

# Model City London

Mapping the journey of Model City in London  
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NDTi Evaluation Team  
Helen Bown, Carol Clifford, Jane Carrier



**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](http://www.ndti.org.uk)

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## Summary

This report shares the key features of and early lessons from the journey of **Model City London** and has been written for [Laureus Sport for Good](#) and its Strategic and Delivery partners – the Greater London Authority (GLA), Nike and three community Coalitions. It provides a summary of key developments over the inception and implementation periods spanning January 2018 to September 2019, with a particular focus on the last 12 months. It also includes a summary account of the evolution of Model City from its roots in the USA to its introduction to the UK and London in particular, highlighting lessons and lightbulb moments that can be used to inform ongoing Model City developments as well as the tailored approach in different parts of London.

It shares information, experiences and learning drawn primarily from people directly involved in the design, set up and resourcing of Model City London (MCL) in the three participating communities: Bedfont, Feltham and Hanworth in Hounslow; Haringey (East); and Barking. It shows where those communities are at currently; what they are prioritising in terms of local change strategies and why; and how they have engaged local communities to shape these agendas and think about how they will evidence those changes and the impacts they have at a local level.

## Using this report

This summary doesn't attempt to repeat the information covered in the main sections. Instead it draws out key themes and lessons about the design, delivery and evaluation of Model City London, so far. For details on specifics, go to:

**Section 1** for a reminder of the key phases and features of Model City and how this is being applied in London, including the approach taken to evaluating and learning about impact; and a synopsis of each of the three MCL communities;

**Section 2** captures lessons from the Model City journey to date, from conception and translation from New Orleans and Atlanta, to its inception and introduction to London. This includes key aspects of the initial Research and Scoping phases of the Model City approach;

**Section 3** moves to the Strategize phase of Model City, sharing highlights from developing a local vision and outcomes map for each community including how this was developed and how it will be used in the coming months;

**Section 4** marks the start of the Invest and Demonstrate phase of MCL, and shares early progress around community engagement and collaborative decision making. This includes reflections on community conversations with young people in each area, identifying their priorities and desire to be part of the story of change in each community;

**Section 5** briefly sets out the immediate next steps for taking Model City London forward, and the key issues for evaluating change from October 2019.

## What are we learning about Model City London?

Model City London is a place-based approach to achieving social change and integration through sport and physical activity which is being piloted in three locations: Bedfont, Feltham and Hanworth in Hounslow, Haringey (East) and Barking. It is taking the learning from similar initiatives in the USA developed by Laureus Sport for Good, the backbone organisation behind this approach, and is applying this to London where the Mayor of London's office is taking forward its own sports strategy, [Sports Unites](#), and Nike are implementing their Made to Play initiative – both of which align with the aims, ethos and principles of Model City.

**What is Model City?** The official descriptor for Model City captures its purpose, ethos and says something about its overall approach to mobilising and resourcing social change with local communities, as follows:

*A pioneering approach to creating positive change through sport in major cities*

*(Laureus Sport for Good)*

When people who have or are currently *experiencing* Model City describe the approach, they emphasise their passion and desire for collaborative change that the approach is designed to achieve, as follows:

- *Community driven social change through sport and physical activity*
- *Engaging communities to enable young people to reach their potential, regardless of their backgrounds*
- *Funding responsibly to meet local needs identified by local communities*
- *Giving the power back.*

*(Participants from Model City London, Model City New Orleans and Model City Atlanta)*

Each of these descriptions says something important in understanding what Model City aspires to be and how it is experienced in different places. They also illustrate that two key features of the Model City approach to achieving social change (through sport) are **complexity** and **context**, two recurring themes that fall out of this synopsis of the London journey so far.

**The combination of vision, direction and “need”:** Within the space of 18 months, Model City London (MCL) has created the conditions for engagement, taken root in three communities, and is taking shape particularly over the course of the summer 2019 with a shared agenda for change emerging and 26 project grants being approved to help make that change happen. In each MCL Coalition, discussions to get to this shared agenda have indicated the level and nature of social change needed in each area. The push for change is coming from local people and there is clear evidence of “need”, but the approach being taken to addressing this need clearly feels different from what people have experienced before. It's not a top down, policy imperative; it's coming from local communities, enabled by Community Coordinators, within a space created by MCL partners.

This **complexity of working with and enabling change** at multiple levels and through different lenses is critical to understand, capture and learn about over the course of the next 18 months. The importance of understanding each local context and conditions for change was raised during a discussion held to reflect on and map the journey of Model City with those involved in New Orleans, Atlanta and now London. They emphasised the need to understand historic and current levels of trust in order to shape local engagement and collaborative decision-making that leads to change.

In short, the approach taken to introduce and work with the Model City programme in different places needs to be explicit about the levels of and readiness for trust, particularly in new ways of doing and funding things with local communities. We conclude that the Research phase of Model City could be more explicit about exploring current and historical experiences of trust, decision making, community participation and coproduction, to better understand this in different parts of the world.

**Conversations matter:** in each of the three London Coalitions, members have been drawing together information and evidence about their area including a mix of official data, commissioned reports and local insights. This mix is important in identifying common ground but cannot replace the dialogue between Coalition members about what matters to them and their neighbours and partners, and why those things matter. For example, conversations with young people in each area have highlighted the critical issues to address from their perspective, drawing attention to issues that fall under the radar of official reports and statistics. These include which streets young people feel safe to walk down, which facilities are safe to use, and why they feel mentors are important in dealing with negative peer pressure. Likewise, Coalition and steering group members can also offer insights as to why some conversations are harder than others, why trust takes time to develop, and how the way that decisions have been made in the past can affect the way you enter into decision-making now and in the future. Being explicit and paying attention to these details is a key feature of the Model City approach and cannot always be rushed.

**Everyone's voice matters, and young people's voices are key:** These may need to be consciously found, nurtured and brought forward in ways that make sense to the young people involved. The more diverse the young people that this is about, the more flexible and diverse the routes to engagement need to be. It also follows that diversity matters; something close to the heart of each Coalition and which can be seen in the profile of Coalition membership. This is already evolving and growing in each area (approximately 20 different groups and networks involved in each Coalition to date) but this needs to be reviewed and refreshed over time.

Having an existing body of community groups and a critical mass of local organisations to work with who can form a Coalition to move forward together, is central to the success of Model City. This doesn't mean that each place has to look the same. Each of the three Coalitions in London looks and feels different; and each has different challenges around capacity and local infrastructure. But it helps to have a core from which to build more diverse and extensive networks. Coalitions have identified that it also helps to have existing facilities (e.g. sport and leisure facilities) and community structures that make sense to people, from which new opportunities and innovative solutions can grow. Young people have drawn attention to those spaces and facilities which feel safe and accessible to them, which may not be the same as other Coalition members.

The local, **Community Co-ordinator role is central to success** especially in the early stages of implementation – deftly employing a variety of skills including: bringing people together, supporting them through the process whilst not taking over, using their knowledge of the community to broker or negotiate links, and keeping people engaged and informed when things may not be happening or when they aren't happening as quickly as people would like.

One of the most important features in London has been a **shared, consistent commitment to coproduction and collaborative decision making** at all levels. The combination of roles and skills across the Coordinators and neutral team based within Laureus, and their close partners, is proving to be a positive way of combining the “head in the sky, boots on the ground” approach to facilitating grass roots change as part of a bigger agenda around social integration through sport. Maintaining this philosophical approach as we move into the Invest and Demonstrate phase will be critical to maintaining and further building trust.

This commitment to coproduction is echoed in the approach for developing the MCL framework; reflecting the desire to **embed evaluation in the Programme's DNA**. We know this is part of the ethos of Model City, but we also know from experience how hard it is to achieve this in practice! We started out with a plan to build the overarching vision and outcomes framework for London with Coalition members, which could then be adapted for each community. We quickly switched to doing this the other way around, which was the right call. It takes longer to do it this way, but it's the best way of generating ownership. The vision and outcome frameworks that have been developed belong to each Coalition as well as the whole Programme. A key challenge now is bedding in change indicators which have currency with Coalition members and Programme partners. We believe a key vehicle for sustaining the focus on evidencing change that matters to local people is through the role of community evaluators, which we hope to progress in the first active quarter of the evaluation work, October-December 2019.



