Model City London Final Evaluation Report

EVALUATION REPORT OF LAUREUS SPORT FOR GOOD FOUNDATION – MODEL CITY LONDON PROGRAMME

IMPACTSCAPE LIMITED

OCTOBER 2024

AUTHOR: SARAH LUDECKE

CO-AUTHORS: JOSHUA STEPHENSON, REBECCA WELLS

FOR LAUREUS SPORT FOR GOOD FOUNDATION

Authors

Sarah Lüdecke

Director ImpactScape – Lead Researcher and Team Leader

sarah.g.ludecke@gmail.com

Joshua Stephenson – Data Scientist

joshua.stephenson@live.co.uk

Rebecca Wells - Research Associate and Analyst

rebeccawells4@icloud.com

Date: October 2024

This report should not be circulated without permission of the client.

Acronyms and Abbreviations

ACH	Active Change Haringey
BS4C	Barking Sports for Change
CIO	Charitable Incorporated Organisation
FGD	Focus Group Discussion
GAH	Generations Active Hounslow
GBP	Great British Pound
GLA	Greater London Authority
KII	Key Informant Interview
LA	Local Authority
MCL	Model City London
MEL	Monitoring, Evaluation and Learning
PP	Participation People
SC	Steering Committee

Acknowledgements

The research team would like to take the opportunity to thank a number of stakeholders for their participation in this final evaluation report.

We would like to thank the Laureus Sport for Good Foundation team, specifically Emily Neilan, Fiona Cooper and Jonathan Insley for their valuable thoughts, views and feedback on the report, as well as the contacts they provided and their input into the report.

The research team would also like to extend their special thanks to the partner organisations, coaches and survey respondents that have participated in this study. More specifically, the evaluation team would like to extend their warm thanks to the coalition leads Neil Kersey in Barking, Gemma Brown, Hesketh Benoit and David Pitcher in Haringey, Gillian De Soyres in Hounslow, programme leader Sekiyah Dawes in Barking, youth panel organisers Vijay Kumar in Hounslow and Nathan Oti in Haringey for their generous support in scheduling interviews and disseminating the surveys. Without their cooperation and readiness to offer their thoughts and opinions on their experiences, this report would have been incomplete.

Table of Contents

CHAPTER 1 | INTRODUCTION 10

..... 10
About Model City London 11
Evaluation Objectives 12
Evidence Base 14
Ethics 16

CHAPTER 2 | MCL AND ITS PARTICIPANTS 18

Finding 1: MCL Increased Sustained Participation in Sport and Physical Activity 19
..... 21
Finding 2: Efficiency of MCL in Reducing Social Isolation, Fostering Positive Relationships and Equipping Young People to Become Leaders in their Communities 21
Finding 3: Improved Confidence and Mental Well-Being 27
Finding 4: MCL Brought Improved and New Life Skills to Participants 29
Finding 5: Learning - Participants Want MCL To Reach More of the Community and Other Groups 30

CHAPTER 3 | CREATING SUSTAINABLE COALITIONS 32

Finding 7 – Sustainability: Coalitions are aware of what is required for them to be financially sustainable but are not yet confident in having reached that point 33
Finding 8 – Relevance: MCL Fostered a Needed Supportive and Resource Sharing Network 41
Finding 9 – Sustainability: Delivering of Sustainability Strategy: Building for the Future or Falling Short? 43
Finding 10: Limited Effectiveness of Capacity Building Efforts 44
Finding 11 – Efficiency: Coalitions Advocate for Change on Behalf of their Members and Community 46

CHAPTER 4 | EMBEDDING YOUTH VOICES 49

Finding 12 - Relevance: Youth Panels Needed Greater Flexibility and Local Focus for Effective Engagement 50
Finding 13 - Effectiveness: Inconsistent Skill Development Reflects Challenges in Programme Implementation and Support 52
Finding 14 - Coherence: Variable Representation and Engagement of Youth Panels in Coalition Strategic Decision-Making and Events 55
Finding 15 - Sustainability: The Sustainability of the Youth Panels Remains Unclear with Continuing Logistical Challenges and Subsequent Potential for Disengagement 57

CHAPTER 5 | RECOMMENDATIONS 60

RECOMMENDATIONS 61
RECOMMENDATIONS FOR YOUTH IMPACT FOR COALITIONS 61
RECOMMENDATIONS TO SUPPORT SUSTAINABILITY OF COALITIONS/IMPACT FOR COALITIONS 62
RECOMMENDATIONS FOR LAUREUS FOR SUSTAINABILITY OF/IMPROVEMENTS TO THE MODEL 64

CHAPTER 6 | ANNEXES 67

ANNEX 1 – INTERVIEW LIST (BASELINE, MIDLINE AND ENDLINE) 68
ANNEX 2 – DISCUSSION GUIDES 71
ANNEX 3 - INDICATORS PER OUTCOME AND EVALUATION QUESTION, TARGETS, DATA SOURCE AND COLLECTION – UPDATED IN DECEMBER 2023 78
ANNEX 4 – FINAL DATA POINTS FOR EACH INDICATOR PER OUTCOME AT THE END OF YEAR 6 82
ANNEX 5 – SURVEY QUESTIONNAIRES 88
COALITION FINAL QUESTIONNAIRE 88
GRANT PARTICIPANTS FINAL QUESTIONNAIRE 88
YOUTH PANEL FINAL QUESTIONNAIRE 88
ANNEX 6 – SURVEY DATASET 88
ANNEX 7 – PROGRAMME CHANGE PATHWAYS 88
ANNEX 8 – REPORT METHODOLOGY 89
QUANTITATIVE DATA COLLECTION AND ANALYSIS APPROACH 89
PARTICIPANT SURVEY – ENDLINE RESPONDENTS' DEMOGRAPHICS 92
COALITION MEMBER - ENDLINE SURVEY - RESPONDENTS DEMOGRAPHICS 94
YOUTH GROUP – ENDLINE SURVEY – RESPONDANTS DEMOGRAPHICS 94
QUALITATIVE DATA COLLECTION AND ANALYSIS APPROACH 95
ANNEX 9 – MCL COALITION MEMBERSHIP LISTS 96

Executive Summary

Key Findings

How effectively has Model City London (Years 5 and 6) improved participation in sport and physical activity, reduced social isolation, improved mental well-being, for young people from Barking, Hounslow and Haringey?

