excellent. (Grantee)

I have learnt additional lessons about the potential power of strong and broad partnerships to influence and grow a sustainable movement. In particular being given the opportunity to build vision and infrastructure and involving everyone in that process before starting the delivery of the project has been enlightening. By working this way, we have created a sustainable entity that despite being in its infancy is already branching out and growing. (Steering Group chair)

The best thing for me was linking with (CCs) who are both very supportive and I feel comfortable talking through difficulties with them. I feel their passion and it gives me a push when I need it. (Grantee)

The feedback from grantees and wider Coalition members consistently recognises the contribution and impact of these team members. They and their colleagues acknowledge the huge progress the Programme has made, which is in large part due to their passion and commitment at a local level. The individuals concerned all emphasise the significant learning curve they have experienced in this endeavour. They each have different strengths, backgrounds and experiences and are growing and adapting as a team within Laureus, in addition to their Coalition-specific roles. Laureus colleagues comment on their mutual support and enthusiasm for taking on challenges and developing new skills – not least in the current crisis.

Secondly, the team’s leadership and direction from the Programme Manager and Evaluation Lead also needs to be highlighted; permission to innovate, challenge where needed and be consistent and true to the underlying principles and ethos of Model City approaches have been evident throughout all the strands of work undertaken during this period.

The MCL team within Laureus has also been learning about and building their individual and collective understanding in relation to MEL activities, and clearly remain committed to this being an integral feature of the overall approach, embedding evidence and learning from the outset.

3.3.3 What are the obstacles and challenges?

Not with-standing the current coronavirus crisis, there are local and Programme wide challenges which have and will continue to need close attention. These include:

- The pace of change can seem slow when working in an inclusive, co-produced and community led way. This issue about time, timing and pace has been raised a number of times over the last 18 months; and indeed was covered in our Phase 1 Evaluation Report where we stressed the important lesson from the USA: “*change moves at the speed of trust*”. The last 6 months have highlighted the positive benefits of working at the pace of local communities, beneficiaries and grantees with this lesson in mind.
- Political contexts, including historic mistrust and imbalances of power, continue to pose challenges to those leading Coalitions and those delivering projects in neighbourhoods at a local level, as well as those supporting change and fronting the Programme at a London-wide level. Coalitions and partners have consistently explored creative ways for and shared experiences in amplifying the voices of local people in decision making. The initial scoping research and the Vision and Outcome workshops in each area brought some of these issues to the fore, which has helped to make them explicit agenda items for Coalition Steering Groups as well as informing investment decisions (e.g. to reach specific communities or groups to increase their access to and participation in sports and physical activity). The level of confidence and trust in dealing with these issues varies between the three areas and will continue to be a capacity building priority over the coming months. There are now additional challenges that call for political astuteness and sensitive handling of these issues: lockdown easing and delivery gradually resuming in one form or another, and the recent upsurge in social unrest as a result of longstanding racial imbalances require courageous leadership and ongoing commitment to the principles and values behind the Model City approach.

We are learning this is how long it takes! (Laureus MCL team member)

3.4 The Wider Context for Change

There are two contextual features worth highlighting here, which form the backdrop to the ongoing delivery of MCL now and the coming months:

The first of these has already been mentioned numerous times in this report. The **impact of Covid-19 and subsequent lockdown measures** have impacted everyone involved in MCL, and most of the all the grantees who are delivering grass roots opportunities for sport and physical activity. Their mid-term reports highlight that many activities have halted, some have been deferred whilst others are being re-designed to enable a different form of delivery to take place (online yoga, Instagram live dance sessions, keeping connected through WhatsApp and twitter, Zoom calls, web based activity challenges and so on).

As early as mid-March, active conversations were taking place about both adapting and learning from the experiences of living and operating under Covid-19. Some of the key concerns that grantees were sharing at that time (and throughout the lockdown period) include people being isolated and the impact of the lockdown on their mental health; reduced travel on public transport preventing people getting around; the challenge of mis-information and information overload including on social media; the challenges with continuing intergenerational or other work with people who are shielding, and working with people with caring responsibilities; the loss of income and availability of food in food banks; and fears around anti-social behaviour if projects have to close down.

In addition to supporting grantees on an individual basis to adapt their delivery methods and styles, the MCL team have been facilitating links between different organisations with similar activities to share ideas around how they are adapting, and have established a log of Covid-19 Programme continuity issues, solutions and shared ideas for managing this difficult period. Community Coordinators and Coalition chairs are keeping connected and providing ongoing support through virtual means including the set-up of virtual Steering Group meetings and weekly check-ins for members/grantees. This log has enabled fire-fighting solutions as well as longer term plans to be established. The examples are wide ranging and creative, for example:

- Zoom mentoring for those who are socially isolated.
- Providing online training for parents to become cricket activator leaders to then deliver sessions to their children (and eventually to local schools when lockdown eases).
- Delivering a wider range of activities online to compensate for loss of face to face sport opportunities (e.g. art and craft, music and cookery as well as yoga).
- Providing a call centre hotline to support people most in need and running regular challenges online to help keep young people engaged and motivated.
- Surveying partners, families and young people to ask them what they need/want and how this can be accessed by them during this period.
- Supporting staff and volunteers to keep connected, hearing their fears and anxieties re loss of income, concern for local communities including providing wellbeing tools, securing resources to enable the project to continue in the longer term, redirecting funds to focus on strengthening infrastructure, team skills and undertake research and consultation with local residents.

For the Laureus MCL team, lockdown has also created some unanticipated, additional space to address how they work as a team, as one colleague reflects: ***“It’s put a halt to lots of things but***

given space for others". They have also shared their hopes that "pre covid" levels of engagement between all the partners can resume when the current emergency response eases.

The second major contextual feature which has gathered momentum over the last 5-6 months, is the ongoing delivery of the **London Mayor's Sport Unites Strategy** and the implementation of the Strategy's Programme Evaluation being delivered by In-Focus. A key aspect here is the final Theory of Change evaluation framework published in November 2019 highlighting six outcome areas and pathways being tested and evaluated until March 2021, as follows:

1. Reduced Inactivity Levels
2. Reduced serious youth violence
3. Improved mental health
4. Decreased Social Isolation & Improved Social Mixing
5. Increased Capacity of Community Sport Organisations / Actors
6. Increased Capacity of Community Infrastructure and Systems.

The outcome areas being progressed by each MCL Coalition clearly connect to the outcome pathways associated with the above outcomes. Evidence being generated and gathered by MCL grantees and the Programme team will therefore contribute to this broader evaluation as it progresses, as well as informing ongoing development and demonstrating what does and doesn't work in relation to MCL and beyond.



Chapter 4. Five Main Messages (and what they mean for the future)

Message 1 – MCL’s values, approach and working style make a key contribution.

Time and again conversations about what we’re learning so far emphasise the importance of the values, approach and working style that underpin the MCL model. The approach is built on a commitment to co-production and collaborative decision-making, and is rooted in the distinctive assets of people and places. These values are reflected at every level, for example in the way that Laureus thinks about, develops and works with the MCL team, as well as in the trusting relationships that Community Coordinators have built with local leaders, grantees and Coalitions.

Within Laureus we have seen evidence of an unusually thoughtful and developmental approach to working with key members of staff to build a rounded and cohesive team. This matters because the Community Coordinator role is crucial in establishing and modelling the MCL approach. The distinctive experience each Community Coordinator brings is recognised and valued, and Laureus finds ways of playing to their strengths while building skills and confidence in the areas where they are less experienced. The team share experience, support and mentor each other and problem solve together, an approach that is mirrored in the way that they work with grantees and Coalitions, and in the way that grantees and Coalition members work with each other.

At a Coalition level the approach has been about working from the bottom up, with chairs and vice chairs, Steering Groups and Coalitions and grantees. The Phase 1 Evaluation Report explored the activities and experiences of those involved in building Coalitions, not just in London but in the USA as well. For MCL, Community Coordinators have played a key role in modelling the values and ethos of place based Sport for Development, emphasising that they are there to support these local developments, not to tell people what to do.

What this means for the future ...

The Model City, four stage process, set out in [Chapter 1](#), is clear. But do the values, approach and style which underpin this approach need to be brought together and articulated more explicitly? Some of this is set out in various places and these are consistently acknowledged and verbally articulated by different MCL collaborators when asked, but as MCL evolves and adapts over time (and in the current crisis) we feel the Programme would benefit from an explicit articulation of these values, for example as a set of guiding principles and associated practices. This is important learning for all those who are involved in MCL and for the wider MC global developments, but also has relevance beyond the Programme, for other place-based sports for development initiatives.

Message 2 – The right people, in the right role can make an enormous difference.

The MCL approach, as highlighted above, relies on positive relationships of trust. It is therefore important to select the right people for key roles, with the values, qualities and life experience needed to build these relationships. This is true both for staff such as Community Coordinators as well as for Steering Group chairs and co-chairs. Coalitions are more likely to thrive with leaders who are rooted in the community, and who are known and respected by local people.

What this means for the future

We think that that a clear message here needs to be: **“carry on doing more of the same!”**. At the same time, there is a need to hold onto both the values and principles and these key roles and people over time. A second, related lesson is about the need to think about succession planning to ensure that these key roles, and the attributes, skills and leadership qualities evident in the current role holders, are shared and developed further as MCL continues to grow and evolve over the coming months.

Message 3 – Collaboration is power

The previous sections demonstrate that for grantees and some unfunded organisations, connecting with others and finding new ways of working together has been one of the most important changes to date. These connections have grown out of Coalition meetings and have also been brokered by the Community Coordinators. Collaborative working has opened many doors, from access to additional funding, to links with wider networks, both at a borough and London-wide level, and to collective influence. Grantees also believe that collaboration will result in benefits for the community, by leading to a more coherent and co-ordinated local response.

What this means for the future ...

Building connections between organisations and groups is a key element of the MCL approach and needs to be sustained, including in difficult times such as at present.

Over time it will be important to continue to extend the benefits described by grantees more widely, for example as wider Coalition meetings take shape in all Coalition areas, and as opportunities for cross Coalition reflection and learning can take place (either virtually or face to face as lockdown eases).

Collecting evidence of these kinds of impacts from the broader collaborations and networks will also be increasingly important in the coming months; ideas for how to achieve this will be included in forthcoming evidence and learning discussions.

Message 4 – The coronavirus pandemic presents opportunities, not just difficulties, for MCL.

Many grantees, with the support of the Laureus team, have found creative and responsive ways to adapt their projects to the current and likely new environment for MCL. Some have found that online delivery has opened up new possibilities and connected them with people they would not otherwise have reached. Laureus has delivered wide-ranging, tailored support to grantees and Coalitions during the crisis, which has provided reassurance and reduced isolation.

What this means for the future ...

It will be important for all MCL players to take the time out to reflect and capture the important lessons about what specific adaptations and covid-related changes need to be sustained, what can be relinquished and what needs to be reclaimed once the current crisis is over. A key question in all of this is how to hold onto and/or how to develop agility in a time of crisis?

Message 5 – Evaluation, evidence and learning are integral components of MCL

The Phase 1 Evaluation Report commented on the wish to embed evaluation in the Programme's DNA, and this is the focus of the 4th stage of the Model City process. Although this is often an aspiration, it is rare for a programme to integrate evidence and learning from the outset. In the case of MCL, Steering Groups were involved at an early stage in co-designing what success will look like for them, and the local outcomes they are seeking to achieve. They and the Programme team then used these local outcomes to inform the grant allocation process, and all grantees are describing their progress in relation to the same outcomes. Workshop sessions for grantees have increased their confidence in using approaches such as change stories to demonstrate the difference they are making for the people they work with. This comprehensive and coherent approach is modelled and endorsed by the Community Coordinators, who have also received capacity building support on evidence and learning.