## 1. Setting the Scene – What is Model City London?

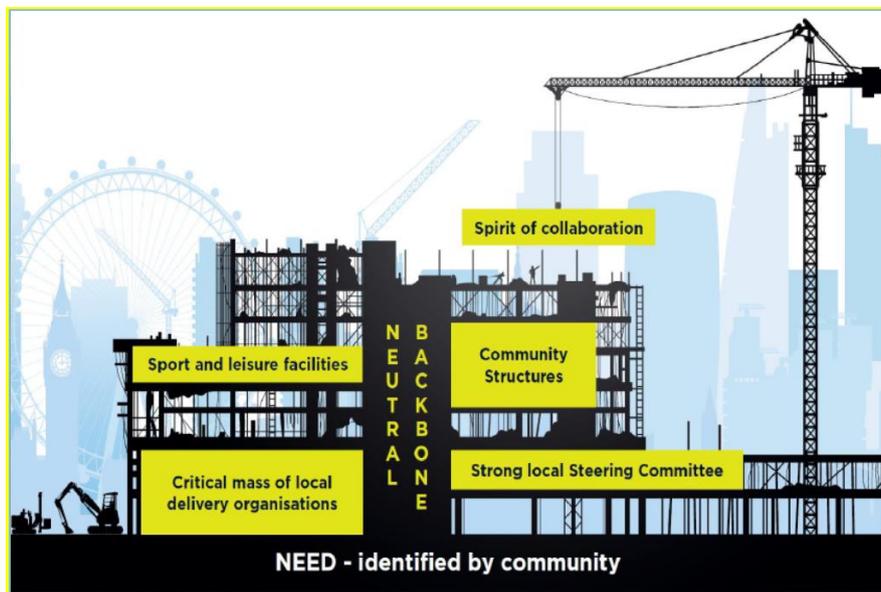
### 1.1 A Place-Based Approach to Social Change through Sport

Over the past four years, Laureus has been pioneering an approach to creating positive change through sport in major cities. This journey began in New Orleans and Atlanta in the USA and is now being developed in London; the approach is called “Model City”<sup>1</sup>.

Model City is a place based, bottom up, Sport for Development approach to grant making and delivery to achieve change with and for local communities. The approach is both highly flexible and rigorous, applying an evidence based ethos to working with local people to identify and then address their issues and priorities, using sport and physical activity as a route to engagement and delivery (in order to address those priorities).

At the heart of the model is a four step process, facilitated by a Community Coordinator recruited by Laureus, which provides a scaffold and neutral backbone approach within which a community can build a successful social change strategy. Funders (Laureus and specific partners in each city) provide the structure for the local community to collaborate and feel empowered to act.

**Figure 1: Model City Scaffolding Approach**



*It [Model City] aims to strengthen existing community assets and build trust amongst stakeholders whilst creating a structure to allow new partnerships to develop and communities to thrive. It's driven by a desire to empower local*

<sup>1</sup> Sport for Good Atlanta Playbook, 2018; Learning Out Loud, New Orleans, 2017; Model City London Evaluation Brief, September 2018.

*communities to make change and ensure local voices are guiding decision-making processes in grant making.*

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## 1.2 Key Steps in the Model City Approach

The four phases followed in each Model City community enable local people to unearth what matters in these areas, identify the issues and places they want to focus on, develop a shared understanding of priorities and, importantly, draw together the diverse local people and networks to move forward.

**Figure 2: The Model City 4 Stage Process**



1. Undertaking **research** to identify the clear social issue(s) to be addressed
2. The formation of a **Coalition** of key stakeholders and sport for development organisations, who strategize together and drive the local social change agenda
3. Investment in the form of: a local **project officer** (Community Coordinators) whose focus is on guiding the Coalition and facilitating collaboration; and **grant funding** for selected projects that deliver this strategy and build the capacity of the Coalition to achieve the community's vision.
4. Building sustainability within the model, underpinned by **monitoring & evaluation**, to ensure evidence of impact reflects the specific local priorities and contexts.

Monitoring and evaluation activities have been consciously designed to sit alongside these phases and the work of the Coalition/s to create a framework for monitoring progress towards outcomes and measuring the impact of funded initiatives and the overall approach. [NDTi \(www.ndti.org.uk\)](http://www.ndti.org.uk) is the evaluation and learning partner for MCL and have been working closely with each of the three Coalitions to explore what they want to achieve and why, through Model City London. More information on this is available in Section 2. Lessons about the emerging visions and outcomes which will be used to guide the developmental evaluation are shared in Section 3.

### 1.3 The Model City Approach in London

In London, the Model City partners are Laureus, the London Mayor's Office, Nike, and Coalitions of diverse community organisations drawn from three localities in London.

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*In Model City London, Laureus are working with three partnerships of local communities and organisations: Bedfont, Feltham and Hanworth in Hounslow (known as Generations Active BFH); Haringey (East - known as Active Change Haringey) and Barking (known as Sports 4 Change) – each of whom are working collaboratively to identify the issues they want to address to improve the wellbeing of local people and neighbourhoods through sport and physical activity.*

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The strategic fit for Model City partners in London is key. Collaboration at a London-wide as well as local level has been important for mobilising the approach (e.g. Nike are funding MCL as part of their global Made to Play initiative, GLA is funding under Theme 1 of its [Sport Unites Strategy](#), Sport for Social Integration), and in ongoing delivery and learning activities to understand what works through bringing together different sources of evidence across the partnership.

Each of the three communities involved in MCL is culturally rich and diverse, both in themselves and in relation to each other - although they share a desire for change combined with a passion for community engagement to make that change happen.

#### **Haringey (East) Coalition – “Active Change Haringey”**

**The place & its people** Haringey (East) is a culturally diverse borough where Coalition members stress that the local residents are the community's assets. Whilst its diversity is something people value, the Coalition also believe there is a lack of understanding about different people and different cultures (including language) and that this creates barriers for participation. Inequalities exist across the borough, but the East of Haringey has the greatest socio-economic challenges. It is for that reason that Active Change Haringey have kept the East of the borough in their vision statement. A lack of freely accessible community groups and opportunities has an impact on people being able to afford to take part in activities. In addition to poor physical and mental health, the borough has a number of other issues that it is dealing with: as a transient community, many people feel like they don't belong and therefore are unlikely to stay in the area, and high levels of gun and gang crime in the east of the borough means that children and young people are fearful about where they can go.

**Priorities** Active Change Haringey has held various community events to explore and identify the priorities for this community, including: a focus on better outcomes for people, building connections, improving educational attainment and employment prospects, using spaces more effectively, and enabling more people to become involved in their community. For people in Haringey (East), Model City London is about creating a transparent catalyst for change. The Coalition is providing a vehicle for collaboration and strengthening partnerships, exchanging information (including best practice), improving existing provision and securing long-term funding.

**Who's in the Coalition?** Members of the Coalition include people from 18 local groups and organisations including volunteer and community groups and organisations, a residents' association, sports and fitness clubs/groups, the local council and community centres.

### **Barking Coalition – “Sports 4 Change Barking”**

***The Place & its people*** Barking is experiencing lots of change, bringing both positives and negatives with it. Regeneration in the area is creating social divisions, high population churn means that people aren't investing or engaging in their community, and there are few spaces that enable people to come together and connect across the different communities, generations and neighbourhoods. Many people live on low incomes and poverty is a growing issue. The demographic trend suggests that there is a small proportion of people who are economically active. Two thirds of the population are either children or young people or people who have retired. Young people face a number of challenges around poor mental health, obesity and crime. People of all ages are keen to develop better intergenerational relationships, especially between boys and young men, and young and older men, as this is where local people feel there are the greatest tensions. The borough has a less established voluntary sector than other areas, so has a relatively low starting position for local capacity building in order to address these issues. Model City provides a fantastic opportunity for mobilising individuals, leaders, groups and networks to come together and move forward.

***Priorities*** These are focused around people in the community being empowered to lead social change, particularly ensuring the most excluded residents have a much stronger voice. Sports 4 Change Barking is providing a way of developing leadership, encouraging and modelling co-production, and strengthening community cohesion. As outlined above, the need to improve relationships between boys, young men and older men is seen as a key issue locally, in terms of the greatest tensions as a result of weak social ties but also where there is potential to make significant gains through sport.

***Who's in the Coalition?*** The membership of Sports 4 Change Coalition includes 22 local groups and organisations, including community groups and projects, faith groups, youth clubs/groups, leisure operators and sports club, residents' association and the council.