- Enhanced Participation and Engagement: MCL programme significantly improved participation in sports and physical activities, with 802 young people engaged, including 427 girls. Participants showed a marked increase in their likelihood of engaging in other sports or physical activities post-programme (81%). Participants expressed a greater commitment to physical activity and discovering new interests within sports.
- Reduction of Social Isolation and Built Positive Relationships: MCL successfully fostered positive social connections, with 90% of participants reporting new friendships and 65% taking on leadership roles. Supportive relationships with coaches and mentors were established, with 68% of participants expressing strong connections to their mentors. The programme effectively reduced social isolation by fostering supportive relationships, encouraging leadership roles, and helping participants form lasting social connections. These outcomes have contributed to a stronger sense of community and belonging among the young people.
- **Improved Mental Well-Being:** The programme contributed positively to the mental well-being of participants, with improvements in self-esteem, resilience, and overall happiness. While some quantitative measures did not reach statistical significance, the qualitative data clearly indicates that the programme has had a profound impact on the mental health and emotional resilience of the young people involved.
- Skills Development: The programme provided participants with valuable transferable skills, enhancing their future employability.
    - Structured and formalised programmes that deliver specific leadership qualifications are equally as effective as those that encourage learning-by-doing through the leadership and mentor roles provided as part of a wider local programme.
    - An unintended yet invaluable outcome of youth participation in MCL has been the plethora of skills the young people have gained from taking part. This ranges from interpersonal skills to transferrable skills that will be useful in future work experience and job posts.
- Constructive feedback for expansion: Participants were largely positive about their engagement with MCL and its programmes, with their main constructive criticism being that it needed to reach more young people.

How effectively has Model City London (Years 5 and 6) established community hubs that support and advocate for their local community? How sustainable are these community hubs?

- Progress in Governance Structures: Two coalitions achieved incorporation, demonstrating success towards sustainable governance. However, challenges with the third coalition highlighted the need for further support. The coalition leads played an essential role in brokering partnerships that are key to the coalition's sustainability.

- Financial Sustainability Efforts: Despite progress in financial sustainability, the coalitions remain vulnerable, with only one (Barking) securing funding (£105,000) due to the structural advantage of being incorporated.
- Capacity Building Gaps: There were inconsistencies in capacity-building efforts across coalitions. A shift to one-to-one support benefited coalition leads but revealed significant gaps in grant writing skills, with only 15% of coalitions reporting competence in this area. There is a keen appetite amongst coalition leads and members to have more capacity building efforts focused on impact measurement.
- Challenges in Coalition Relationships: There have been significant challenges in maintaining the perceived utility of relationships between coalition members (only 46% of coalition members found relationships within the MCL coalitions useful, indicating challenges in maintaining the perceived utility of these relationships, compared with 51% at baseline).

Youth Panels

- Success in Youth Panel Establishment: The youth panels were effectively set up to amplify young people's voices in decision-making, aided by influential stakeholders. Laureus and coalitions have been successful in taking the time to set up each youth panel, taking into consideration local requirements and challenges, and ensuring the youth panel has an influential and inspiring lead that can drive this aspect of the programme. However, consistent engagement remains a challenge due to logistical issues and the need for visible impact.
- Informal Engagement Methods: The shift to flexible, informal engagement strategies successfully enhanced youth participation, highlighting a preference for adaptable approaches over rigid structures.
- Desire for Skill Development: Youth panel members expressed a strong interest in acquiring new skills, recognising their involvement as a vital opportunity for personal growth. Despite improvements in confidence and communication skills, the need for structured mentorship and capacity building persists, hindered by logistical constraints.

Recommendations

Recommendations for Youth Impact for Coalitions

- To enhance youth engagement and impact within the coalitions, it is crucial to expand accessibility and communication. This can be achieved by leveraging social media, local partnerships, and school engagement to create targeted outreach strategies that effectively raise awareness of coalition activities, particularly among underserved youth. Providing structured and timely information about these activities will help address logistical challenges and ensure greater participation.
- In addition, coalitions should implement responsive and flexible programming that is informed by regular feedback from youth participants. By actively involving young people in the development of activities, coalitions can ensure that programmes remain relevant and engaging. Incorporating informal engagement methods, such as

community events and social gatherings, will further encourage participation, especially during periods of high academic pressure.

- Moreover, it is essential to strengthen mentorship and leadership opportunities within the coalitions. Investing in high-quality mentorship programmes that connect youth with supportive adults will enhance their development and sense of belonging. Encouraging young participants to take on leadership roles will empower them to have a direct influence on decision-making processes, ensuring that their voices are integral to programme development and implementation.

Recommendations for Sustainability of Coalitions/Impact for Coalitions

- Coalitions should adopt streamlined governance with small, clearly defined leadership teams to maintain efficiency and adaptability. Steering Committees can provide strategic guidance while keeping resources focused.
- Building strong partnerships with councils, schools, and community organisations can reduce costs through in-kind support and open access to small grants. Diversifying funding sources, including community fundraising, will further strengthen financial resilience.
- Developing internal skills in fundraising and grant writing is key to sustainability. Training coalition members in these areas will enable access to smaller grants, building confidence for larger applications over time.
- Regularly gathering feedback through simple surveys or focus groups will help refine programmes and demonstrate impact, ensuring relevance and strengthening advocacy and funding efforts.