What this means for the future ...

Maintain this focus on evaluation and learning, and continue to support grantees to use evidence to show the difference they are making through their work.

Consider how to embed Coalition and Programme-wide reflection in these activities, not only within but also across Coalition areas, to share lessons more widely.



Appendix 1: Grantees outcomes, targets and signs of change

Barking Sports 4 Change

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|---------------------------------------|---------------------------|--|---|--|
| Essex Cricket in the Community | 4,5 | Males and Females aged 14+U Female Parents aged 25+ | Total: 180 (30% male; 60% female) | <ul style="list-style-type: none"> • 6 schools have a new activity offer for Mums • The number of Mums taking part in sport at their primary school increases • Activity and confidence levels of the Mums increases • Mums feel more involved in their local community • 3 All Stars Cricket Activator training sessions are run • 6 schools run an All Stars Cricket programme • Mums volunteer at the All Stars Cricket programme • Activity levels of the children attending All Stars Cricket increases • Lead coaches become a mentor for the Mums • The number of cricketing opportunities at the school increases • The schools implement new opportunities for excluded communities. |
| Thames Ward Community Project | 2,4 | 14-24+ Muslim Women | Total: 200 (45% male; 45% female; 10% GDD) | <ul style="list-style-type: none"> • Residents involved with the project, from different backgrounds, feel positive about each other, with stronger relationships and a sense of common purpose • More residents, reflecting the diversity of Thames Ward, are taking on a range of leadership roles • More residents feel they are being listened to and are influencing wider changes in the area • More residents report feeling fitter, more fulfilled and more energised as a result of the gardening project • Residents report increased well-being, reduced isolation and stronger sense of neighbourliness and mutual support • Residents report greater awareness of healthy eating, more interest in growing food and exercise |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|------------------------------------|---------------------------|-------------------------|---|---|
| Future Youth Zone | 1,2,4 | Children + Young People | Total: 100 (54% male; 44% Female; 2% GDD) | <ul style="list-style-type: none"> Improved levels of activity for CYP referred (or self-identified) as previously inactive Fewer socio-structural barriers to integration and participation in sport Improved emotional and mental wellbeing of CYP from vulnerable/ at risk groups |
| Lifeline Projects | 1,3 | 15-24 M+F Children | Total: 60 (70% male; 30% female) | <p><i>Happier, Healthier, more resilient and successful young people:</i></p> <ul style="list-style-type: none"> 100% participants demonstrate increased participation in sports and physical activity 75% of at-risk young people participating in the project demonstrate an improvement in personal wellbeing – measured using the Warwick-Edinburgh Wellbeing Scale (WEMWBS) 75% of at-risk young people participating in the project demonstrate improved resilience – measured using the Student Resilience Survey as part of their mentoring programme <p><i>Better relationships between boys to young men, to men:</i></p> <ul style="list-style-type: none"> 80% of participants report making new friends as a result of the project 75% of at-risk young people participating in the project demonstrate increased social networks – measured using a network mapping tool 75% of at-risk young people participating in the project report improvements against key GLA Social Integration Measures: <ul style="list-style-type: none"> Social mixing (frequent interactions with people from different social class, age, ethnicity) Diverse relationships (reporting friends from a different background, age, race) Feeling of belonging: (agreeing they feel they belong to their local area) <p>(Their work is focused on young men as this is the need identified by young people and schools, but they are open to female participants and are working with several young women identified as at-risk)</p> |
| Muslimah Sports Association | 1,4,5 | 15-24 M+F Children | Total: 100 (100% Female) | <ul style="list-style-type: none"> What change will look like is having people who were otherwise less active taking part. We will know this from the feedback forms. We will know if we have attracted volunteers who we will engage through offering key responsibilities like for example taking a register. |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|--|---------------------------|----------------------------------|---|--|
| | | | | <p>Also, from this if we put on activator course those volunteers will be given priority which should mean they can get into jobs which their new skills. We will do this keeping in touch with volunteers and directly them accordingly.</p> <ul style="list-style-type: none"> We will track how the most excluded groups get organised through activities by empowering them to start some decision making during activities. |
| Barking Rugby Club | 1,4,5 | 14+U 14-25 25+ | Total: 415 (45% male; 55% female) | To be developed |
| Barking Muslims Association Trust (BMAT) | 3,5 | M+F 14+U M+F 15-24 M+F 25+ | Total: 40 (100% Male) | Mentors allocated to work with young people and their fathers one to one in each session – who will also record and observe changes in engagement, participation and relationships |
| Barking & Dagenham Youth Dance (BDYD) | 1,4,5 | M+F U14 M+F 15-24 | Total: 250 (25% male; 75% female) | <p><i>More people are engaged in sports & physical activity (e.g. participating, jobs, volunteering):</i> BDYD envisions that by delivering a Community Dance Weekender we will engage with more local people. We intend to offer a series of free dance classes, workshops and seminars over the two-day period with the aim of encouraging local people to take part in a physical experience they may not have accessed before due to their financial or social background. Workshops will be led by local professional artists, with the aim of increasing employment pathways and benefiting the local economy. We will work with the CVS and the Volunteer Bureau to offer volunteering opportunities to local residents. This will increase participation in dance and fitness, which we will measure through questionnaires and vlogging. We will also offer the chance to volunteer in various areas such as front of house, data collecting and assisting in workshops - all of which can be used on the individual's CVs, references and work experience opportunities. We will create a signing in list of people who attend the event to gauge how their involvement in the event has increased their chances of employment.</p> <p><i>The most excluded residents have a stronger voice (and an organised voice).</i> BDYD's Community Dance Weekender will be entirely youth led. We have a strong group of young people who come from various backgrounds, including those at risk of becoming</p> |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|---------|---------------------------|--------------|-------------------------------|--|
| | | | | <p>involved in criminal activity, teenage pregnancy, those at risk of drug and alcohol abuse as well as those from low income families. We will encourage these young people to use their life experiences to mould and develop the event and ensure we deliver a relevant activity which is a true representation of the people who live in Barking and Dagenham. Our youth action stages will all be documented; young people have suggested the journey should be recorded, with interviews, milestones measured, celebrated along with how challenges were resolved.</p> <p><i>Better relationships between boys to young men, to men.</i></p> <p>BDYD have a strong voice from young men within our youth action part of the grant. We envision that by giving boys the chance to plan, suggest and deliver an event in a safe and non-judgemental environment will help to increase their confidence, their communication skills as well as help them understand the importance of developing healthy friendships and relationships. We are keen for them to understand the value of working within their community and create an event that everyone can enjoy, thus enabling a better understanding of local needs and gaps and help them transition from child to adult. We aim to measure this through surveys and questionnaires.</p> |

Outcome 1: Future Youth Zone; Lifeline Projects; MSA; Barking RFC, BDYD

Outcome 2: Thames Ward; Future Youth Zone

Outcome 3: Lifeline Projects; Muslim Assoc Trust

Outcome 4: Essex Cricket; Thames Ward; Future Youth Zone; MSA; Barking RFC; BDYD

Outcome 5: Essex Cricket; MSA; Barking RFC Muslim Assoc Trust; BDYD

Generations Active BFH

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|---|---------------------------|---------------------------------------|---|---|
| Brentford Football Club Community Sports Trust | 2,3 | All ages M+F | Total: 125 (75% male; 25% female) | Numbers of young people who have agreed to participate in the Youth Sports Leadership programme and are meeting with their mentors / coaches in one to one or group support sessions. |
| Reach Foundation | 1,3 | All ages M+F | Total: 152 (70% male; 30% female) | <ul style="list-style-type: none"> Local organisations are working together to support the success of each other's projects Local professionals are attending the quarterly professional community network meetings Young people and the local community are benefiting from the joint working of organisations |
| Sport Impact | 1,2,3,4 | All ages M+F Disability focused | Total: 560 (25% male; 75% female) | <ul style="list-style-type: none"> <i>A wide range of different partners are working together:</i> Additional funding accessed, case studies and quantitative data that reference wider partners will demonstrate the reach and effectiveness of the Programme. <i>Well-supported peer mentors and role models are in place and playing an active role in encouraging others to take part:</i> The number of schools and participants engaged in this and case studies submitted will show a growing commitment to leadership. This will support moves towards improved physical activity targets for young people; & demonstrate a growth in confidence and motivation among young people and within the community to engage & lead in physical activity <i>People involved in Model City projects feel safe and inspired to make better choices and to try new things:</i> Through the peer mentors and role models, the promotion of new activities and Programmes to get involved will allow community residents to feel encouraged, safe and motivated to be active. This will result in new friendships, working partnerships and overall social cohesion to flourish. There will be more participants at local clubs and groups and potentially more new activities available to try. We will demonstrate the success of our Programme through the number of additional opportunities generated and through testament of the participants. <i>People in the wider community value the project, are more active and feel better about themselves and the area:</i> More residents will be involved in Active Generations BFH and |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|---|---------------------------|--|---|--|
| | | | | regularly attending local clubs, groups and activities. There will be new clubs and groups formed through the support and strength of Active Generations BFH. |
| Age UK Hounslow | 1,3,4 | 25+ Elderly focused / Disability focused | Total: 30 (48% male; 48% female; 2 GDD) | <ul style="list-style-type: none"> • Outcome 1. We will keep a record of referral sources and seek feedback about the outcomes for the people they have referred. • Outcome 2. Number of course participants encouraged to take part in other activities at SCC; the profile of numbers joining/ leaving the project during the year • Outcome 3. Improvement in individual wellbeing- monitored quarterly by use of Warwick-Edinburgh Mental wellbeing questionnaire. Evidence of participation in other activities at SCC (informal/formal) • Outcome 4. Increased footfall at SCC with annual satisfaction survey with all AUKH members and non-member visitors. This will include some cross referencing with earlier likes/ dislikes/ wishes surveyed as part of the Community Audit in 2018 |
| Tale be Told | 1,2,3,4 | All ages M+F | Total: 160 (50% male; 50% female) | <ul style="list-style-type: none"> • Outcome 1: A wide range of different partners are working together and with the community to achieve our sustainable-shared aims. Indicator: Groups are working together with shared aims and mutually benefitting from the partnerships. • Outcome 2: Well-supported peer mentors and role models are in place and playing an active role in encouraging others to take part. Indicator: 4 trained Run Leaders, volunteering at weekly running sessions and participants are providing peer to peer support • Outcome 3: People involved in Model City projects feel safe and inspired to make better choices and to try new things. Regularly returning participants with an overall increase in engaging with one or more programmes and sessions ran by Positive Movement. • Outcome 4: People in the wider community value the project, are more active and feel better about themselves and the area. Indicator: Increase in participant project take up across the year as well as monitoring the progression of participants- highlighting each individuals journey, comparing them at the start of the project to the end and how they have each benefited from the project. |
| Feltham Police & Community Boxing Club | 1,3,4 | All ages M+F | Total: 150 (75% male; 25% female) | We will track the progress of this Programme through the numbers of young people who have agreed to participate in the Youth Sports Leadership programme and are meeting with their mentors / coaches in one to one or group support sessions. |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANT NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|------------------------|---|-------------------------|-----------------------------------|---|
| Autism Hounslow | 15 (40% male; 60% female; 15-24 yrs. and 25+) | M+F 15+ Carers + Family | Total: 15 (6 Male; 9 Female) | <ul style="list-style-type: none"> • A wide range of different partners are working together and with the community to achieve our sustainable-shared aims. People from different partner groups will be working together, getting to know each other and be aware of what is happening in Bedfont Feltham for autistic people and carers. They will form respectful relationships, share mutual experiences/learning and life will be better for autistic people. • Well-supported peer mentors and role models are in place and playing an active role in encouraging others to take part. People will feel self-accepting and any feeling of self-stigma will be reduced. They will 'shine' and be beacons of hope to their peers. • People involved in Model City projects feel safe and inspired to make better choices and to try new things. People will feel more confident in using public services including transport and feel better able to self-advocate. • People in the wider community value the project, are more active and feel better about themselves and the area. We will raise awareness of autism and the positives as well as the difficulties barriers. |
| Youth Catalyst | 1,2 | 14+U M+F | Total: 150 (30% male; 70% female) | <ul style="list-style-type: none"> • Outcome 1: A wide range of different partners are working together and with the community to achieve their sustainable-shared aims. Indicators: How they maintain the relationship with partners and the new partnerships they develop during the project. The number of partners working together will also be the turnout of other groups at Tomorrows Talent event 2020. • Outcome 2: Well-supported peer mentors and role models are in place and playing an active role in encouraging others to take part. Indicator: A change in young people's behaviour and views. |