### **Hounslow Coalition – “Generations Active BFH”**

***The Place & its people*** Hounslow has areas with high levels of deprivation which also experience the lowest levels of physical activity and highest level of health issues in the borough. As a result, poor health and wellbeing (including social isolation) are key issues for the Coalition to address in Bedfont, Feltham and Hanworth. A third of the population are aged under 25, yet there is a lack of opportunities for younger people in terms of employment prospects, further education and community activities. The borough has a track record of strong partnership working, whilst recognising the challenges inherent in a relatively small voluntary and community sector. A critical issue arising through these discussions is a perceived lack of trust between some organisations and in (statutory sector) providers from local people and community groups, who feel disengaged and powerless.

***Priorities*** for Generations Active BFH include improving wellbeing and building a cohesive community where people feel safe and more positive about their community, and themselves. Model City London in this area is providing a vehicle for bringing a diverse range of people and organisations together to work on shared priorities, and to encourage and support more people to be active.

***Who's in the Coalition?*** Generation Active BFH members come from 25 different groups and organisations, including a nursey, school and education, the local church, community centre, sports clubs and groups, the council and community groups.

**Appendix 1** provides the full membership list for each of the above Coalitions.



### **In the beginning: the story of New Orleans and Atlanta, USA (2014-15 to 2017-18)**

Launched in September 2014, New Orleans was Laureus' first Sport for Good City<sup>2</sup>. Since then, the **Sport for Good New Orleans** initiative has reached more than 80,000 young people and built a cross-sector Coalition of 20 diverse partners dedicated to improving the community through the power of sport. This enterprise seeks to make New Orleans the best place to play sport and engage in physical activity, through aligning sport-based youth development activities, improving universal access to high-quality sports programmes for young people, and developing a collective impact framework that helps a shared evidence base to be generated and used by cross-sector stakeholders. Alongside grants to seven local non-profit organisations, Laureus provides training for coaches, networking for programme staff, and monitoring and evaluation support to help expand each programme's impact and reach. The founding partner, Mercedes-Benz USA, along with Comic Relief USA and other funders, have invested more than \$2 million in Sport for Good New Orleans over the last three years.

In 2017, following more than a year of community conversations and deliberations, **Sport for Good Atlanta** was launched. This involved students, community leaders and representatives of non-profit, corporate and governmental organisations working together to develop a shared vision for Atlanta's Westside. The ambition is to achieve a positive transformation in the lives of young people and local communities through sport. Between June and August 2017, four collaborative conversations (called "huddles") took place to co-produce this shared vision, and a pathway for achieving it emerged based on young people's hopes and ambitions for themselves and their communities. This process identified target communities and mapped the issues and concerns of local people, including intelligence drawn from diverse data sources as well as official reports. Using the principles of collective impact (or place based evaluation) to agree and report on progress towards a common agenda identified five key areas of focus: education, employment & income, health & wellbeing, community cohesion, and sustainability. A local steering committee convened in October 17, working groups launched in December, and a 'Sport for Good Playbook for Impact' strategy<sup>3</sup> went live in January 2018.

The early years of this place-based approach in New Orleans and Atlanta were organic and cyclical – enabling partners and stakeholders to revisit their priorities and hone their funding programmes year on year. For example – moving from high level goals around universal access, health and wellbeing to focusing on gun crime, specific target neighbourhoods and equity of access in subsequent years.

### **Sharing knowledge and lessons with London (December 2017- Spring 2018)**

An information gathering and knowledge exchange visit between the London and USA Laureus teams and representatives from the London Mayor's office took place in March 2018. . The knowledge-sharing trip was an important partnership statement as well as enabling practical and tacit learning to be shared.

Key learning from this trip included:

- The importance of investing time in getting to know each other and to build trust: levels of trust amongst community members and partners is pivotal and requires human time, capacity, investment and research.
- The need to engage and involve different stakeholders from the outset. A Coalition full of sport based youth development (SBYD) groups is great but it is not a true, collective approach. A key message was heard about making it a priority to engage different types of groups that may have different positions in the community, and to ensure that individuals around the table are not too

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<sup>2</sup> Laureus USA currently uses the term 'Sport for Good City' in place of Model City

<sup>3</sup> *Sport for Good Atlanta Playbook for Impact 2017-2020* (November 2017). Laureus Foundation USA

senior. *“You need to have “implementers” present; those that don’t necessarily make the decisions but who are easily inspired to be change agents”*

- The importance of transparency: it is crucial to clearly articulate and define what it is you are trying to do, and to explain the benefits of place-based, collective impact as early as possible. *“Rather than suggesting we are bringing competitors together who are guarding a little piece of their pie, the ‘Coalition’ approach strives to make the whole pie bigger for everyone”.*
- It is also important to have the concept of the ‘product’ in mind when designing the Model City ‘roadmap’: if local Collaborations know that they are designing a useful product or service that will sustain beyond the infrastructure and empowerment that Laureus brings to the table, they will be more inclined to take up local leadership roles to take things forward.
- Laureus’ role is to focus on backbone support (bringing together cross-sector organisations, creating a holistic community approach, governance, mobilising investment and commitment from local partners, sharing and coordinating useful processes and procedures), while the Coalition’s role is to focus on the vision, implementation and mapping the future journey.

### **Lightbulb Moments from the USA**

- *“Change moves at the speed of trust”* - need for common agenda; the Model City approach helps to build this.
- *“The powerful role and influence of funders and decision makers”* – this can create, add to or dissipate tensions when trying to engage and involve the community.
- *“Learning in public”* – if you’re genuine about coproduction everything is in public! This is risky, scary, visible and important. Some things don’t work and you need to be open and honest about these things. You also need to have built up some trust before you can do this, but equally the process of doing this and being transparent builds trust.
- *“You need to continuously lift up & engage the voices of young people”* - and learn from different places about how to do this well, and also what young people are saying when they have a voice.
- *“There is no blueprint!”* You can’t explain Model City without seeing and experiencing it. This is hard for some people, it takes a leap of faith and people need to trust first in order to do this.
- *“Focus on changes we can all see in a few years’ time”* – this helps with the above, and energises and engages people, keeping momentum going especially in the difficult times. It helps to have tangible things people can all observe or experience.
- A key challenge in this is that it’s organic and ever changing! But this is important too – keeping track of those changes and communicating them to/with everyone is key.
- This highlights the need to move beyond “monitoring & evaluation” to developmental evaluation that understands what enables change to happen as well as the impacts experienced.
- An important question that emerged around this time, for Laureus and its partners, was *“how do we keep the spirit of the model alive across places, whilst making this work in and for each place?”*

## The Green Light for Model City London (Spring 2018-Spring 2019)

### **Research Phase**

With these lessons in mind, the concept of **Model City London** emerged. Although a key message from USA colleagues was the lack of a blueprint for this place-based approach, we would argue that a blueprint has developed, based around the 4 step process and underlying principles of coproduction and collective impact. These have been used to transport the Model City *approach* to the UK, where it is developing its unique pathway taking account of the different contexts and priorities for change with the communities involved.

Some important differences were quickly observed as Model City London started to take shape. London is a capital city with different political and policy contexts and structures to both New Orleans and Atlanta (each also different from the other). The 32 incredibly diverse boroughs that make up London each has its own distinct characters, communities, issues and priorities. *“How do we hone the focus in London?”* was a key question that partners were actively considering at this stage, as was *“how big/small should each area be?”*. It was decided to focus on what makes sense to local people, informed by mapping data and research undertaken in partnership with the GLA’s Intelligence Unit whilst also seeking a mix of areas to work with, to take forward Model City London.

Two phases of preparation followed to identify and select three communities to pilot the Model City approach in London: a research and scoping phase identified potential areas in a longlist of 10 possible communities, and a series of consultation events held over Spring 2018 narrowed this to a shortlist of five community contenders. These events were facilitated by community engagement specialists inviting community leaders, organisations and groups through existing networks.

Alongside the desk based research a number of local conversations and meetings were held with shortlisted areas, during which participants consistently tested the declarations around bottom up, community led developments, as the following illustrates:

*We asked – ‘is this for real?’*

*They said ‘what do you guys think....you’re the delivery people, the community’*

*Wow - we couldn’t believe it!*

With the focus for Model City London being on Social Integration, a Data Tool was developed, which brought together different sources of data relating to different aspects of social integration: Deprivation measures; Crime statistics; Population characteristics; Cohesion/trust measures from survey data; and Sport and wellbeing data. Taking the lessons and advice from USA Model City colleagues, Laureus recommended that a third of a London borough or a population size of 100,000 would constitute a workable ‘area’. They then weighted indicators amassed from the above data sift to map potential areas of ‘need’ and ‘opportunity’ (e.g. those containing sports facilities, assets, etc.) which were likely to make the Model City approach workable. The tool therefore formed a key component of the broader process for location selection, as follows:

1. Producing a location ‘longlist’
2. Agreeing a shortlist of five locations
3. Conducting initial community engagement workshops to understand levels of community engagement, facilities, community organisations, further demographics (age, ethnicity, etc.) in each of the five locations
4. Producing a recommendation paper and, off-the-back of all this
5. Finalising and approving three London Model City locations: Barking, Haringey (East) and Hounslow.