Recommendations for Laureus for Sustainability of/Improvements to the Model

- For Laureus to provide effective support to future Model City programmes, it should formalise mentorship and capacity-building initiatives. Establishing a structured mentorship programme that aligns mentors with youth interests and career aspirations will enhance the relevance and effectiveness of support offered. Furthermore, expanding capacity-building efforts, particularly in impact measurement and grant writing, will empower coalitions to effectively demonstrate their outcomes and secure necessary funding.
- Laureus should also leverage successful practices in female participation by commissioning a study to identify the key strategies that contributed to increased engagement among young women. Sharing these findings as a best practice model can guide future initiatives and encourage other organisations to replicate effective approaches in their programming.
- Lastly, creating incentives and supportive structures for youth involvement is vital. Introducing incentives such as travel reimbursements or exclusive event access will sustain youth engagement and enthusiasm. Establishing clear communication pathways that facilitate the incorporation of youth insights into coalition decision-making will ensure their perspectives shape strategic direction and programme development, ultimately enhancing the overall impact of the Model City programmes.

Chapter 1 | Introduction

Introduction

About Model City London

The Model City Model

In 2014, the Laureus Sport for Good Foundation (Laureus) launched Model City, a place-based approach to promote positive social change through sport. They first piloted the programme in New Orleans and Atlanta, subsequently rolling it out to London in 2018, and Delhi, Paris and Hong Kong in 2019-20. This place-based approach aims to support, strengthen and bring together local sports for development organisations based in the same city to achieve greater collective impact.

The Model City approach can be viewed as a grassroots movement for change through sport for development which is continually evolving and developing. A coalition of local organisations is led by a Steering Committee (SC), which provides the driving force for the coalition work on the ground. Differing from more traditional approaches, Model City acts as a vehicle for funding and capacity building through which the community is convened and, thereafter, supported in identifying the social issues that need addressing, and locally determining how best to do so. As such, Laureus's approach empowers the community to work collaboratively and to enfranchise its members in decision-making, breaking away from the traditional top-bottom funding approach. The programme runs with a view to embedding into the coalition these behaviours, skills and processes moving forward, especially once Laureus formally withdraws its support at the end of the six-year programme cycle.

Laureus has created a four-stage process for building a successful Model City place-based approach. Though timelines can flexible, the process includes 4 phases: (i) research; (ii) strategizing; (iii) invest and demonstrate and (iv) sustainable transition, outlined in Figure 1 below:

Figure 1 | The Four Phases of Model City

Model City London

Since 2018, Laureus has implemented the above blueprint of a "place-based" approach to London, through its Model City London (MCL) programme. Laureus is in partnership with the

Greater London Authority (GLA) and Nike to deliver the programme, which has now reached the end of its sixth year and, therefore, the end of the two-year Phase Four "Transition" stage.

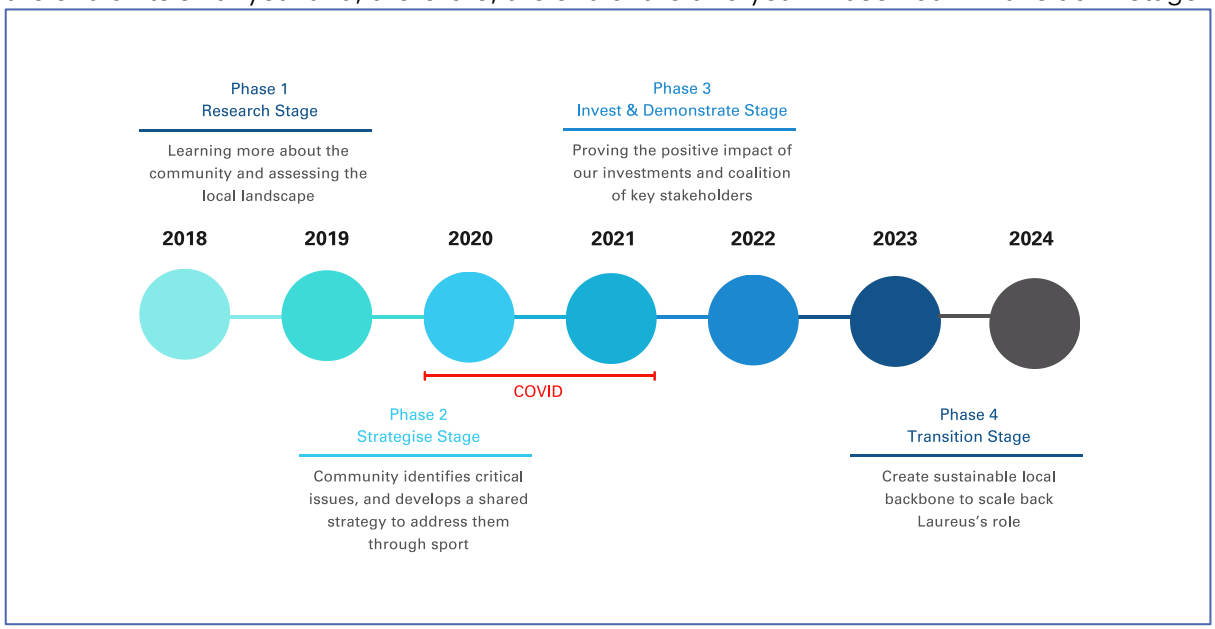


Figure 2 | Timeline of Model City London 2018-2024.

The programme is being delivered in Barking, Hounslow and Haringey, has lasted six years and came to an end in September 2024. During this Phase Four, which is specifically focused on ensuring the sustainability of the coalitions before the withdrawal of Laureus's support, MCL has worked to strengthen and reinforce the governance structures that underpin the self-sustaining and independent coalitions in each of the three locations that the programme is being delivered. By creating this strong backbone within each coalition, and withdrawing their support incrementally, MCL ultimately equips and empowers the coalitions to take their work forward once formal support is withdrawn at the end of the programme (year six).

This report seeks to evaluate the work that has been undertaken by Laureus over the last two years of Phase Four to embed the structures and processes needed to ensure that, beyond September 2024, the coalitions continue to work collaboratively for the betterment of their communities, using sport as a driver for change.