Outcome 1: Reach Foundation; Sport Impact; Age UK, Tale be Told; Feltham Police & Community Boxing; Youth Catalyst

Outcome 2: Brentford FC; Sport Impact; Tale be Told; Youth Catalyst

Outcome 3: Brentford FC; Reach Foundation; Sport Impact; Age UK; Tale be Told; Feltham Police & Community Boxing

Outcome 4: Sport Impact; Age UK; Tale be Told; Feltham Police & Community Boxing

Active Change Haringey

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|-------------------------------|---------------------------|--|--------------------------------------|---|
| Phoenix Community Care | 1,3,4 | Refugees + Asylum Seekers 16-21 Male only | Total: 100 (100% Male) | <ul style="list-style-type: none"> • Outcome 1: Community groups, orgs, & residents are working together in a cohesive way & using sport/physical activity for better outcomes. <ul style="list-style-type: none"> ○ Shared ownership of the weekly sessions ○ Increased number of young people engaged in Football United from various referrers ○ Quarterly meetings between the four key organisations to review and discuss progress of Programme ○ Attendees of life skills workshops and record of information shared • Outcome 2: Children & young people are more socially connected through sport <ul style="list-style-type: none"> ○ Young people feel more integrated in their communities ○ Young people feel more socially connected than before they attended football ○ Young people feel more confident regarding where to go for specific support within their community (housing providers, advice providers, etc) • Outcome 3: Sport & physical activity create more opportunities for people to achieve in education & Employment. <ul style="list-style-type: none"> ○ Young people develop improved interpersonal skills ○ Young people feel more confident creating a CV ○ Young people feel more confident about what they need in the future to access employment ○ Young people are more aware of various sport professions, giving them a holistic view or pursuing careers in sport ○ Young people are more confident to volunteer and improve their employability |
| HR Sports Academy | 1,2,3,4 | All ages | Total: 372 (65% male; 35% female) | <ul style="list-style-type: none"> • Outcome 1: Community groups, orgs & residents are working together in a cohesive way & using sport/physical activity for better outcomes. <ul style="list-style-type: none"> ○ Young people are working together to plan and deliver sports sessions which resolve a local problem ○ Different local groups/organisations working with the project to improve the outcomes of young participants |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|--------------------------|---------------------------|--|----------------------------------|---|
| | | | | <ul style="list-style-type: none"> ○ Different individuals working with the project to improve the outcomes of young participants ○ Young people regularly attending sport sessions to develop their skills and to be engaged in positive Activities ● Outcome 2: Everyone is creating &/or using spaces & facilities effectively. <ul style="list-style-type: none"> ○ Young people delivering sessions in local sport facilities and open spaces ○ Participants making use of local sport facilities and open spaces outside of the planned activities/sessions ● Outcome 3: Sport & physical activity create more opportunities for people to achieve in education & Employment <ul style="list-style-type: none"> ○ Young people signing up to the leadership programme ○ Young people enrolling onto National Governing Body Coaching courses ○ Young people securing employment in a sport related post ○ Young people securing further work experience in a sport related post ○ Young people enrolling onto sport related courses at college/school/university/apprenticeships ● Outcome: 4 Children & young people are more socially connected through sport. <ul style="list-style-type: none"> ○ Young people working together and breaking down social and cultural barriers ○ Young people are inspired by positive role models ○ Young people are not turning to gangs for a sense of belonging ○ Young people feel more confident, less isolated or lonely ○ Young people feel more connected to their peers ○ Young people are able to foster positive relationships |
| Markfield Project | 1 | Male and Female, Disabled Young People | Total: 90 (30% male; 70% female) | <ul style="list-style-type: none"> ● Outcome 1: Greater confidence in participating in group-based physical activities (dance and yoga) <ul style="list-style-type: none"> ○ Participants (and their family carers where relevant) report an increased confidence to engage in physical activities |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|------------------------|---------------------------|---------------------------|---|---|
| | | U14, and adults aged 18+. | | <ul style="list-style-type: none"> ○ Staff observe increased participant confidence and ability to participate in group physical activity sessions ● Outcome 2: Participants report improved wellbeing due to participating in the sessions <ul style="list-style-type: none"> ○ Participants (and family carers where relevant) report an increase in wellbeing ○ Staff observe in participants an increase in wellbeing |
| ARCA Generation | 3,4 | Male & Female aged 14-24. | Total: 100 (80% male; 20% female) | <ul style="list-style-type: none"> ● Outcome 3: Sport & physical activity create more opportunities for people to achieve in education & employment. <ul style="list-style-type: none"> ○ Young people (YP) are gaining work experience through sport ○ YP are engaging with professionals in sport & exercise-related fields ○ YP are obtaining sport-related certifications ○ YP are experiencing sport through a scientific and academic perspective ○ YP are gaining employability skills by attending workshops ○ YP are expressing more realistic / clearer life goals ● Outcome 4: Children & young people are more socially connected through sport. <ul style="list-style-type: none"> ○ YP are participating in tournaments ○ YP are participating in tournaments where all ages and genders are welcome ○ More girls are participating in sport ○ YP are receiving high level training and performance testing as a team |
| We Move Dance | 1,2,3 | Male & Female aged 14-24 | Total: 144 (30% male; 68% female; 2% GDD) | <ul style="list-style-type: none"> ● Outcome 1: Community groups, orgs & residents working together in a more cohesive way <ul style="list-style-type: none"> ○ they engage a number of local organisations and stakeholders ○ confirmed partners and other stakeholders are consulted in feedback, evaluation and some project decisions ○ majority of our sessions see young people of different ages and/or schools working together ○ high attendance of a mix of people at events. ● Outcome 2: Opportunities to achieve in education and employment <ul style="list-style-type: none"> ○ high number of young people engage in work experience through the Programme e.g. teaching, mentoring, backstage support, event planning |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|--|---------------------------|------------------------|--------------------------------|--|
| | | | | <ul style="list-style-type: none"> ○ some young people achieve a nationally recognized vocational qualification through Sports Leaders UK ○ some young people engage in paid employment through the Programme itself ○ graduates go on to engage in future similar work, either with or outside of WeMove as a company ● Outcome 3: Young people are more socially connected <ul style="list-style-type: none"> ○ young people develop bonds and friendships ○ within the project sessions and events ○ outside of the project sessions and events |
| Kurdish & Middle Eastern Women's Organisation (KMEWO) | 1,2,5 | MANER Women 15-25, 25+ | Total: 120 (100% female) | <ul style="list-style-type: none"> ● Outcome 1: BME women residents of Haringey East make better use of sport and physical activities available locally to improve integration, community cohesion and overcome isolation. <ul style="list-style-type: none"> ○ Women report they are enjoying sport classes organised from schools. ○ Women report feeling less lonely and they have increased their friendships. ○ Women report improved wellbeing and increased confidence to join exercise classes available locally ● Outcome 2: Women will access sport spaces & facilities effectively. <ul style="list-style-type: none"> ○ Women have registered fully to all sport activities delivered from schools ○ Women register fully for swimming classes at the local leisure centre ○ Women start to spend more time in outdoor activities together such as parks and local leisure centres ● Outcome 3: BME women will be more involved in their communities <ul style="list-style-type: none"> ○ Women enquire about volunteering at schools and with this project ○ Increase in women participating and involvement in the schools' social activities and celebrations ○ Increased number of women who seek advice and support about volunteering in Haringey east area |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|--|---------------------------|--------------------|---|--|
| | | | | <ul style="list-style-type: none"> ○ KMEWO, with other involved local schools and leisure centres, learn from each other's differing strengths and have evidence to demonstrate to future funders that they can work effectively together. |
| Barnet Enfield & Haringey (BEH) Mental Health Trust | 1,3 | M+F 15+ Inpatients | Total: 100 (50% male; 50% female) | <p>The project will track outcomes as follows:</p> <ul style="list-style-type: none"> ● A questionnaire at the start and end of each 10-week programme. The questions will match the Vision and aims by asking participants to measure improvements in their well-being; physical and mental health; sense of belonging and working together; opportunities for education, training and employment; feeling less isolated and more socially included. The questionnaire will be co-produced with mental health service users (East Haringey residents) SAH staff, Charity partners. ● Interviews /reviews will take place with each participant with a named mental health worker to evaluate how taking part in the project has supported the Vision and aims. This will happen at the start and end of the 10-week programme. ● At the end of the 12 months the information will be collated and presented to relevant meetings. |
| Living Under One Sun | 1,2,3,4,5 | All ages M+F | Total: 202 (49% male; 49% female; 1% GDD) | <ul style="list-style-type: none"> ● Outcome 1. Community groups, orgs & residents are working together in a cohesive way & using sport/physical activity for better outcomes <ul style="list-style-type: none"> ○ Young people, resident and community groups are organising and delivering activities and events that bring people together to promote physical activity and healthy living. (Event testimonies, social media posts, event feedback forms, attendance registers) ○ Diversity of those attending activities and events, including intergenerational participation (attendance registers and activity list) ○ Successful referrals between services to the programme (sustained participation from participants referred through partners through attendance forms). ○ Down Lane Park Users Forum established and working effectively ○ Initiatives taken to shape the neighbourhood ● Outcome 2. Everyone is creating &/or using spaces & facilities effectively. |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|--------------------------------------|---------------------------|--------------|---|---|
| | | | | <ul style="list-style-type: none"> ○ Young people and families from different backgrounds are empowered to use local spaces and facilities (surveys, feedback forms, video testimonies, follow up surveys after 3/6 months). ○ Local spaces and facilities demonstrate increased use of space and services (pre and post surveys with local partners, direct observation at agreed times) ● Outcome 3. Sport & physical activity create more opportunities for people to achieve in education & employment. <ul style="list-style-type: none"> ○ Additional skills and knowledge (including certifications) ○ Experience acquired through the project ○ Level of confidence to lead activities before and after the project ○ Further educational and/or training opportunities accessed ○ Work placements and/or employment secured ● Outcome 4. Children & young people are more socially connected through sport. <ul style="list-style-type: none"> ○ new friendships developed through the programme – local and wider ○ new local connections developed through the programme with other activities, clubs, groups, agencies, services ○ degree of connection participants feel through the project (more/less/the same) ● Outcome 5. Families & neighbours are more involved in their communities <ul style="list-style-type: none"> ○ Families and neighbours are accessing services and opportunities they previously would not have. (testimonies, surveys, feedback forms, attendance registers) ○ Families and neighbours feel more positive towards their community ○ Families and neighbours want to contribute more towards |
| St Francis at the Engine Room | 1,2,4,5 | All ages | Total: 150 (50% male; 50% female) | To be developed. |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|---|---------------------------|--------------|-----------------------------------|--|
| Pyramid Health and Social Care Association (PHASCA) | 1,2,3,4,5 | 24+U M+F | Total: 100 (70% male; 30% female) | <ul style="list-style-type: none"> • Outcome 1: Community groups, organisations & residents are working together in a cohesive way & using sport/physical activity for better outcomes. <ul style="list-style-type: none"> ○ Young people and parents are working together to plan and deliver sports sessions to address local issues and lack of provision ○ A number of local groups/organisations are consulted and involved is supporting delivery ○ Young people are encouraged to work together to identify clear exit routes and sustainability for ongoing programme delivery • Outcome 2: Everyone is creating &/or using spaces & facilities effectively. <ul style="list-style-type: none"> ○ Programme delivery in local centres and open spaces, introducing and making young people aware of other local facilities ○ Encouraging young people to access and use other local facilities • Outcome 3: Sport & physical activity create more opportunities for people to achieve in education & Employment <ul style="list-style-type: none"> ○ Young people undertaking National Governing Body Awards (NGB) in a number of sports ○ Young people undertaking Sports Leaders UK, Young Leaders & Leaders awards ○ More young people undertaking Volunteering opportunities ○ Young people gaining work experience in related sports roles, or exploring school/college /university study in that field • Outcome 4: Children & young people are more socially connected through sport. <ul style="list-style-type: none"> ○ Encouraging young people to foster positive relationships ○ Building confidence, developing self-esteem, reducing isolation or loneliness ○ Creating a sense of belonging through shared goals or sporting activity ○ Creating positive role models, by helping to break down social and cultural barriers, as well as negative perceptions of young people that may exist in the community • Outcome 5: Families & neighbours are more involved in their communities <ul style="list-style-type: none"> ○ Young people, families and neighbours being actively involved in identifying local issues and working collaboratively to address those issues and bring about positive change |