The community workshops were a vital part of this process, enabling the partners to begin listening to and better understanding the needs of each community from the perspective of the stakeholders engaged. With the support of specialist facilitators CoCreate, 10 workshops were run with each of the five shortlisted locations: Barking; Lambeth (Central); Bedfont, Feltham and Hanworth; Tower Hamlets (Brick Lane & Globe); and Haringey (East). In all 10 workshops, attendees provided useful insights into what they deemed to be the critical success factors, including the following:

- Build on what's working already in each area; there's no need to re-invent the wheel
- Build trust and relationship with and among community members through regular conversations and check-ins; focusing on establishing shared values, common purpose and a strategy for achieving this
- Take an iterative, flexible approach so as to *"learn as we go"*; this requires clear, strong leadership and long term thinking, building in sustainability and self-funding from the get-go
- The importance of a transparent, multi-agency approach, including collaborating with non-sport organisations as well as traditional sports based organisations
- Give careful thought to the use of shared incentives for collaborating whilst ensuring that participation in the Coalition is voluntary
- The importance of local knowledge and know-how gained through this approach, including the potential for pooling resources to optimise skills, knowledge and expertise
- Test and learn – it's ok to make mistakes but you also need to acknowledge and celebrate achievements; this requires open mind-sets, creative thinking and a shared ambition for what's possible
- It helps to have an agreement that sets out what the collective is trying to achieve, and to clarify commitment from all parties involved. This needs to reflect the roles and responsibilities of Coalition members and partners
- The need for shared outcomes and collective measures, developed and agreed by the community based on their priorities and local need and based on evidence of what works
- Acknowledge the role of brand power (e.g. Nike), which can have a huge impact (both positive and negative) on driving awareness and incentivising engagement.

The findings from these workshops ultimately provided recommendations as to which three locations should be the focus of Model City London: Barking, Haringey (East) and Hounslow.

For many involved in these developments the approach was fundamentally different from previous experiences of community engagement and development. These community conversations identified local needs, priorities and importantly the readiness of local communities to engage in Model City London. Conversations continued over the Spring and into the Summer of 2018 as Coalitions formed, steering groups became established and specific localities and neighbourhoods were identified as key areas of focus within each MCL area.

In terms of learning about the approach, it's important to emphasise the different contexts of each of these communities and specific neighbourhoods within them – relating to geography, people, health and wealth, infrastructure, political and policy characteristics (as outlined in Section 1); and in terms of experience, trust and willingness to engage in collaborative developments and decision making. The former differences were deliberate; the latter emerged during the process but are equally important to be aware of and for these to be made explicit in future Model City developments.

The final selection of the three areas was communicated through pan London and local meetings, which also signalled the starting point for building and formalising the Coalitions, and in turn the

Coalition Steering Groups. The overwhelming mood at this stage of the journey was “*excitement and anticipation*”.

### **Strategize Phase**

The Coalition building phase for these areas spanned the Autumn and Winter of 2018-19 up to June 2019, during which time membership expanded and diversified, steering and working groups formed, terms of reference were developed, and importantly in-depth conversations and workshops were held to develop community strategies for change.

A critical turning point during this phase was the appointment of a local Community Coordinator for each Coalition, whose role has been instrumental in supporting, enabling and organising communities and Coalitions. These appointments were not straightforward or linear; it took time to find the right people in and for each area, and as a result the team of Laureus coordinators have worked collaboratively themselves to cover and support each Coalition whilst final arrangements were put in place for each community over the summer of 2019.

At the same time as these community led conversations were taking place, NDTi was appointed as the evaluation and learning partner in late 2018. They joined in and facilitated Coalition workshops between February and April 2019, drawing all of the preceding conversations and research together into local Vision & Outcome maps (see Section 4). A further period of consultation followed in May and June, including sessions with young people in each community to test, refine and further develop these maps, which will be used to evaluate progress and impact over the following 16 months (October 2019-February 2021).

### **Invest and Demonstrate Phase**

The grant making process began around the time that the Vision & Outcome maps were finalised in June 2019 (see also Section 4); during September 2019, 26 project grants were awarded across the three areas through which their change strategies will be delivered. A further funding round will be developed into and beyond the Autumn to help build capacity of Coalitions to deliver their strategies and achieve the outcomes identified.

### **London’s Lightbulb Moments (so far)**

- ***The lack of a blueprint was really hard when starting out in London:*** Whilst there isn’t a blueprint for each community, there is a Model City process providing a flexible structure and a set of guiding principles through which community collaboration can flourish and thrive. Understanding and working with, not around, the specific contexts of each community is what makes Model City unique in and to each place. So, whilst there is no blueprint for what or how, there is an approach with common features and unifying principles that enables the model to be adopted in and for different places. There was initial hesitation and a degree of disbelief about the lack of an imposed delivery model, but the *combination of continuous community engagement, modelling of coproduction by all the partners, and leadership at all levels* has convinced members and embedded ownership of the model and importantly each community’s strategy for change. The implementation phase which now follows will be an important time for sustaining this combination, and also for testing this new-found confidence and trust.
- ***“It is important to radiate positive intent”:*** linked to the above, the critical ingredient for helping Coalitions and the Laureus team move from this dominance of disbelief to

commitment to collaborate, was the style and approach of those facilitating and holding the room at each step. This positive intent doesn't gloss over difficulties, it helps to surface them so they can be addressed, which in turns helps to build trust. In addition to engagement, leadership and structure, you need consistent, positive intent to get off first base.

- **Forming local Coalitions has been a turning point:** each of the three areas has different histories and therefore expectations about collaborative decision making. Given the degree of hesitancy and need to build confidence and capacity in some areas, it is fascinating that governance arrangements to help mobilise actions has proved quicker in London than USA. *"We initially planned more workshops but the Coalitions progressed quicker with our intensive support and [by January 2019] we have already held an initial steering group meeting and have started to provide governance support"* [first annual report, Laureus]
- **Local priorities are key:** based on an understanding of local pressures and needs, and you need a combination of local intelligence and evidence from different sources to identify these. Conversations with young people helped cement the priorities in each area, and this element of the process emerged through exploration of priorities across the three areas. Ideally young people should be involved from the start, but the confidence and readiness to do this has varied across Coalitions. Now that young people have been actively engaged and heard, they need to be nurtured and their voices also diversified to ensure they continue to have a voice as MCL moves from inception to delivery.
- In terms of how big or how small each area and Coalition should be, the lesson so far seems to be that **"smaller is better"**: in each area target neighbourhoods or areas have been identified just as happened in New Orleans and Atlanta, informed by the above point that local priorities are easier to identify and develop a shared understanding around if the patch is small and focused. It is also easier to mobilise people to come together around a more intimate and shared notion of 'place'. Reflections from those involved indicate that the optimum, workable size for localities involved in Model City is a third of the borough or a population of 100,000.
- **"The approach gives a voice to help others to have a voice"**: as indicated above, the way people work and listen together is key, and in particular a shared commitment to bring forward and amplify local voices and experiences is critical. For those involved across Model Cities to date, this comes back to the initial starting statement around trust, and whether the conditions for trust and therefore people's voices to be heard is there. It may be easier to focus on tangible signs of change like establishing a Coalition membership and governance arrangements but creating the right conditions for these Coalitions to thrive in involves work behind the scenes which is less easy to track. *"Focus on the voices, they are the signs that things are shifting"*.



### 3. Building Local Strategies for Change

In each MCL community, a range of people came together to explore local issues and priorities, and to develop their local vision and priorities for change (or “outcomes”). These activities map onto the **Strategize phase of the 4-step Model City approach**, where coalitions work together to develop local strategies for social change.