Evaluation Objectives

In June 2023, Laureus commissioned ImpactScape to carry out the evaluation of the MCL programme's Fourth Phase. Impact Scape developed an evaluation plan, approved by Laureus, which seeks to address the following evaluation questions:

This evaluation work is guided by two core evaluation questions listed below:

- Evaluation question 1: How effectively has Model City London (Years 5 and 6) improved participation in sport and physical activity, reduced social isolation, improved mental well-being, for young people from Barking, Hounslow and Haringey?

- Evaluation question 2: How effectively has Model City London (Years 5 and 6) established community hubs that support and advocate for their local community? How sustainable are these community hubs?

This report is the third and final in a series of three evaluation reports, which seeks to provide final findings for evaluation questions 1 and 2 and establish the sustainability of the programme going forward and its effectiveness on participants.

Within the two overarching questions, the evaluation examined a number of evaluation themes, including the 'classic' Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria (relevance, coherence, efficiency, effectiveness, and sustainability), as well as implementation (examining how well Laureus supported the coalitions), learning, and finally recommendations. Table 1 below summarises the evaluation structure.

Table 1 | Evaluation Structure

Overarching question	Evaluation theme
How effectively has Model City London (Years 5 and 6) improved participation in sport and physical activity, reduced social isolation, improved mental well-being, for young people from Barking, Hounslow and Haringey?	Effectiveness
	Efficiency
	Learning
How effectively has Model City London (Years 5 and 6) established community hubs that support and advocate for their local community? How sustainable are these community hubs?	Coherence
	Relevance
	Efficiency
	Sustainability
	Implementation

The programme initially had a third evaluation question: How effectively has Model City London promoted and strengthened the use of sport in youth development and community cohesion in London? However, whilst conducting this evaluation, a strategic decision was made by founders and Laureus to streamline the number of indicators used for assessing the project's performance. This decision was driven by a thorough review of the initial set of indicators, taking into consideration various factors aimed at enhancing the clarity, relevance, and efficiency of the evaluation process.

It is important to note that the reduction in the number of indicators does not compromise the comprehensiveness of the evaluation but rather enhances its precision and practicality. The refined set of indicators chosen for this evaluation was carefully curated to capture the key facets of the project's success, ensuring a more efficient and insightful assessment of its overall performance.

Evidence Base

The evaluation team used a cross-sectional design, which incorporates both inductive and deductive approaches. The final report involved mixed methods to gather quantitative and qualitative data, drawing mainly from primary evidence, gathered through key informant interviews (KIIs), focus groups (FGDs) and surveys. We carried out the final data collection work between June and August 2024, whilst previous data collection exercises took place in August 2023 and January-February 2024. When referring to the programme in this report, the evaluation in this report focuses on the programme implementation during its fifth and sixth years.

The evaluation collected data with three target audiences: activity participants ("the participants"), participants of the youth panels ("youth panels") and members of the coalitions and organisations funded by MCL ("coalition members").

To gather the qualitative data for the evaluation, the research team spoke to a total of 54 stakeholders. These were divided between 30 KIIs with participants, coalition members, Laureus personnel and grantees between August 2023 and August 2024 and 7 FGDs over the period, speaking to the total of 26 coalition and SC members, 9 participants, 19 youth panel members and 1 Programme Manager. The anonymised list of participants in these interviews is detailed in Annex 1 of this report.

To collect the quantitative data for this evaluation, the research team collected data over three data collection points (for participants and youth panel members it was only possible to collect data at the latter two collection points) to measure increase and change over time. The surveys were distributed via Google Forms to, respectively, coalition members, programme participants and youth panel members. For the surveys, a total of 43 responses were received from programme participants, 51 responses from Coalition members and 31 responses from Youth Panel members over the three data collection points (September, January, July). For the endline surveys, a total of 37 responses were received from programme participants, 11 responses from Coalition members and 6 responses from youth panel members.

We detail in Annex 3, indicators per outcome and evaluation question, targets, data source and sources of data. In Annex 4, we have provided a table of the final data points for each indicator per outcome at the end of year 6, including the evaluation question, original targets and, where possible, the corresponding baseline and midline data. The full methodology is available in Annex 8.

Limitations

In implementing the research, the research team faced several challenges and limitations which had direct or indirect consequences on the delivery of this report and its findings. We outline those below.

- Some results not statistically significant: The assessment team were aware of the risk that quantitative survey response rates would not be at the level required for differences between baseline/midline/endline and demographic responses to be regarded as conclusive evidence of the impact of the programme. To mitigate this risk several steps have been taken: (i) A prize draw was agreed with and funded by Laureus with one winner from each of the three endline surveys being randomly selected to receive a £100 voucher for Nike/Decathlon, should they choose to opt-in. (ii) Regular email reminders

were sent to the MCL programme and coalition leads, giving updates on responses received and (iii) the deadline for closing the surveys to responses was also extended several times. Despite these steps being taken the response rates to the three endline surveys remained well below target, as detailed in the quantitative survey response section of the report. The consequence of this limited response to the quantitative surveys is that at several points in the report the findings were not found to be statistically significant, we have indicated this each in the relevant sections with footnotes.

- What we mean by 'not statistically significant' is that the difference found may have been caused simply by chance due to the small selection of respondents in the data, rather than reflecting a true difference between surveys or demographics. With a higher rate of responses, the confidence in the results may have been greater, and using statistical analysis we may have been able to claim that beyond reasonable doubt these findings were not caused by chance.
- The statistical approach taken by the assessment team was to use Welch's t-test to compare sample means, Boschloo's exact test to compare sample frequencies, and the Kolmogorov-Smirnov test to compare sample distributions. A p-value of 0.05 was used as the threshold for statistically significant as is the standard in this type of research. More detail on these statistical tests, statistical significance, and p-values can be found at most statistical resources, such as https://stats.libretexts.org."
- Coalition comparison limitations due to responses: The intention of the research team when designing this evaluation was to produce a quantitative comparison of the different coalition regions (Barking, Haringey and Hounslow), drawing out differences in approach and the impact this may have had. Due to the limited survey responses (for the final youth group and coalition surveys only Haringey and Hounslow regions provided responses for example), it was not possible to undertake this analysis. The findings are therefore provided at the aggregate level across all three coalitions in this final evaluation report.
- Demographic comparison limitations due to responses: For the baseline/midline surveys the response levels were high enough to allow the research team to find several statistically significant differences in the responses to the surveys by certain demographic groups. The intention of the research team was to build further on this analysis by comparing this to the responses to the endline survey for these demographic groups. Due to the limited survey response rates the demographic subgroups were very small, and it was not possible to identify statistically significant differences when undertaking this analysis.
- Lack of access: The evaluation team experienced difficulties when trying to schedule interviews with participants and coalition members in the course of the data collection efforts in the summer 2023, early 2024 and the summer of 2024. This was due to a mix of the constraints of public exam season, a busy end of term period and, in the case of Hounslow, the programme ending before the data collection period for this report started. It was therefore not possible to speak with participants in Hounslow, nor the Youth Panels in Haringey and Barking. In addition, coalition members organising the Haringey Youth Panel suggested that the young people were not incentivised enough to take part in this evaluation. It was felt that there was fatigue amongst the young people when it