| GRANTEE | WHICH COALITION OUTCOMES? | TARGET GROUP | PARTICIPANTS NUMBERS (targets) | SIGNS OF CHANGE / INDICATORS |
|---------|---------------------------|--------------|--------------------------------|---|
| | | | | <ul style="list-style-type: none"> o Family and neighbours supporting local events in their local community such as the Chestnuts ParkFest (July 2019) |

Outcome 1: Phoenix; HR Sports Academy; Markfield Project; RMEWO; BEH; Living Under One Sun; St Francis; PHASCA

Outcome 2: HR Sports; RMEWO; Living Under One Sun; St Francis; PHASCA

Outcome 3: Phoenix; HR Sports Academy; ARCA; BEH; Living Under One Sun; PHASCA

Outcome 4: Phoenix; HR Sports Academy; ARCA; Living Under One Sun; St Francis; PHASCA

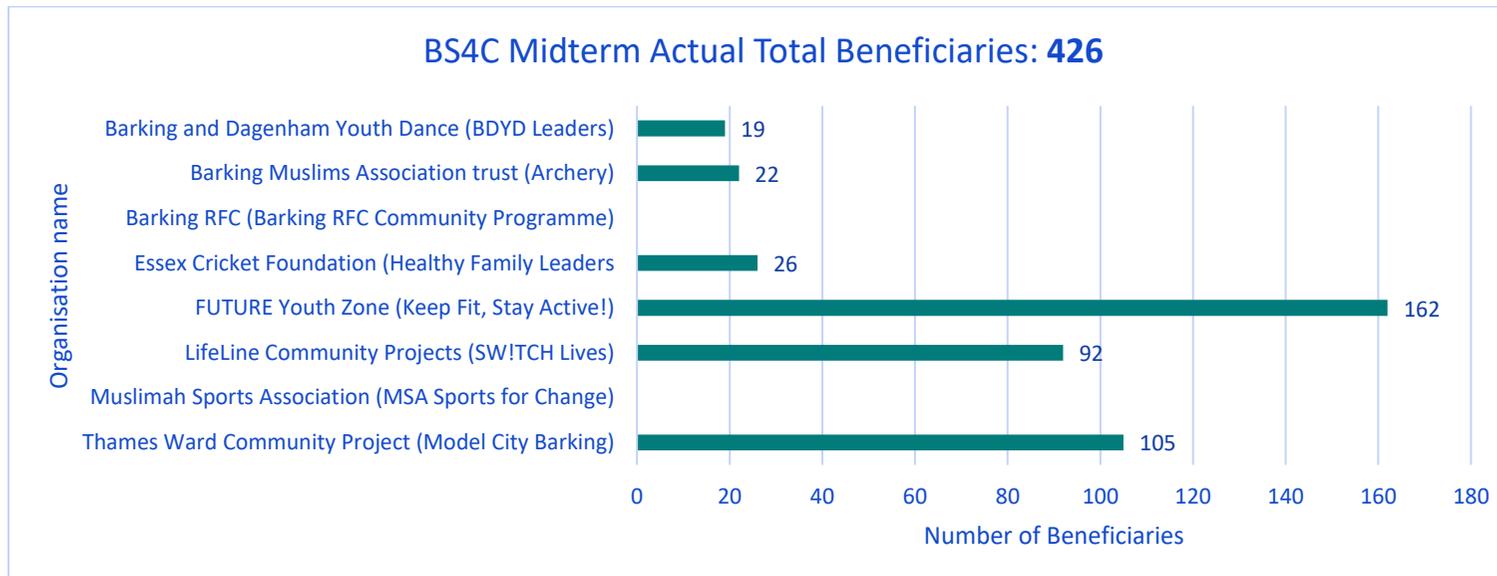
Outcome 5: PMEWO; Living Under One Sun; St. Francis; PHASCA



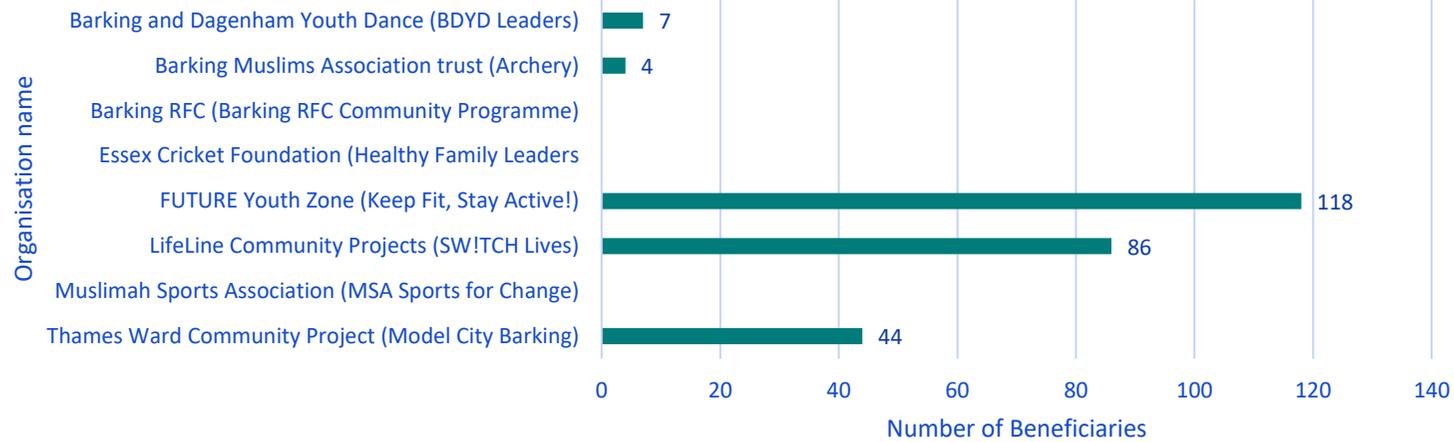
Appendix 2: MCL Participation Levels and Profiles

The tables presented in this Appendix provide a detailed breakdown of participation levels and the profile of people who have participated in MCL so far, by Coalition area and by grantee. These numbers reflect levels of participation but do not provide the whole picture of change which explains the context and reasons for these levels of engagement. Information available on those aspects are summarised in the main report (see [Chapter 3.2](#)).

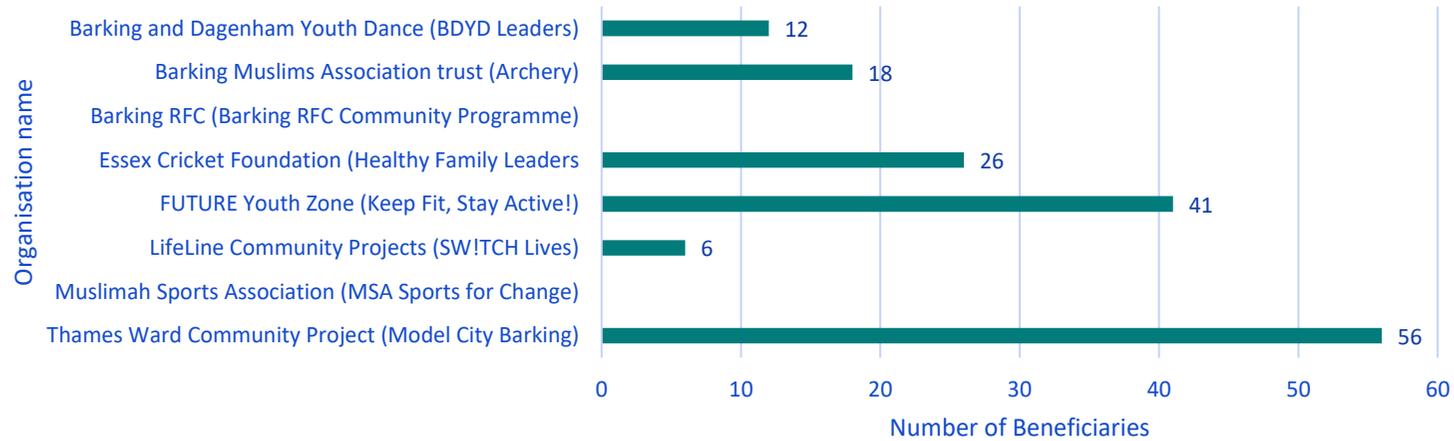
a) The picture in Barking Sports 4 Change (BS4C)