#### 3.1 Building Community Visions for Change

Since January 2019, NDTi and the three Coalitions have been using a Collective Impact approach based on realist evaluation methodologies, called “**Building a Vision for Change**” which brings people together to:

- Develop a deep and shared understanding of the issues local people are grappling with
- Identify what change is needed, for whom, and why those changes matter
- Think about the best ways of achieving these changes
- Suggest ways of knowing what change has been brought about
- Explore ways of learning about how those changes happen so more developments like this can happen in other places

*Figure 4: Vision and Outcomes session, Active Change Haringey*



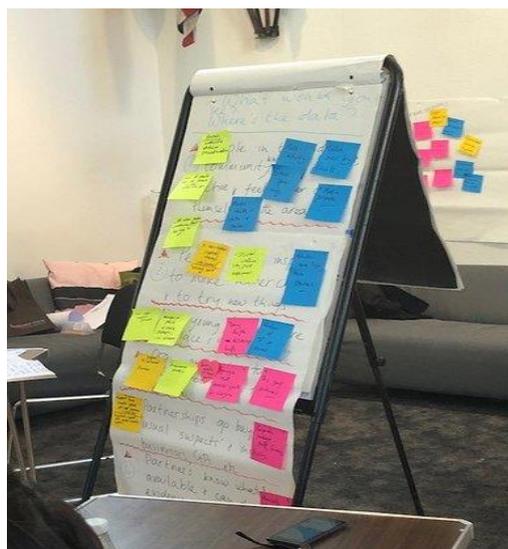
As a result of all these conversations, a Vision & Outcome map has been developed for each of the three areas. These are provided in Appendix 3.

An overarching framework for both implementing and evaluating change across the three areas has also been designed, based on these community maps and overarching London-wide priorities. The

outcomes identified at these sessions have informed the project grant applications made by each Coalition; and the Vision & Outcome maps were used by the Laureus team to assess these applications. Further information on those grants is provided in Section 4.

Those involved in this collective impact process, including young people in each area, have said they also want to be involved in finding out if these things are happening, what's different for local people as a result, and in sharing the learning about what works in making these changes happen *across* the three areas. Ideas for resourcing and supporting the role of community evaluators in each area are currently being explored to agree the best way for making this happen.

*Figure 5: Feedback from the session*



*Figure 6: Vision and Outcomes session, Generations Active BFH*



Each Vision & Outcome map is being used between now and February 2021 to find out what we are learning about what's changing for people and how. Along the way we will also learn about other things that happen that weren't envisaged or planned for from the start.

Figure 7 shares a summary of the vision statements and outcome areas for each of the MCL Coalitions, drawn from the detailed maps.

Figure 8 which follows, is the overarching Model City London vision for change produced with Laureus and chairs of the Coalitions, drawing together the key messages and outcomes across the three communities and wider aspirations relating to the broader Sport Unites Strategy for London. It is this overarching vision for change which will form the basis of future evaluation impact reports that map onto the GLA's Sport for Social Integration Measures and indicators used to establish progress and impact of the Sport Unites Strategy. Appendix 4 shows current thinking about how these map onto the overarching outcomes and signs of change for Model City London as a whole. This will be revisited and refined over the next phase of the evaluation for MCL.

Figure 7: Summary vision & outcomes for MCL Coalitions

Bedfont, Feltham & Hanworth (Hounslow)	Haringey (East)	Barking
<b>COMMUNITY VISIONS</b>		
We are empowering and equipping people through sport and physical activity to bring community cohesion and wellbeing	Haringey (East) is an active, united community where everyone is empowered, included & safe	In Barking, there is ownership, leadership & empowerment of the most excluded communities, to make change happen through sport and physical activity.
<b>COMMUNITY OUTCOMES (by February 2021.....)</b>		
<ol style="list-style-type: none"> <li>1. A wide range of different partners (including e.g. businesses and GPs) are working together and with the community to achieve our sustainable shared aims.</li> <li>2. Well-supported peer mentors and role models are in place and playing an active role in encouraging others to take part.</li> <li>3. People involved in Model City projects feel safe and inspired to make better choices and to try new things.</li> <li>4. People in the wider community value the approach, are more active and feel better about themselves and the area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Community groups, orgs &amp; residents are working together in a cohesive way &amp; using sport/physical activity for better outcomes.</li> <li>2. Everyone is creating &amp;/or using spaces &amp; facilities effectively.</li> <li>3. Sport &amp; physical activity create more opportunities for people to achieve in education &amp; employment.</li> <li>4. Children &amp; young people are more socially connected through sport.</li> <li>5. Families &amp; neighbours are more involved in their communities.</li> </ol>	<ol style="list-style-type: none"> <li>1. More people are engaged in sports &amp; physical activity (e.g. participating, jobs, volunteering)</li> <li>2. A strong and vibrant community Coalition is leading, influencing and supporting social change through sport and physical activity</li> <li>3. Happier, healthier &amp; resilient young people as a result of initiatives funded through Model City and widened access to opportunities for sport and physical activity</li> <li>4. The most excluded residents have a stronger voice (and an organised voice).</li> <li>5. Better relationships between boys to young men, to men.</li> </ol>

Figure 8: Overarching Vision for Change for Model City London



### 3.2 How will we know if we're making a difference?

Through the process of building a Vision for Change members of the Coalitions, steering groups and young people were asked to think about how they will know things are changing, including what will be different and for whom. These local indicators are being refined for each area taking account of the project grants recently awarded, and the following examples illustrate the range of indicators being considered. This process will be drawn together and signed off in line with implementation and delivery of those grants from October 2019, taking account of short-medium term outcomes which can be realistically seen and tracked during the lifetime of the programme and longer term impacts which will be influenced by a wider set of variables beyond MCL.

*Figure 9: Summary of typical outcome areas and signs of change across MCL*

Outcomes relating to	Examples of signs of change / impact indicators
Coalition membership, purpose and role	Nature, diversity & size of membership & how this changes over time; nature & outcomes of decisions tracked over time; influence over wider decisions; sustained beyond MCL lifetime
Stronger, collective voice	See above, plus: diversity of groups/orgs benefiting directly & indirectly from funding levered through MCL; take up of leadership roles; larger orgs/businesses changing what they do as a result
Mentoring and peer support	Effective, well trained mentors in place & supporting people to take part in opportunities provided thru MCL; mentors benefiting from their role; what people go on to do as a result of mentor/mentee support
Being active and participating in sport	Increased and more diverse opportunities for sport & physical activity; greater and more diverse participation in these opportunities (including from target populations/neighbourhoods); more people active and sustaining this over time; more young people in leadership roles (growing in confidence through their participation)
Improved health, happiness & wellbeing	Evidence of trust building & being sustained; increased sense of individual & collective purpose/fulfilment; shift in self-reported health & wellbeing; relevant indices showing improvement over time
Community wellbeing & safety	Generations & communities working better together; people feel safer out & about in different areas; increased awareness of what's on offer and how to access; people involved feel more confident (e.g. of what this enables them to do/be); different community groups/networks working together; more young people out together; less antisocial behaviour; less isolation/loneliness; more events bringing people together
Young people's prospects and life chances	Young people progressing through involvement; leadership roles and employment opportunities relating to sport/activity; improved life skills (confidence, communicating, teamwork); improved attendance in school/college/courses
Community facilities, spaces and amenities	Green spaces well used and kept nice; local facilities better & more flexibly used & by diversity of people; more joined up working between different groups and issues e.g. food banks & sports clubs

At this stage in the MCL journey, the focus has been on capturing signs of progress and learning about the approach rather than signs of change and evidence of impact. Section 4 explores the reach and success of the approach in enabling engagement of local communities in forming Model City Coalitions, and getting them ready to move into the Invest and Demonstrate phase of development.



## 4. Local Communities Getting Ready for Action

### 4.1 Community engagement and buy-in

Since Autumn 2018 across the three communities the following people, organisations and events have helped to shape priorities and secure a total of 26 grant funded initiatives totalling £427,696.

Figure 10: Engagement Figures, Model City London



Figure 11 on the next page, provides more detail about the level and nature of engagement within each Coalition area.

Figure 11: Engagement of local communities

	Hounslow	Haringey (East)	Barking	All (All coalitions in one room)	Total
Initial Community Engagement Workshops	2	2	2	0	6
Steering Group Workshops	5	6	5	0	16
Wider Coalition Meetings	2	2	2	0	6
Youth Engagement Workshops	1	1	1	0	3
Funder Workshops	0	0	0	1	1
Event engagements (Community events, stands)	4	4	4	0	12
Surveys/Feedback Opportunities	3	4	3	2	12
EOIs	18	37	22	0	77
Number of EOIs expected (estimate)	25	40	20	0	85
Number of individuals engaged	120	160	80	28 (Grants Workshop)	388
Number of organisations engaged	85	100	60	28 (Grants Workshop)	273
Non – Traditional Sport Based Orgs engaged	55	40	20	8	123
Traditional Sport Based Orgs engaged	30	60	40	20 (Grants Workshop)	150

#### 4.2 From Engagement to Delivery: grants to achieve community visions for change

The period between June and November 2019 (onwards) signals the beginning of the **“Invest and Demonstrate” phase of Model City London.**

Funding applications for project and capacity building grants were launched in the first two weeks of June with a deadline of 31<sup>st</sup> July. Two funding streams were made available for Coalition members to run new, collaborative sport for development initiatives in their communities, as follows:

- Project grants for 12-18 months are typically £20-50,000, and each Coalition can apply for a total of £142,000.
- Capacity building grants are open until June 2020 and typically £500 - £2,000 each, to provide vital organisational support to Coalition members (e.g. training to improve delivery capacity and enhance impacts for their local community). Each Coalition can apply for a total of £30,000.