came to such consultation as they had been engaging already on a number of activities during the reporting period.

- Respondent positive bias towards Laureus: A limitation of this research study is that participants may have initially felt pressured to express positive views of Laureus, especially if they have had prior favourable attitudes towards Laureus and are funded directly or indirectly by Laureus. While attempting to reduce positive bias towards Laureus, the research team emphasised their independence from the Laureus team, prompted participants for their honest opinion, including asking for negative commentary and ensured that answers are anonymised.
- Knowledge gaps amongst participant and Youth Panels respondents: There was a consistent misunderstanding amongst participant respondents in Haringey as to the status and role of the Youth Panels: coalition leads explained that activity participants were also members of the youth panel and signposted the evaluation team to speak with them, however during interview the participants reported no knowledge of the youth panel or their supposed role within it. Participants in Barking also reported not being aware of what MCL is, and how it relates to the programme the participants are part of; however they did recognise Barking Sports 4 Change as an entity that they had knowledge of being related to. The evaluation team worked with Laureus and the coalition leads throughout the delivery of the work to increase knowledge on those.
- Limitations of scope: As discussed with Laureus during the inception phase, the scope and budget of the evaluation did not enable the research team to undertake a full impact assessment of the programme. A full impact assessment would require a thorough examination of all causal factors influencing the outcomes, which was beyond the parameters set for this evaluation. Consequently, while this evaluation provides valuable insights and a thorough overview of the programme's effectiveness, it is essential to recognise that a more extensive analysis could have yielded a deeper understanding of the programme's impact.
- Limited programme documentation: The research team encountered challenges due to limited to programme documentation, which hindered the ability to conduct a comprehensive programme document review. Consequently, the majority of findings were derived from primary evidence, specifically surveys and interviews. This reliance on primary data placed significant dependence on coalition leads, grassroots member organisations, and young participants in the programmes and panels. As a result, this process became burdensome for grassroots organisations, and over the course of the evaluation, there was noticeable fatigue among respondents. Many expressed reluctance to participate, particularly in the absence of perceived incentives, given their already constrained time and resources.

Ethics

The research team adhered to established standards and guidelines grounded in the principles of "do no harm," gender equality, and social inclusion. Given the low-risk nature of this activity, standard protection mechanisms were implemented, including anonymity, the right to withdraw from participation, confidentiality, data protection, and consent for recording.

In conducting this research, the evaluation team engaged with participants aged 13 and above. Recognising the unique considerations involved in working with younger participants, we ensured that ethical safeguards were firmly in place to protect their well-being. These safeguards included: informed assent, parental or legal guardian consent and their presence during interviews (or the attendance of a trained adult), age-appropriate information, privacy and confidentiality, and the right to withdraw at any time. Participation was entirely voluntary.

The research team received training to foster a climate of trust and to maintain professional relationships throughout the data collection process. Interviews were conducted with respect for local cultures, adhering to relevant norms, values, and traditions.

Chapter 2 | MCL and its Participants

This chapter presents key findings from the data collection undertaken throughout this evaluation: from January 2023 to August 2024, as pertains to the effectiveness and efficiency of the MCL programme on the participants, along with key learnings.

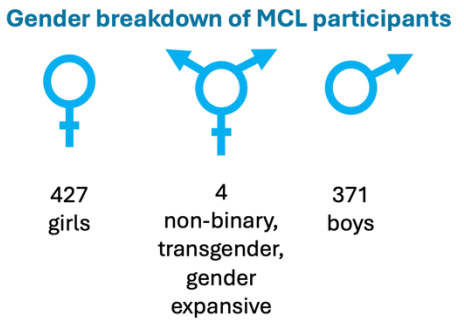
How effectively has the Model City London (Years 5 and 6) improved participation in sport and physical activity, reducing social isolation, improving mental well-being, for young people from Barking, Hounslow and Haringey?

This section examines the social impact of the MCL Coalitions, specifically focusing on three key outcomes: increased participation in sport and physical activity, reduced social isolation, and improved mental well-being among young people.

Finding 1: MCL Increased Sustained Participation in Sport and Physical Activity

From the onset, the MCL programme made substantial strides in enhancing children's engagement in sports and physical activities and promoted efforts to create a dynamic and inclusive sporting environment. A key element of the MCL coalitions' strategy is the promotion of sport and physical activity as a means of strengthening social connections and improving the well-being of young people.

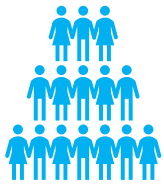
Over the course of the programme, MCL successfully engaged a significant number of young participants: over the programme's years 5 and 6, 802 participants (under the age of 24) took part in sports and other creative activities. Of those 802, 427 identified as girls, 371 as boys and 4 as non-binary/transgender/gender expansive. When compared to the indicator number of 633, MCL exceeded its targets. Of those 802, 147 identified as people with disabilities, with 140 of these participants being in Hounslow. The absence of a defined criterion for disability from the funder may have contributed to the variation in reporting across different locations. Establishing a clearer definition would help ensure consistency and comparability in data collection throughout the programme.