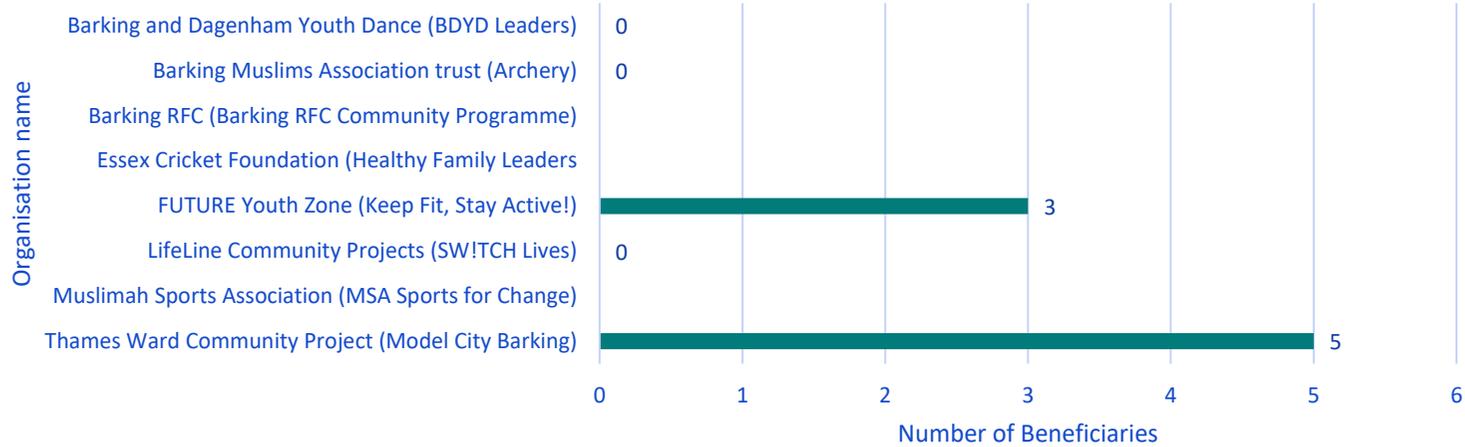
BS4C Midterm Actual Male Beneficiaries: 259



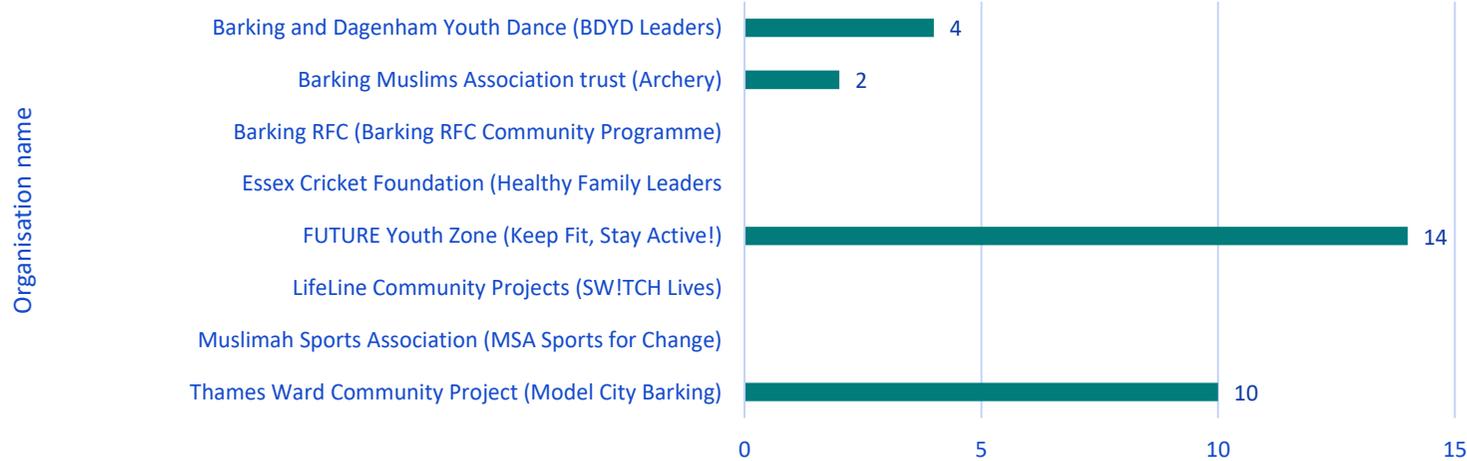
BS4C Midterm Actual Female Beneficiaries: 159



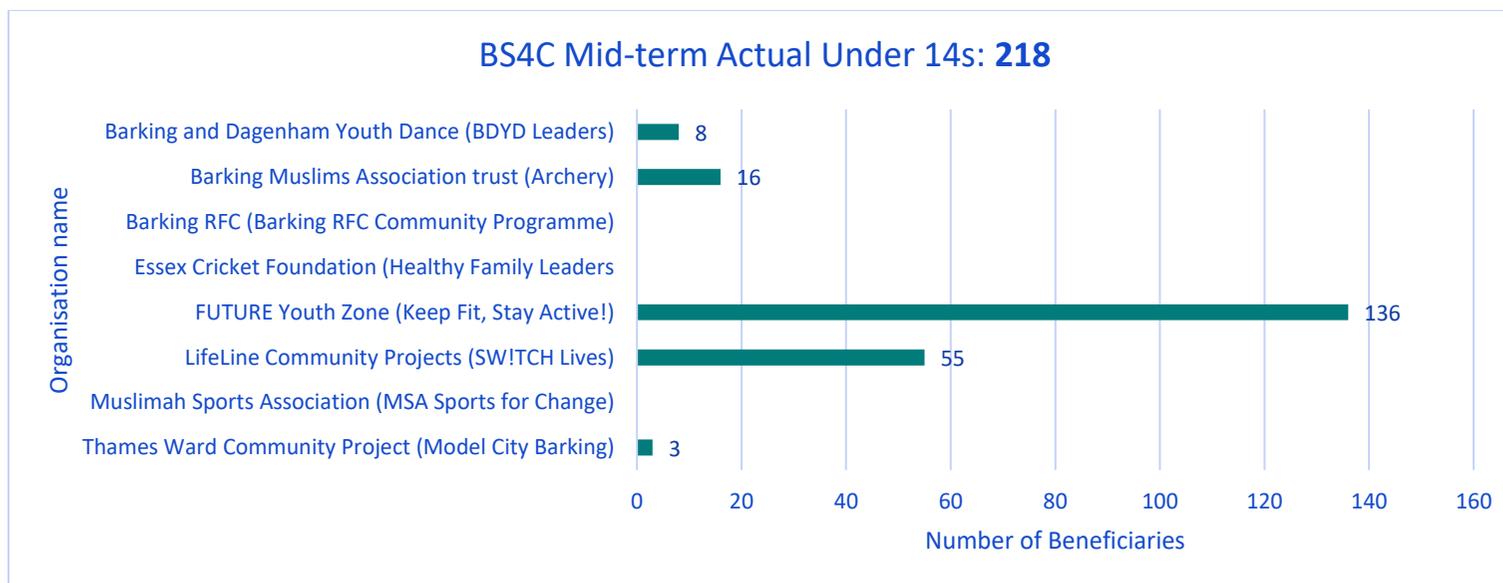
BS4C Mid-term Actual gender-defined different: 8



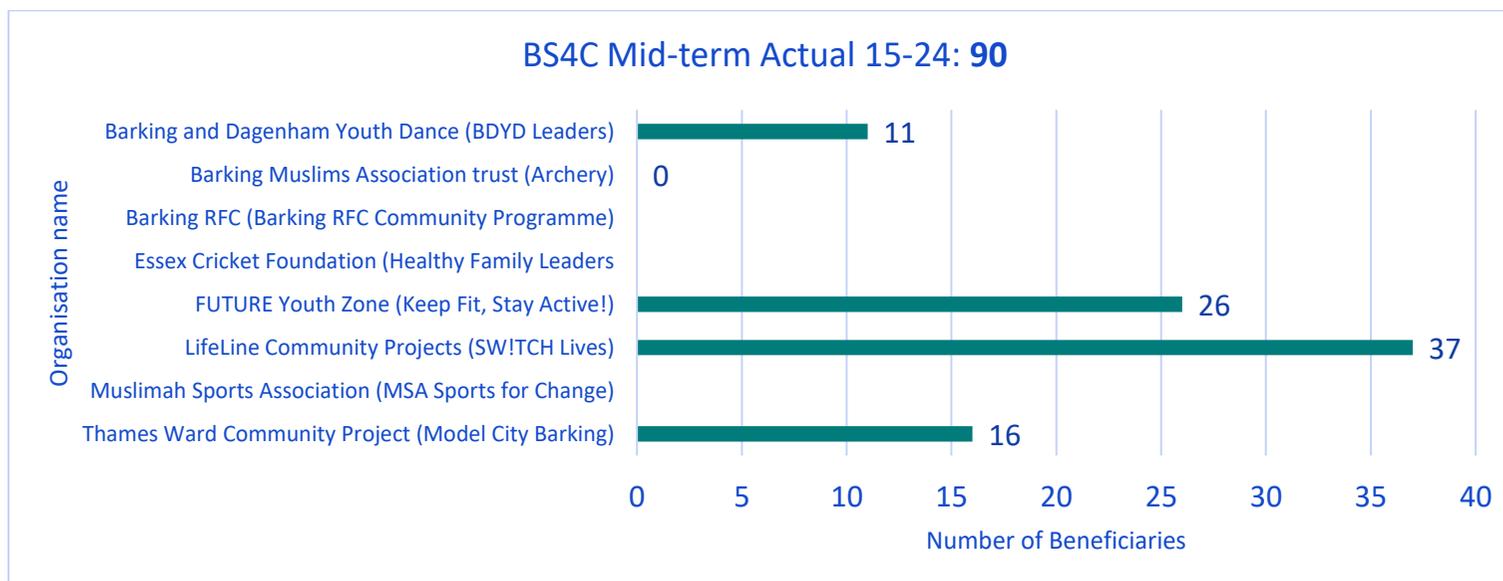
BS4C Mid-term Actual with Disability: 30