Assessments and decisions guided by each area’s Vision & Outcome maps were taken by the end of August, with a view to funded projects going live from 1<sup>st</sup> October 2019.

Coalitions have been awarded a total of 26 project grants amounting to £427,696, as follows:

- Sports 4 Change Barking: 22 expressions of interest received, and a total of 8 grants approved totalling £141,085
- Generations Active BFH: 18 expressions of interest received, and a total of 8 grants approved, totalling £142,623,
- Active Change Haringey: 37 expressions of interest received, and a total of 10 grants approved totalling £143,988.

In each Coalition, the approved grants are evenly spread across their outcome areas, i.e. the mix of initiatives address all of the priorities that each community has identified. Most initiatives being funded are new, with only two existing initiatives attracting funding in Barking and only one existing initiative in each of Hounslow and Haringey (East). Launch events for each Coalition and their funded programmes took place in November 2019.

### 4.3 Young People at the Heart of Change

All three Coalitions identified children and young people as a priority group for their area's social change strategy. Whilst representatives from groups and organisations that work with children and young people attend each steering group, the direct voices of young people were missing from discussions held to develop the vision and outcomes in each area.

It was agreed that the next step in moving from ideas to actions was to check the emerging priorities with young people in each area. Meetings were arranged in each of the boroughs with a small group of young people who were already engaged in some sport or physical activity in their community (e.g. dancing, football and basketball). They were introduced to the aims of and approach of Model City London, including the development and evaluation of a local vision for change.

*Figure 12: Young people discussing the vision and outcomes.*



Using a graphic wall poster, each group was taken through the emerging vision and outcomes (including issues that needed to be addressed) for their area and invited to feedback, including what was missing and what needed to change.

Figure 13: Graphic poster with feedback from young people



These discussions revealed that young people were generally in agreement with what had been identified as the priority changes for their communities. They highlighted issues and concerns that were most important to them, aspects of the visions for change that had more significance for them, and shared additional insights into their lives and their community as well as ideas of what will help. For example:

- Whilst a focus on excluded communities is important, they felt this is important for all communities. They felt that the spirit and value of a community has been lost and discussed having places to build communities which can lead to sustainable change.
- Employment is a major concern, which they felt is linked to this sense of being lost. They feel that having a job gives young people some structure, a plan and their own money as well as contributing to safer streets.
- Ownership is key. Their own experiences have demonstrated that groups and activities work best and are more sustainable when they are owned and led by young people.
- One group didn't disagree with the draft vision for their area but added two important themes: tackling issues around feeling and being safe, and the need for mentors. At the moment young people are conscious about where they go and if they will be safe; their parents worry about them so are concerned with where they are; and many don't have anywhere to go so spend a lot of time at home indoors, which is exacerbated in winter months. Mentors were seen as important in helping them deal with negative peer pressure.
- Some facilities, e.g. school sports halls, are out of use during exam time, and the location and timing of activities needs to be checked out with young people, to better understand the considerations they make when attending (e.g. which streets they need to walk down or avoid in getting there).
- Some young people recommended a higher profile for Model City in their area as soon as possible, so people are aware that *'good things are coming'* to the area.



## 5. What next for Model City London?

Model City Grants allocated to Coalitions are due to start their delivery from October 2019 and will run until February 2021.

From October, the evaluation team will work with Coalitions to apply their local Vision & Outcome maps and generate evidence of impact alongside their own monitoring information that shows progress towards the outcomes that their funded projects are designed to deliver.

The first quarter of this delivery period, October-December 2019 is therefore a critical time to get started on capturing data and information that will tell us whether the signs of change agreed with/by Coalitions are happening and demonstrating that things are changing for local people, as expected, and also to draw out the most significant changes occurring using change stories drawn from each community. It will also be a good time to reflect on whether these signs are the right ones, if we have missed anything vital and ensuring we are all focusing on what matters to local communities.

During this period, we will also be consolidating the methods and approaches to be used. For example, how we move forward with the concept of working with community evaluators (including young people) and the best ways of making this happen; establishing a consistent but flexible and tailored approach to using change stories, for example through the Most Significant Change Process; and how we pull evidence and learning together on a regular basis and share this across London in ways that can be used to inform ongoing change.

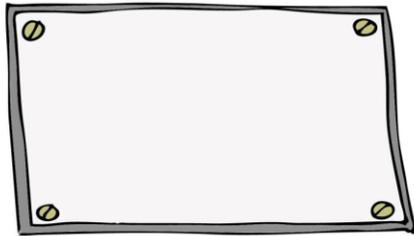
## Appendix 1: Model City London Coalitions Membership

Generations Active BFH Membership
• Learning Tree Nursery
• Reach Academy Hub Foundation
• St. Richards Church
• Sport Impact
• The Barry McGuigan Boxing Academy
• London Sport
• One You Hounslow
• Hounslow Council Sports Development
• Brentford FC Community Sports Trust
• Ealing CVS - Hounslow Giving
• Dante Sorhaindo Football Academy
• ILAYS BME Community
• Youth Sport Trust
• Age UK Hounslow
• Green Feltham
• No Shame in Running Project / Hanworth Community Centre
• MP - Feltham and Heston
• Feltham Police Community Boxing Gym
• Hounslow Action for Youth / Youth Catalyst Project
• Project Turnover
• Tale Betold Theatre / Feltham & Bedfont Runners
• Counter Extremism Team - Hounslow Council
• Woodbridge Park Education Service
• Fairholme Primary School
• Autism Hounslow

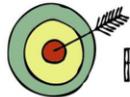
Active Change Haringey Membership
• Home-Start Haringey
• Haringey Council Sports Development
• Tottenham Hotspur Foundation
• stylecare4u
• Wheely Tots
• The Bridge Renewal Trust
• Haringey Council
• The Engine Room
• Northumberland Park Residents Association
• London Sport
• Fusion Lifestyle
• Find A Balance
• Bridge Renewal Trust
• Genesis Fitness
• Positive Role Models Basketball
• Wheely Tots
• ConnectSport
• Haringey Basketball / Not Just Football LTD SE

Sports 4 Change Barking Membership
• Barking and Dagenham School Sport Partnership
• Barking and Dagenham Council Sports Development
• Dagenham and Redbridge FC Community Trust
• Thomas Ward Community Project
• London Sport
• Everyone Active
• Genesis Fitness
• Al Madina Mosque
• Street Space
• Barking and Dagenham Community Voluntary Service
• Healthy Lifestyle Department - LBBD Council
• Salvation Army / Konverse Dance
• Elim Church
• Barking Rugby Club
• Onside Youth
• Thames Ward Residents Association
• Sport Inspired
• Right Development Foundation
• Lifeline Projects
• B&D Youth Dance
• Genesis Fitness
• Triangoals
• Finesse Sport Ltd.
• Future Youth Zone
• West Ham United FC Foundation
• Faith and Belief Forum
• Essex Cricket in the Community