MCL was successful in attracting participants from the targeted age group, incrementally increasing participation numbers over time and providing an inclusive atmosphere that welcomed participants from across the gender spectrum. The coalitions were particularly successfully in engaging young women and girls to partake in sport (a group that is statistically at risk of lower participation numbers when it comes to sporting activities).

A core success of the MCL programme is that participants showed a marked increase in their likelihood of engaging in other sports or physical activities post-programme. At baseline, only 35% of participants reported that they were likely to engage in sports or physical activities outside of the programme. By the endline, this figure had risen sharply to 81%, indicating a profound and significant shift in attitudes towards regular physical activity. Interviews and

data demonstrate that the programme was highly effective in fostering a culture of ongoing and sustained participation among the young people involved.



802 participants

72% of participants said having a variety of sports on offer was a key factor in their continued involvement

81% of participants said they were likely to engage in sports or physical activities outside of the programme (up from 31% at baseline)

The MCL programme went beyond simply increasing participation rates; it fundamentally reshaped how young people perceive and engage with physical activity. Exposure to a variety of sports and the supportive community created by MCL were pivotal in helping participants develop a lasting interest in staying active, which is crucial for their long-term health and well-being. The importance of offering diverse sports became increasingly evident, with 72% of participants in the final survey identifying this variety as a key factor in their continued involvement, up from 60% at baseline. Many participants expressed how the programme not only introduced them to new sports but also cultivated a genuine enthusiasm for maintaining an active lifestyle. The majority of participants interviewed highlighted how much fun they were having in participating in these active and/or creative pursuits outside of school.

For example, an 11-year-old participant from Barking, shared how the programme had broadened her horizons:

> *"Before MCL I didn't really do much outside of school. But now, I've tried things like basketball and dance. I actually want to keep doing these things because they're fun, and I've made new friends too."*
> (Endline, Female, Participant, Barking)

Similarly, a 13-year-old participant from Haringey described why she initially joined the programme:

> *"To dance to feel less stress and to clear my mind but then I started having fun. I wanted to help others understand that sport can be fun… and encourage them to participate."*
> (Baseline, Female, Participant, Haringey)

Case Study, Chidera, Barking

Chidera's Transformation Through the Bridging the Gap project in Barking

Chidera is a young person from Barking who took part in the Triangoals football programme through Bridging the Gap for Girls programme. The Bridging the Gap for Girls programme is a consortium grant programme run as part of BS4C, that aims to will create hub training sites through Barking coalition groups who will then look to train up a cohort of girls to become coaches in their community.

Chidera took part in weekly football sessions with her peers and then went on to be part of a mentoring programme with Barking Football Club over the summer programme where she learnt coaching skills. At 13 years old, she was a bright and active girl with a passion for sports, yet she struggled with shyness and public speaking. "I was very shy when I was in year seven," she recalls, often hesitating to engage with classmates and express her opinions. Her involvement in sports was largely confined to school activities.

Everything changed when Chidera joined the programme. She initially sought to enhance her football skills and connect with friends, but she found a vibrant and supportive community that became the foundation for her personal growth. "When I first came to the football session, I realized the community that I surrounded myself in, and it was really nice and vibrant," she shares.

As she immersed herself in regular training and team activities, Chidera shed her insecurities. The programme not only improved her athletic skills but also instilled newfound confidence. "I've definitely grown some confidence in myself... I was able to really voice my opinions," she expressed. Through interactions with peers who shared similar experiences, Chidera learned the importance of expressing her feelings.

Despite facing challenges when speaking in front of diverse groups, she persevered. "When you're surrounded by people with different backgrounds, it can be daunting," she acknowledged. Growing up as a young Black British girl, she felt the weight of differing opinions. Yet, the programme empowered her to navigate these feelings, allowing her to express herself more freely. "It was really good to voice your opinion as someone from a different background," she noted, demonstrating her resilience.

Chidera found purpose and direction through her involvement. "Finding something to do... really helped me focus on what I wanted to do in my free time," she explained, replacing hours spent at home with meaningful engagement and camaraderie.

The benefits of her participation extended beyond sports. Chidera experienced noticeable improvements in her academic performance. "It was really good... our teacher also noticed it," she said regarding her increased participation in class activities, particularly in drama, where she now felt comfortable acting and speaking in front of her peers. This newfound confidence culminated in receiving a term achievement in drama, further reinforcing her self-esteem.

Finding 2: Efficiency of MCL in Reducing Social Isolation, Fostering Positive Relationships and Equipping Young People to Become Leaders in their Communities

The MCL programme successfully reduced social isolation and fostered positive relationships among participants. Survey data and participant interviews indicate a significant increase in the number and quality of social connections, the development of leadership skills, and the formation of supportive relationships with coaches and mentors, contributing to stronger community engagement and personal growth.

Social Connections and Making Friends

One of the key successes of the MCL programme was its ability to foster social connections among young participants. Nearly 90% of participants reported that they made new friends through their involvement in the programme (on target – indicator 1.5), with many highlighting the diversity and inclusivity of the activities as significant factors in building these connections. The programme provided a safe environment where participants felt comfortable interacting with peers, often from different backgrounds and the sense of community fostered through team sports and activities enabled participants to build long-lasting relationships. Participants shared that, before joining MCL, many felt socially isolated, but the programme provided an opportunity to form meaningful connections.