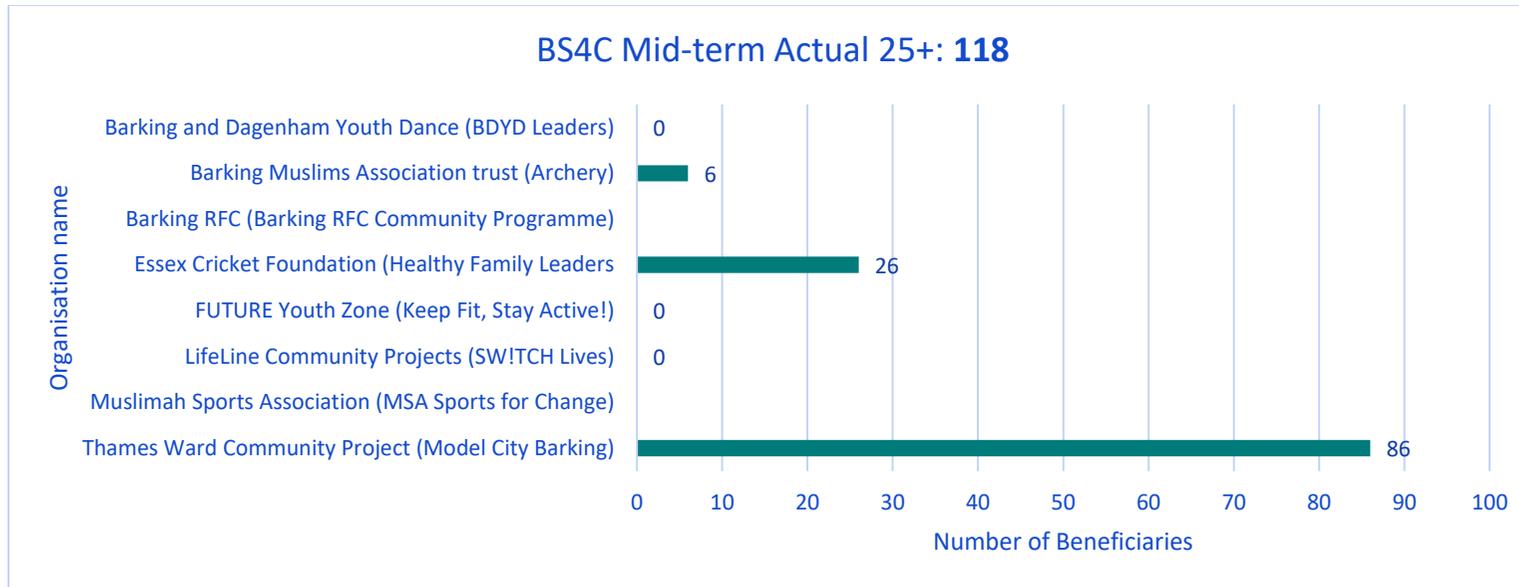
BS4C Mid-term Actual Under 14s: 218



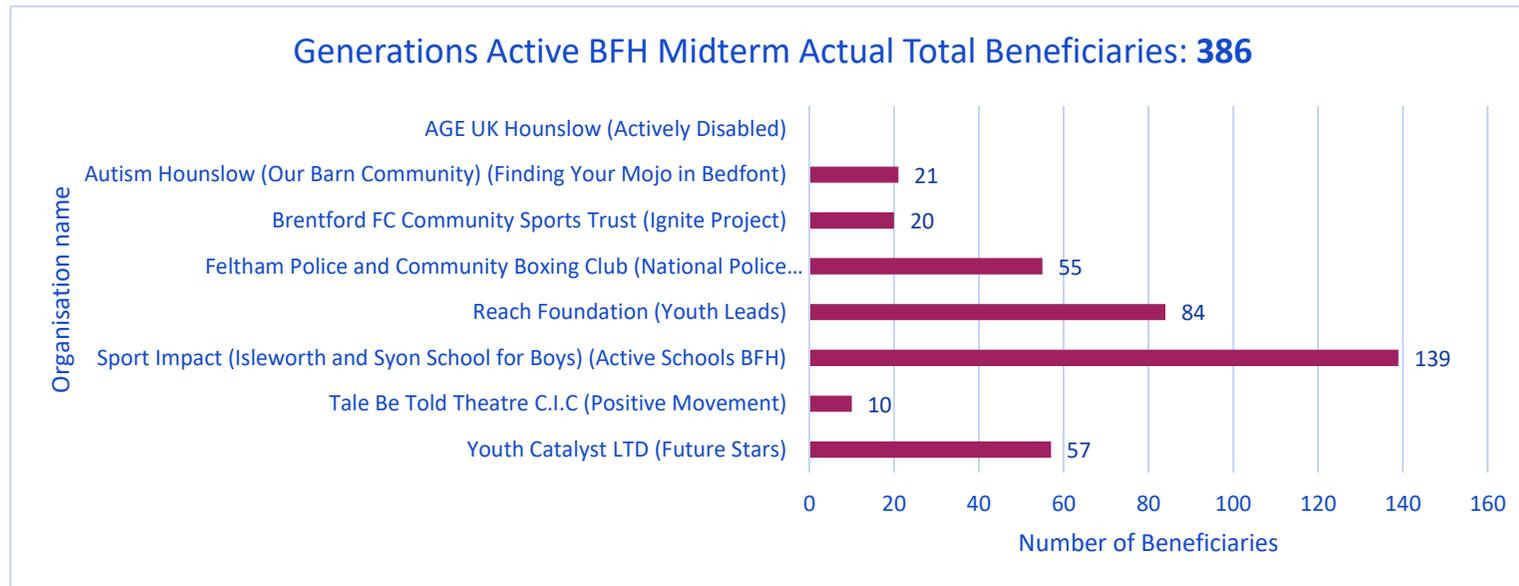
BS4C Mid-term Actual 15-24: 90



BS4C Mid-term Actual 25+: 118



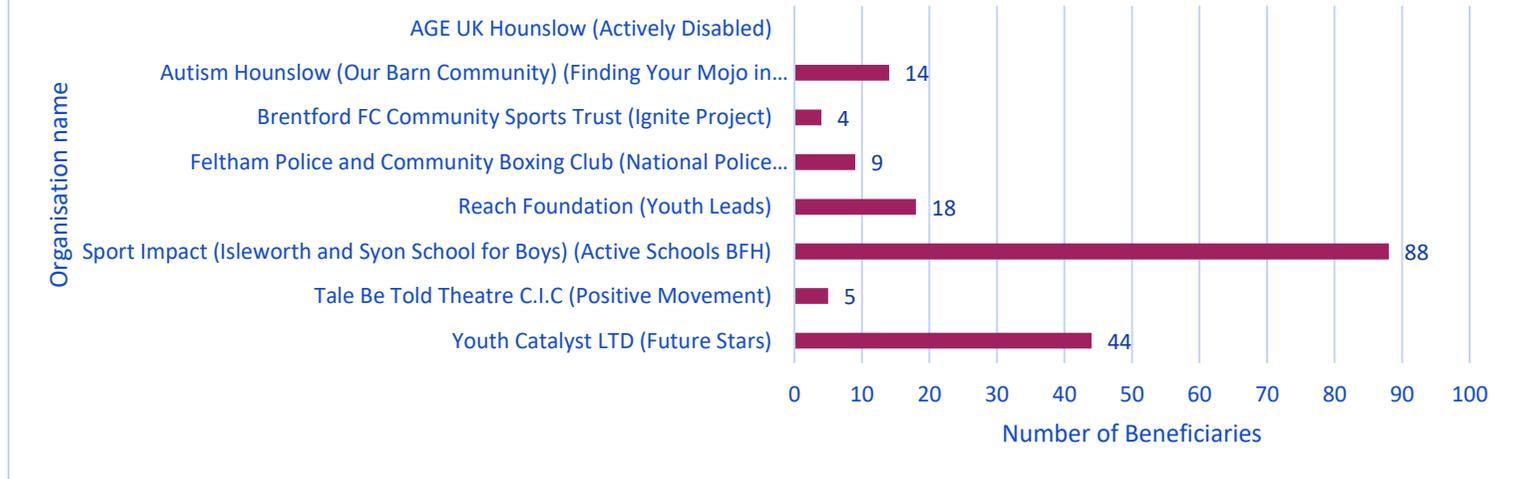
b) The picture in Generations Active BFH



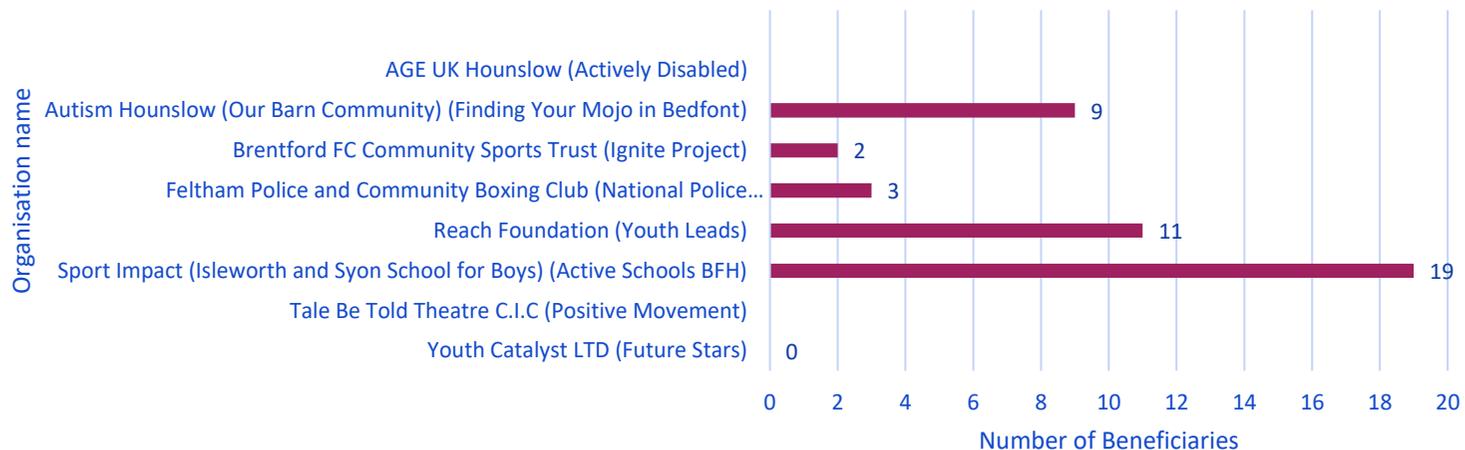
Generations Active BFH Midterm Actual Male Beneficiaries: **204**



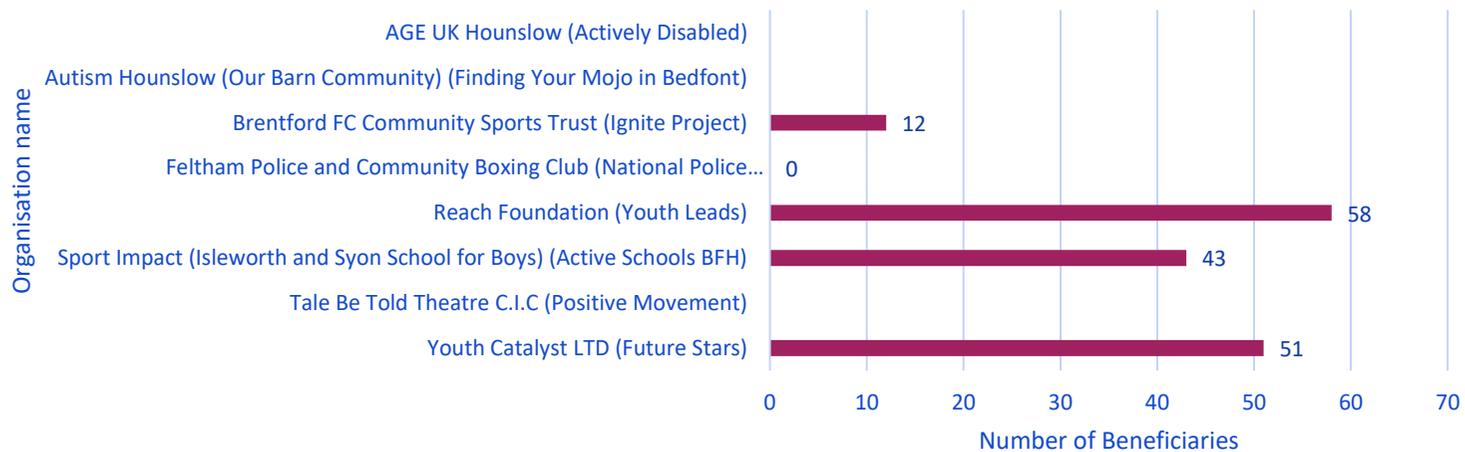
Generations Active BFH Midterm Actual Female Beneficiaries: **182**