## Appendix 2: Graphic Timeline



LIGHT BULB  
MOMENTS



PRIORITIES



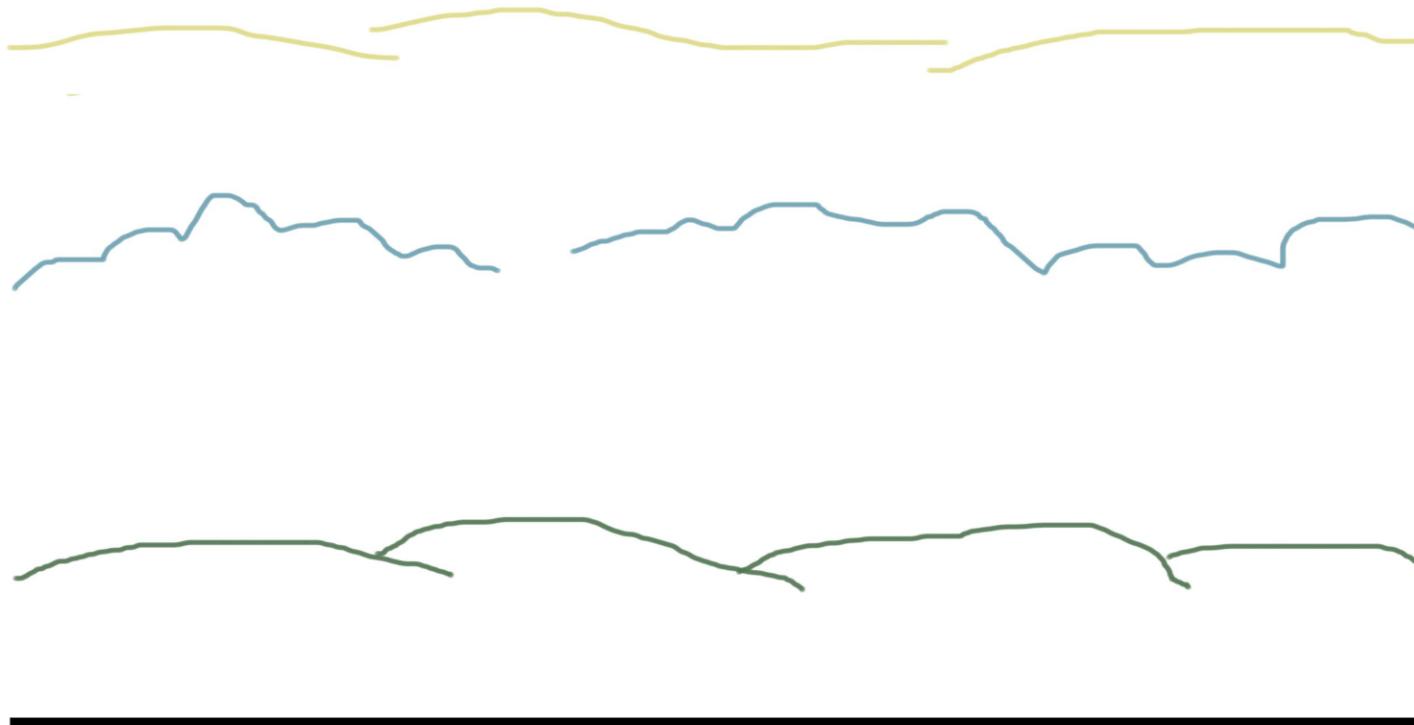
LEARNING  
&  
CHANGE



EVENTS  
&  
ACTIVITIES



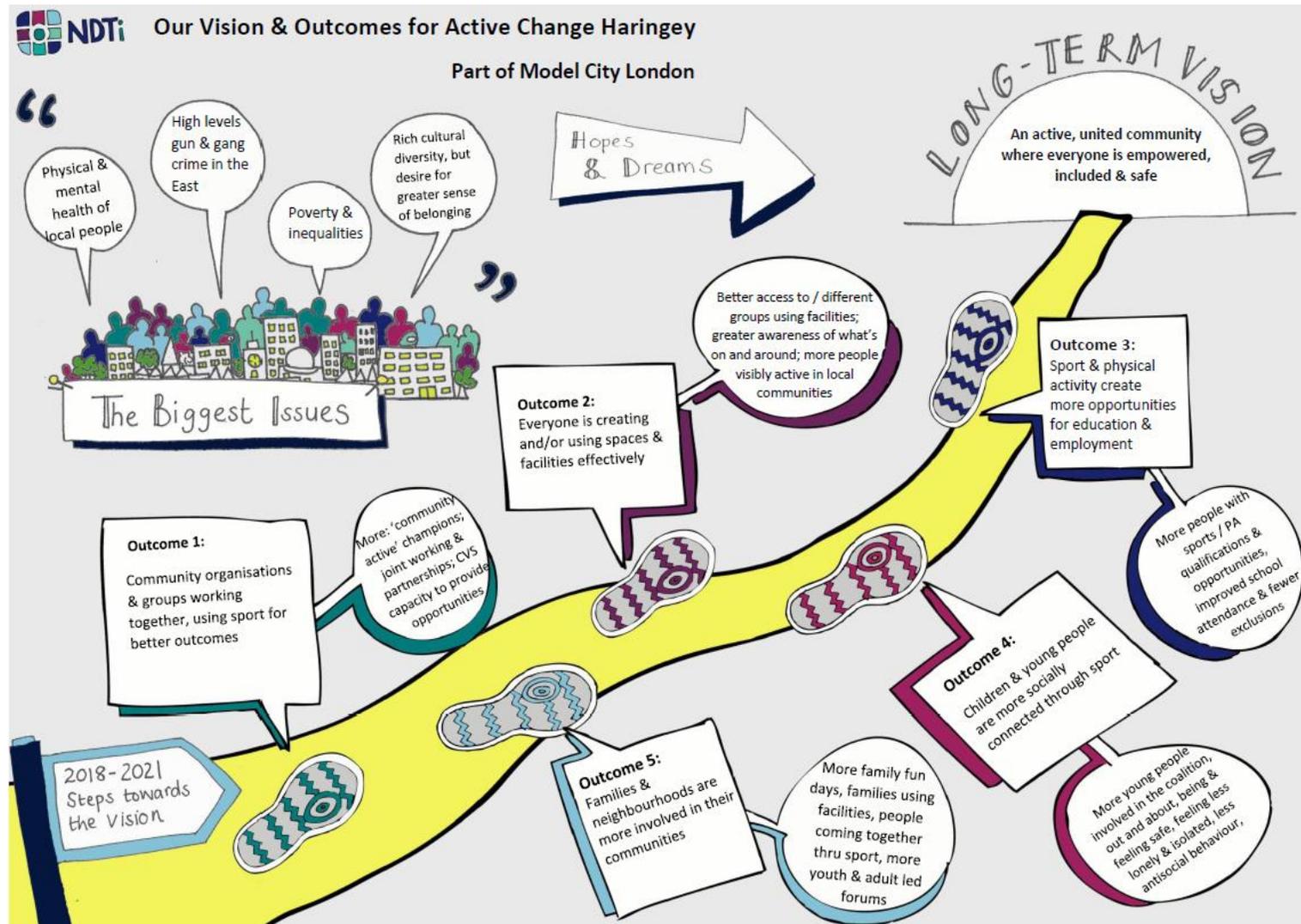
PEOPLE  
&  
PLACES



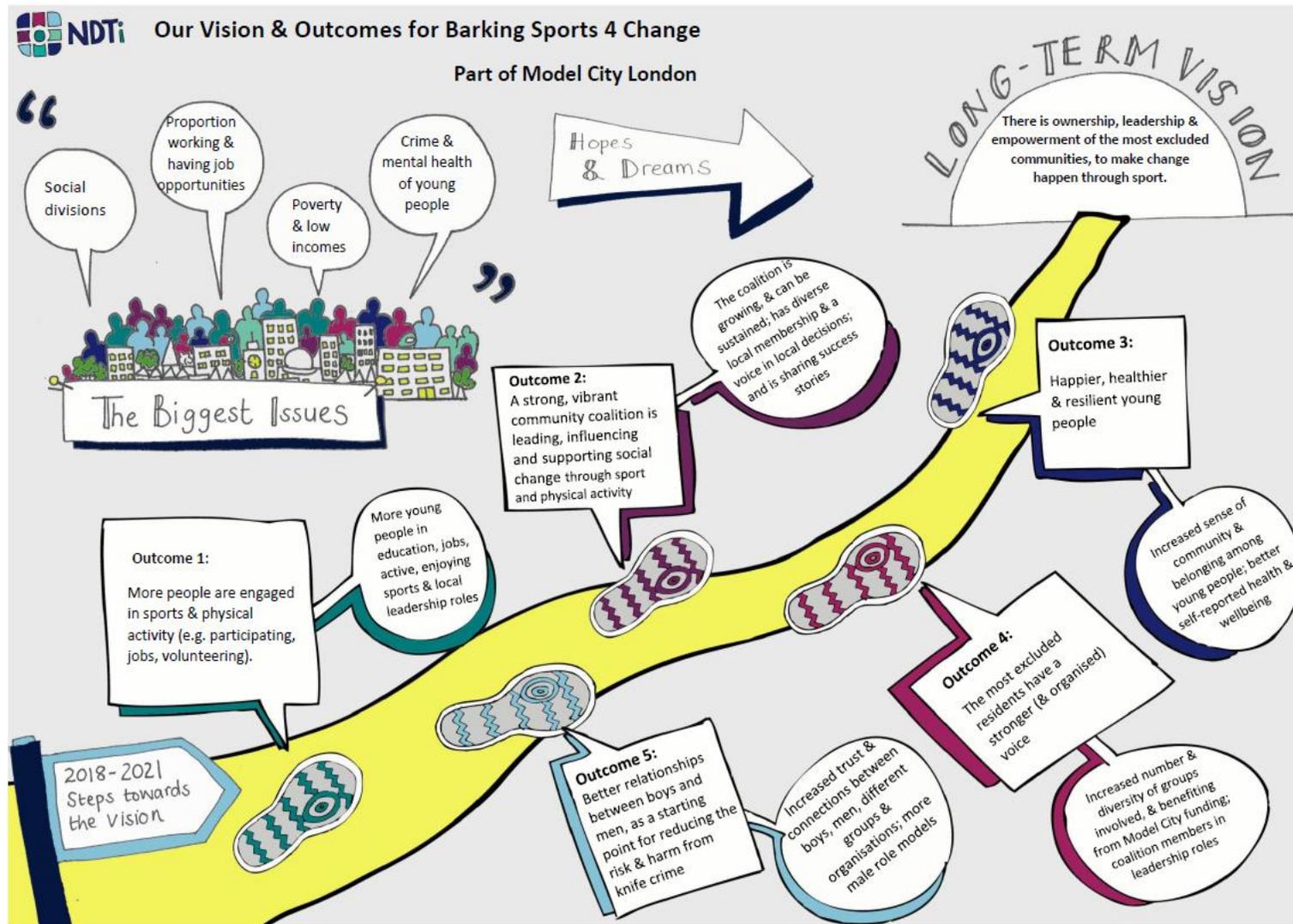
Template adapted from Grove Tools Inc. [www.grovetools-inc.com](http://www.grovetools-inc.com)