Importantly, the programmes provided a space that took the young people out of the confines and pressures of school, home and work environments they were used to. One 13-year-old participant in Barking enthused,

> *"We come here to make friends. It is different from school, you feel close knit and comfortable with people here. It is somewhere to unwind and feel happy. And you learn stuff too, which is a bonus. It isn't a workplace or a school, it is a second home to me. You won't feel unwelcome, everything you have to say is valid and it is a place of comfort."*
> (Endline, Female, Participant, Barking)

One of the participants interviewed also highlighted how the benefits to their wellbeing – being active and bettering themselves – went hand in hand with making new friends that transcended age groups:

> *"At the beginning I just went there for fun, but now I am more involved. I didn't go with friends at first, but it was a good opportunity to meet new people. There are lots of different age groups - 4-6 years old and 12-18 years old – it varies who shows up but usually it's quite a few. It's a great way to work out, to make friends, to better yourself."*
> (Endline, Female, Participant, Haringey)

The rare opportunity afforded by the programme to meet young people outside of one's academic year group was also highlighted as a positive aspect of the programme by a participant in Hounslow:

"I made new friends in other year groups participating in this programme. It's often not possible to do this otherwise."
(Baseline, Male, Participant, Hounslow)

The potential to make new connections was in some cases what sustained the young people's engagement and encouraged them not only to come back to the programme, but to also recruit their peers and friends to participate also:

"It's a good physical activity. I've stayed for the friendships I've made, I've encouraged friends to go too."
(Endline, Female, Participant, Haringey)

Leadership Opportunities and Personal Growth

MCL also aimed to encourage young people to take on leadership roles within their communities. The programme saw 65% of participants reporting that they had taken on leadership responsibilities, a significant rise from 28% at baseline and well above the 25% target (indicator 1.3). This growth in leadership was particularly evident in how participants described their increasing confidence and willingness to contribute to their communities. One participant stated:

"It felt good, it was positive [to be in a leadership position]" (Endline, Female, Participant, Haringey) while another reflected, *"I never thought I could lead a group of people, but after getting involved with the youth panel, I feel like I can actually make a difference."*
(Endline, Female, Participant, Barking)

In many instances the opportunity to lead has surprised participants in their capacity to take on and thrive in such roles. The development of leadership skills was often tied to a sense of empowerment that participants experienced through sports, as they gained the confidence to lead their peers in various activities and events. Another participant shared the following experience around engaging the younger ones in how to play and sport and to help plan events for the local community:

"Through MCL, I have become a role model and learnt how to support the community. We help set up for local events unless it clashes with my school times. We help out, play with the kids, encourage them to join in. Some kids are quite shy and aren't willing to join in, but the smaller activities like the egg and spoon race, not the physical stuff, usually gets them involved. It's an easy and fun atmosphere and if it's not competitive then we can get them to participate more in sport. As volunteers, we [receive] training: Microsoft skills, for example. It's a great opportunity to

take leadership of something and set it up. We socialise and it's engaging, and I've earned to be organised and social."
(Endline, Female, Participant, Barking)

This opportunity to support younger age groups was highlighted by a number of other participants as being particularly rewarding and vital to their skill development. In Barking one 11-year-old participant was enthusiastic about how positive and "*nice [it is] to help the younger ones*" (Endline, Female, Participant, Barking). Such pastoral roles increase future opportunities through the provision of transferrable skills and work experience.

The programme not only encouraged leadership but also cultivated a sense of responsibility among participants, many of whom have become role models in their communities. The ownership and therefore malleability that comes with taking on such leadership roles was seen as a positive. For example, a 13-year-old girl interviewed in Barking concluded her interview by saying:

"We all have our own role as volunteers, where we can speak freely and be heard."
(Endline, Female, Participant, Barking)

Participants in both MCL's formal and learning-by-doing leadership and mentoring activities praised the experience as it gave them the opportunity to further the skills and qualities to enhance their personal development and prepare them for future work.

Supportive Relationships with Coaches and Mentors

An essential component of MCL's success in reducing social isolation was the strong relationships participants built with their coaches and mentors. From baseline to endline, the percentage of participants who reported having a supportive relationship with a coach or mentor increased significantly, from 45% to 68% (Indicator 1.4). Although this improvement is notable, it fell short of the 80% target, highlighting a strategic opportunity for Laureus to enhance support mechanisms and foster even stronger connections between participants and mentors in future programmes.

These relationships were pivotal in providing not just athletic guidance but also substantial emotional support. Participants frequently described their coaches and mentors as crucial sources of resilience and understanding, especially for those who lacked robust role models outside the programme. One 13-year-old participant highlighted the multifaceted role of their coach:

"My coach is always my go-to person for advice, for anything. They help with everything from writing my CV to helping me lead the activities with the younger kids. They give a lot to people. They want us to learn and progress, guiding us as much as [they] can."
(Endline, Female, Participant, Barking)

Another 13-year-old participant underscored the depth of their relationship with their mentor, noting the personal support that they provided during challenging times:

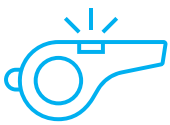
> *"I definitely agree that the relationships we have with our mentors is not a student and teacher one: it is familial and close knit. I had a problem at home recently, and I told [my mentor] about it. [They] were very understanding and made me feel supported and heard."*
> (Endline, Female, Participant, Barking)

One of the coach and mentor's interviewed was also a previous participant in one of the programmes. They underscored the importance of their role providing a calm and open presence for the young people:

> *"Through being a mentor and coach, I have gathered a better understanding of what people go through. It's taught me not to have all the answers but a calm presence. For this group of people and young kids from inner city locations, a mentor or coach with a calm head makes such a difference: some of them have situations at school and home that need that calm to counterbalance stuff. "*
> (Endline, Male, Coalition, Haringey)

The feedback reflects that mentors and coaches were not only guiding participants in their sporting pursuits but also playing a crucial role in their personal wellbeing and emotional development. This highlights the programme's effectiveness in fostering a supportive environment, even if the quantitative target was not achieved.

90% of participants have made new friends through the programme



68% of participants have a supportive relationship with a mentor or coach

65% of participants have taken on leadership responsibilities

Case Study, James, Barking

James, a 20-year-old Ugandan national, arrived in the UK in September 2023. His journey came with challenges of isolation, limited connections, and the difficulty of integrating into an unfamiliar culture. James found a lifeline in the Youth Spot Bar programme, which provided him not only with opportunities for personal growth and community engagement but also a means to improve his employability prospects. Youth Spot Bar was a recipient of funding as part of BS4C's Bridging the Gap of Girls programme and delivered a multi-sport programme with mentoring for girls: James was one of the mentors.