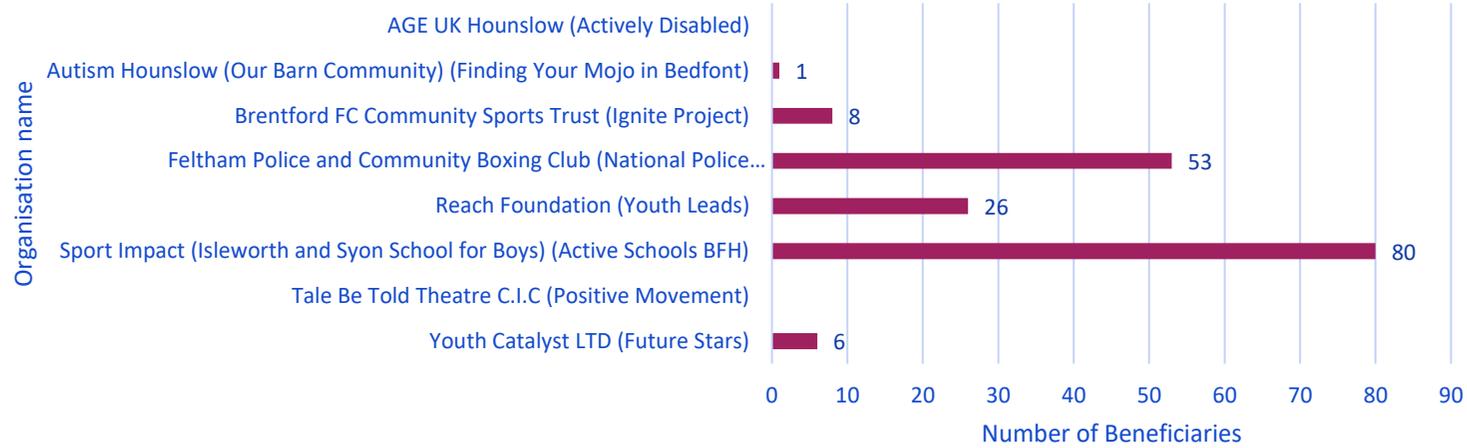
Generations Active BFH Mid-term Actual with Disability: **44**



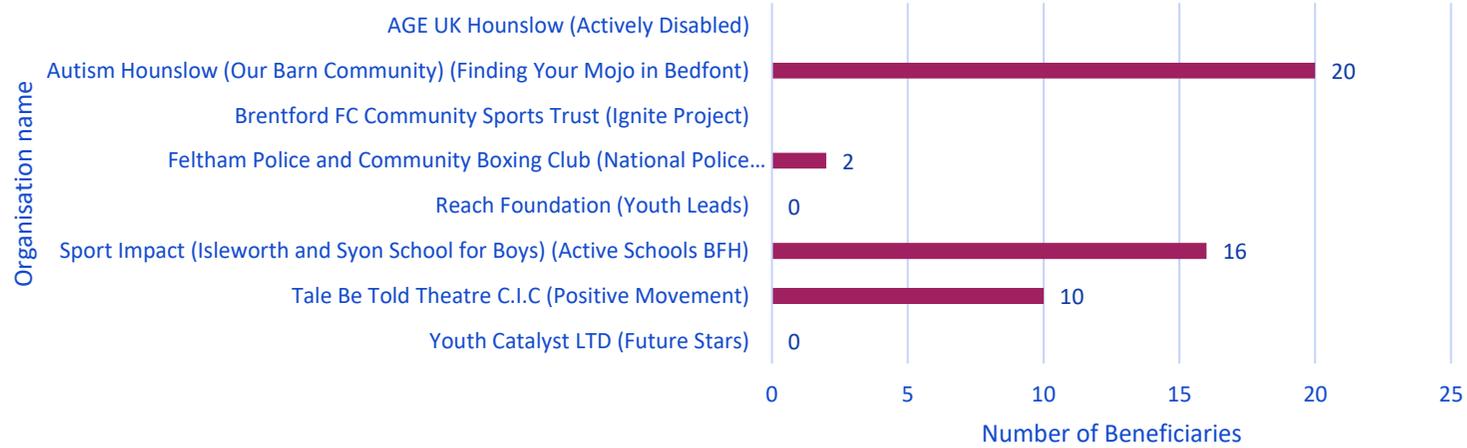
Generations Active BFH Mid-term Actual Under 14s: **164**



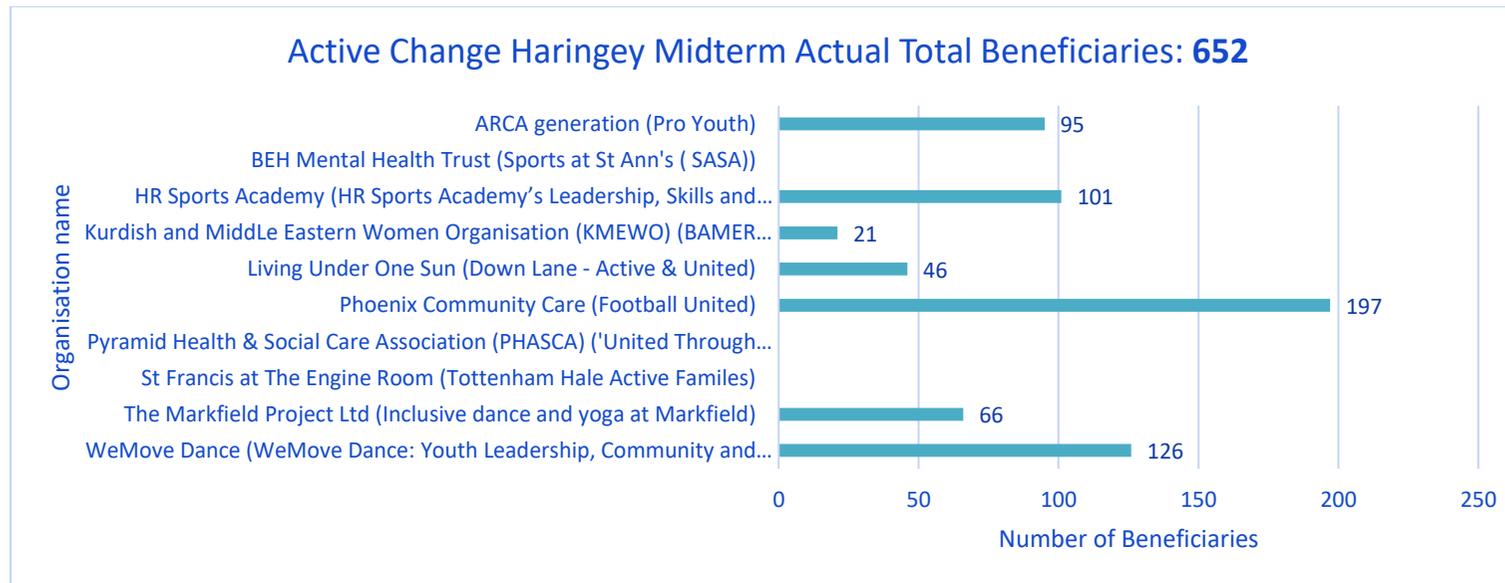
Generations Active BFH Mid-term Actual 15-24: 174



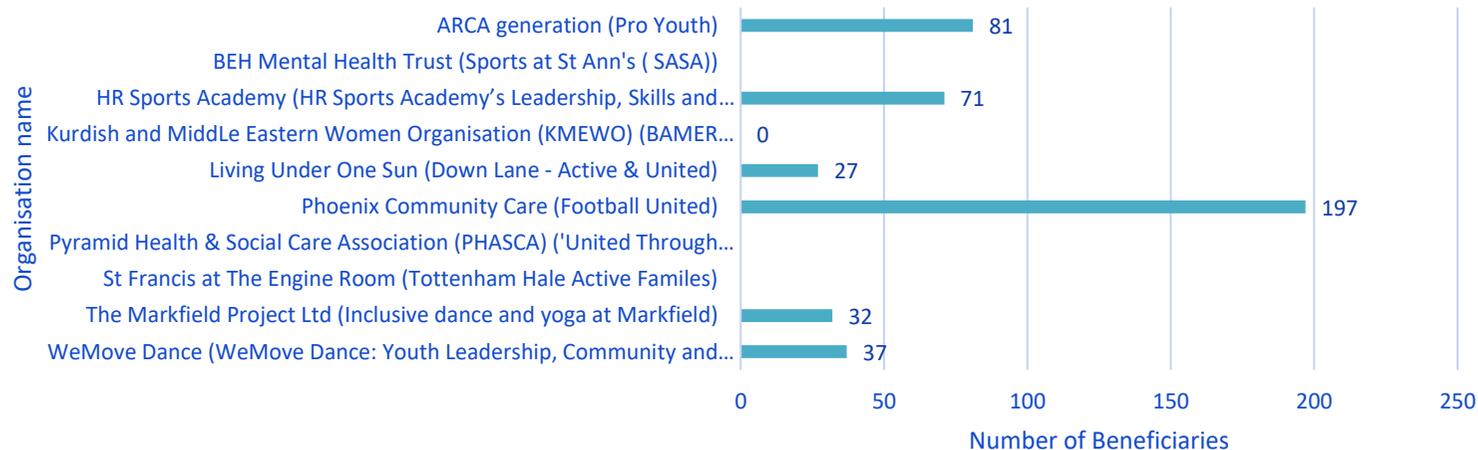
Generations Active BFH Mid-term Actual 25+: 48



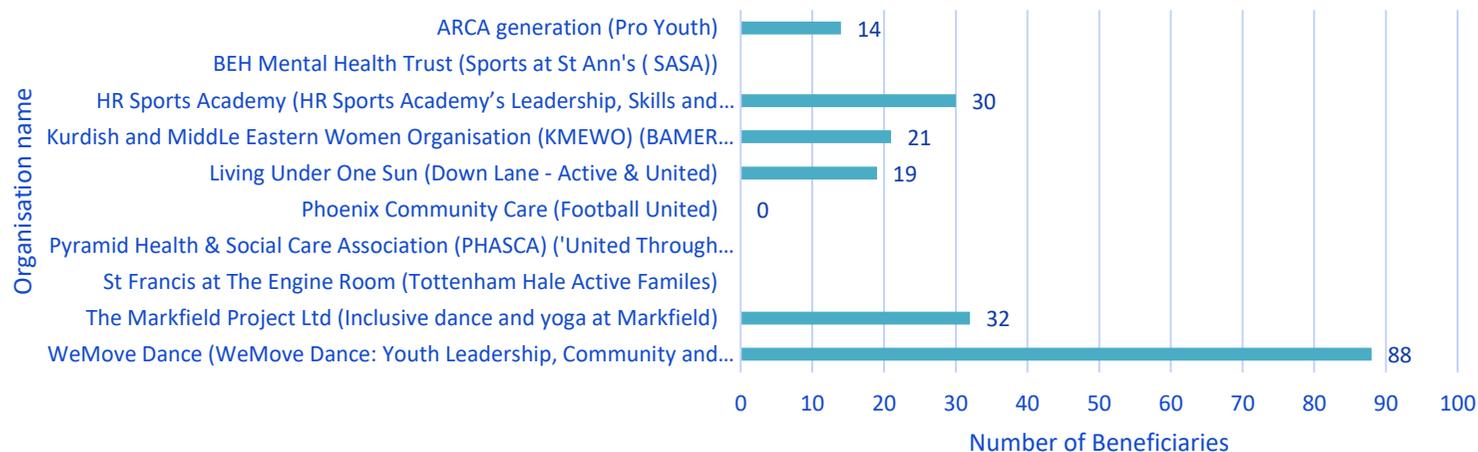
c) The picture in Active Change Haringey