## Appendix 3: Graphic Summary Vision & Outcome Maps

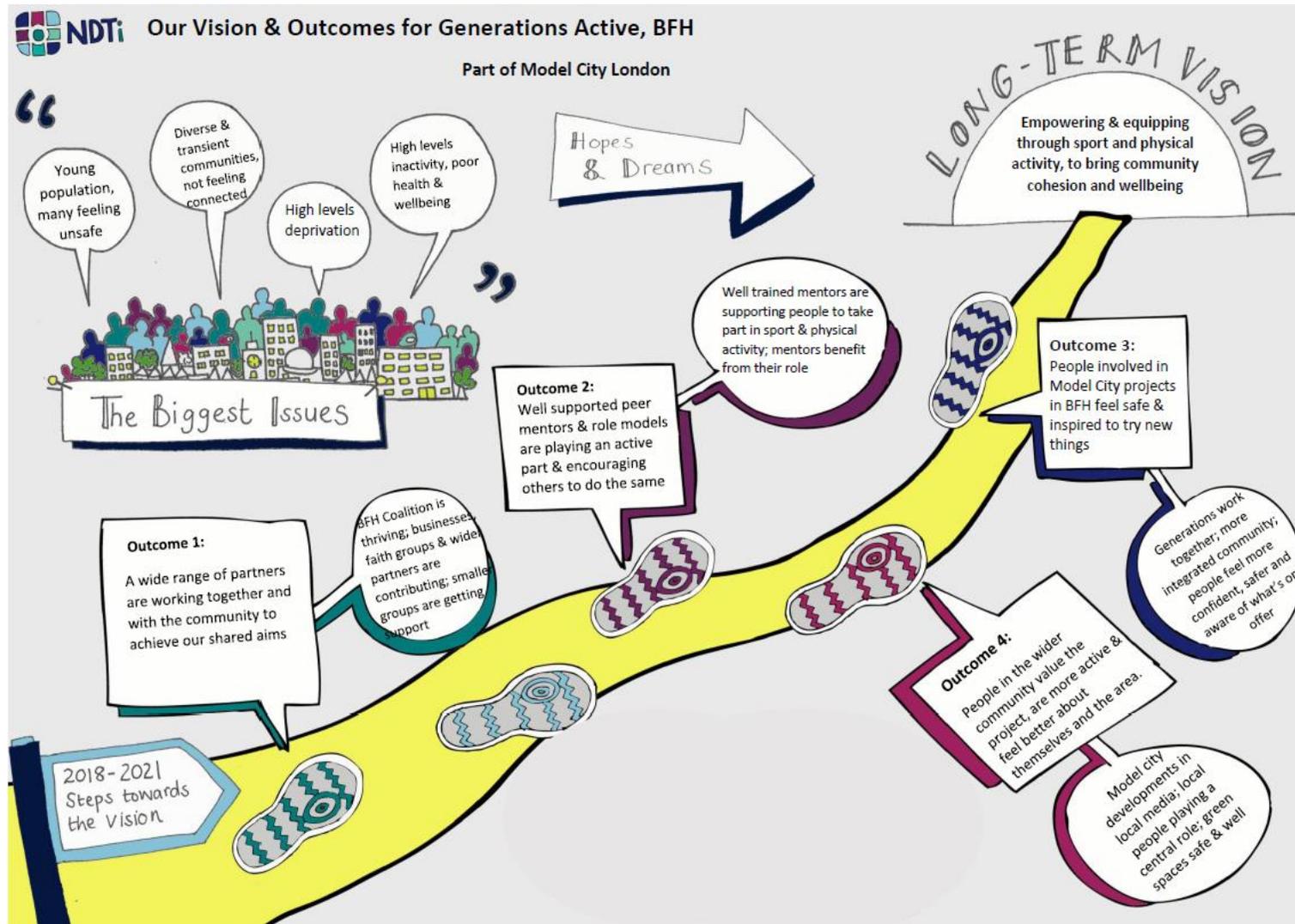
### 3.1 Vision & Outcomes for Active Haringey



### 3.2 Vision & Outcomes for Barking Sports 4 Change



### 3.3 Vision & Outcomes for Generations Active BFH



## Appendix 4: How Model City London Outcomes link with GLA Social Integration Measures (SIM)

MCL OUTCOMES	GLA SOCIAL INTEGRATION MEASURES	GLA SIM INDICATORS
<b>CHILDREN &amp; YOUNG PEOPLE ARE</b>		
More socially connected and have a sense of belonging	Relationships – diverse relationships; social mixing, helping neighbours/social trust, social isolation, loneliness  Outcomes – Feeling of belonging, Neighbourhood cohesion	<i>Proportion reporting friends from a different background, age, race; positive frequent interactions; mutual support; feeling lonely</i>
Empowered to lead change in their community	Participation – volunteering, informal help, civic participation	<i>Proportion participating in leisure activities by type of activity (incl sport/culture)</i>
More active and healthier, happier and more resilient	Participation – in leisure activities,  Outcomes – Personal wellbeing	<i>As above (indicators refer to adults only)</i>
Experiencing better education, employment and vocational prospects	Equality – contributing to employment and educational attainment gaps ; school exclusions, proportion of young people who are NEET	<i>SI measures only relate to pay gaps for disabled/non-disabled ppl and ethnicity groups; need to unpack what the contribution of MCL is to these and other measures of employability/education  Proportion of young people who are NEET</i>
<b>LOCAL COMMUNITIES (RESIDENTS/FAMILIES):</b>		
Feel more connected, safe and valued (i.e. happier/wellbeing/greater levels of trust)	Relationships – diverse relationships; social mixing, helping neighbours/social trust, social isolation, loneliness  Outcomes – Feeling of belonging, Neighbourhood cohesion, Personal Wellbeing; contribution to hate crime and discrimination?	

Are benefiting from a diverse range of opportunities/options/facilities for sport & physical activity	Participation – in leisure activities, Outcomes – Personal wellbeing
Are more active	Participation – in leisure activities, Outcomes – Personal wellbeing
Are more involved e.g. as volunteers, in jobs relating to sport	Participation – volunteering, informal help, civic participation Outcomes – Feeling of belonging, neighbourhood cohesion
<b>LOCAL AND PAN-LONDON DELIVERY PARTNERS/ORGANISATIONS</b>	
Sports and non-sports organisations are working together to identify and respond to community need	Changes in/to local infrastructures and ways of working in order to support/enable the above to happen
Through increased knowledge of what works, the Sports development sector is strengthened and able to deliver more to improve social integration	Sharing data, knowledge and learning to promote and sustain what works, and address what doesn't work