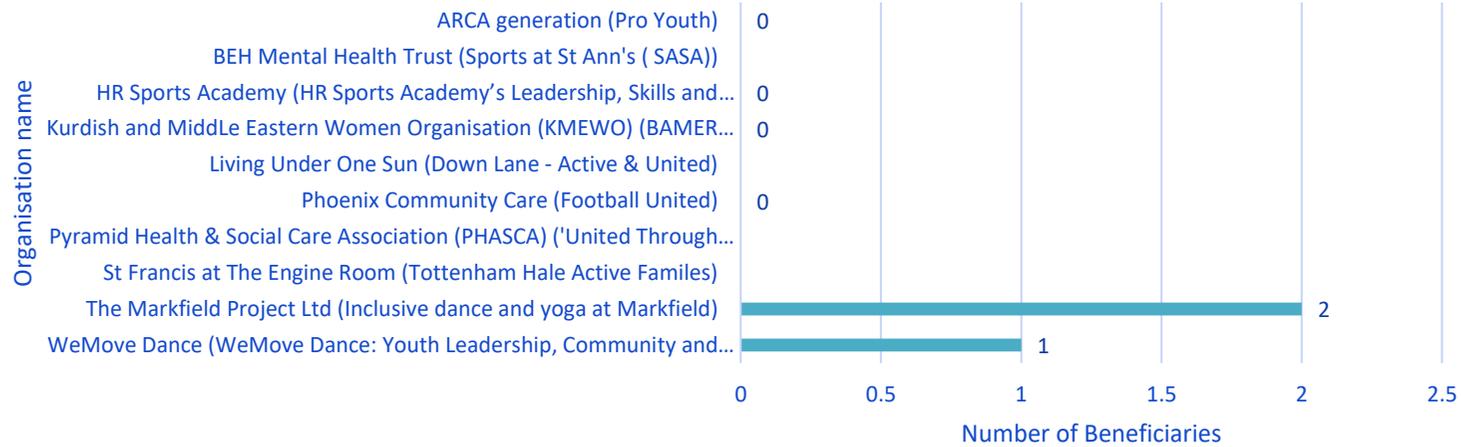
Active Change Haringey Midterm Actual Male Beneficiaries: **445**



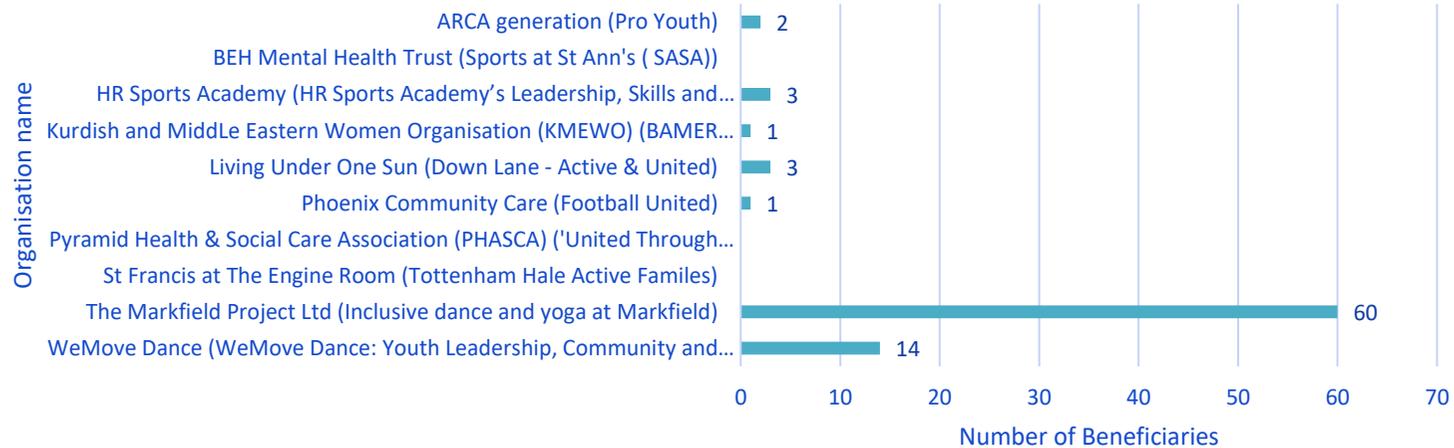
Active Change Haringey Midterm Actual Female Beneficiaries: **204**



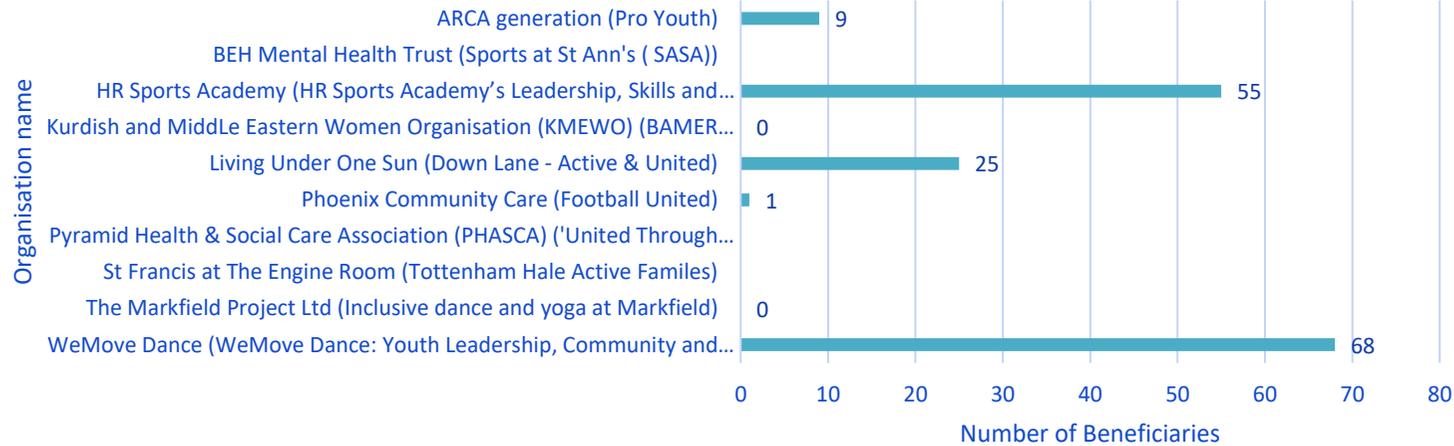
Active Change Haringey Mid-term Actual gender-defined different: 3



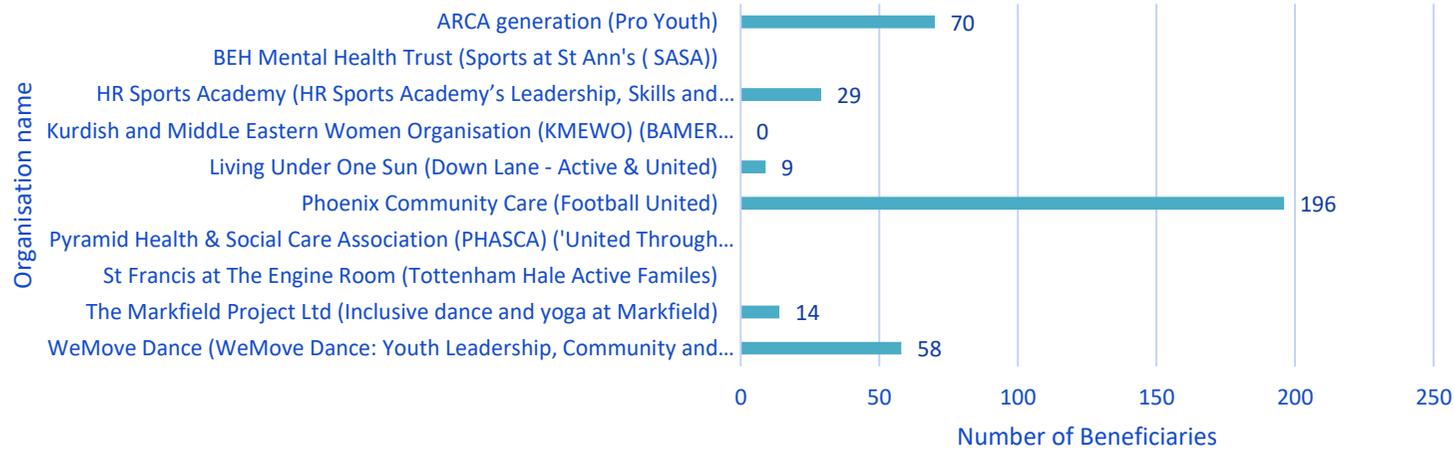
Active Change Haringey Mid-term Actual with Disability: 84



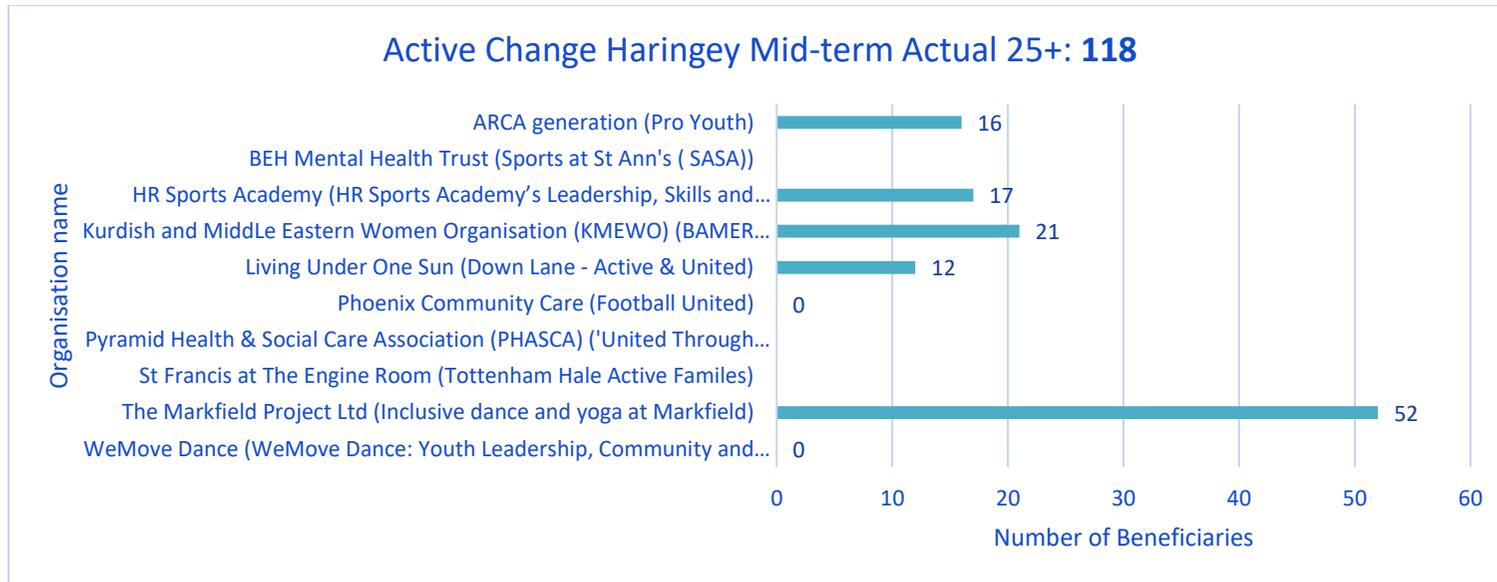
Active Change Haringey Mid-term Actual Under 14s: 158



Active Change Haringey Mid-term Actual 15-24: 376



Active Change Haringey Mid-term Actual 25+: 118





Appendix 3: MCL Overarching Vision and Outcomes Framework

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.