Before Joining the Programme

Before joining the Youth Spot Bar, James was volunteering as a digital champion at Barking Learning Centre. He was assisting people in navigating the internet, handling council forms such as tax credits and universal credit and running an IT workshop three days a week. Despite his dedication to helping others, James's social interactions were mostly with adults, leaving him feeling isolated. He describes his early days in the UK as "complicated," struggling with cultural and language barriers that made it hard for him to communicate effectively. "I used to stay quiet as I did not want people to ask me what I was saying," James recalls, explaining the insecurity he felt about his accent and communication abilities.

Initial Involvement with Youth Spot Bar

James was referred to the Youth Spot Bar by his managers at the council, who noticed that he needed to connect with peers his age rather than being constantly surrounded by older adults. His first contact with the programme coordinator, Sekiyah, set the stage for a journey that would significantly shape his experience in the UK. James began by volunteering at the skate club, a space designed to empower young girls. He served as a "watchdog," ensuring safety during activities and providing support wherever needed.

Despite the initial struggle with roller skating—where he humorously admits to falling several times—James found joy in being around young people and acting as a mentor. It was this sense of purpose that kept him engaged. He later expanded his role from part-time to full-time, stepping up to take over the digital department when a key member left. He also started assisting with administrative tasks, proving himself as an invaluable member of the team.

Personal Growth and Social Integration

James speaks passionately about the changes he's experienced since joining the Youth Spot Bar. One of the most significant shifts has been in his confidence and social network. Initially isolated and lacking self-assurance, he now describes himself as someone with a vision and newfound confidence. "My confidence was at 3 before joining the programme," James reflects. "Now it is at 9.9." He attributes this growth to the supportive environment provided by Sekiyah and his peers, where he feels safe to express himself without fear of judgment.

The programme also provided James with mentors and friends who helped him see beyond his current situation as an asylum seeker. "People have given me courage," he says, recounting an encounter with a woman named Rose, who encouraged him to stay positive despite the uncertainties of his status in the UK. Through these interactions, James learned the importance of resilience and optimism, stating, "For now, I do not care what will come as long as I do something now. I do not think about tomorrow."

Youth Spot Bar also allowed James to connect with people who shared his values and aspirations. He became more selective about the friendships he formed, choosing only those who "matter a lot" and contribute positively to his future. This intentional approach to relationships helped him expand his

social network in a meaningful way, replacing isolation with a sense of belonging.

Improved Employability Prospects

Through Youth Sports Bar, James gained the motivation to pursue his passion for technology further. He is currently developing his own website aimed at providing digital education resources, a project inspired by his work managing the programme's digital network. Sekiyah's encouragement to "build your own vision" pushed James to think creatively and take initiative. He has since started learning JavaScript, driven by the belief that he can achieve anything he sets his mind to, a mindset nurtured by the programme's supportive environment.

Emotional and Practical Impact

Beyond skills and connections, the emotional impact of joining Youth Sports Bar has been profound for James. He describes it as a place where he feels at peace, valued, and secure - a stark contrast to his early days in the UK. His involvement in physical activities, such as tug-of-war and outdoor sports challenges, has not only kept him fit but also helped him reduce emotional stress. "I have been able to stay with a healthy and positive outlook," James shares. The sense of community he found at Youth Spot Bar has been instrumental in keeping James hopeful. The support he receives from Sekiyah, whom he describes as someone who "cares for everybody," has given him a sense of purpose and a desire to give back. He now sees himself as a person who is always willing to help, someone who is confident enough to speak in public, and a positive influence on those around him.

Conclusion

James' journey through the Youth Spot Bar programme is a testament to the power of community, mentorship, and opportunity in transforming an individual's life. From an isolated newcomer struggling with language and cultural barriers, James has grown into a confident young man with a clear vision for his future. The programme has not only helped him integrate socially but has also enhanced his employability by equipping him with practical skills and the courage to take on leadership roles.

Finding 3: Improved Confidence and Mental Well-Being

MCL contributed to a boost in participants' confidence and mental well-being, building on successes in reducing social isolation and fostering leadership.

Although missing their target of 50%[1] (indicator 1.6), the MCL programme observed an improvement in the percentage of participants scoring above the UK average on the Rosenberg Self-Esteem Scale.[2] Indeed a 2005 global study, the UK average score on the

[1] The target was reduced from 80% to 50% in March 2024, as a result of the evaluation findings and a proposed rewording of the indicator.

[2] The Rosenberg Self-Esteem Scale is a psychometric instrument consisting of 10 items designed to assess individual self-esteem levels, employing a Likert-type response format to quantify participants' self-perceptions and emotional evaluations. To assess MCL's impact on self-confidence (indicator 1.6), the evaluation team employs the Rosenberg Self-Esteem Scale, with responses ranging from 0 to 3, resulting in a total score ranging from 0 to 30.

Rosenberg Self-Esteem scale was found to be 22.21. In the baseline participant survey, 30% of respondents scored higher than this benchmark, increasing to 43% at the endline. Unfortunately, despite this observed improvement, the difference between baseline and endline scores was not statistically significant, due to the low response rate in the final participant survey (see limitations section). An interesting finding from the baseline is that respondents identifying as 'Female' had a lower average score of 18.72 compared to those identifying as 'Male,' who had an average score of 21.53. Given low response rates, the evaluation team could not provide disaggregated comparison in the endline.

The research team was able to draw on insights from our qualitative interviews and focus group discussions to robustly highlight the programme's success in enhancing self-assurance among its participants, reinforced by participants' personal experiences. Many participants described feeling more confident, resilient, and happier as a result of their involvement in the programme. For one 13-year-old participant, this increase in self-confidence and self-belief was largely due to the leadership opportunities and experience offered by the programme:

"Before the programme, I wasn't very confident, but being in a leadership role has boosted my confidence. I was in situations where before I thought I would be disregarded or not listened to, but here I've been listened to and that's made me feel good."
(Endline, Female, Participant, Barking)

Another participant similarly emphasised that the programme had helped them realise their ability to lead and mentor, when they had previously doubted their abilities to do so. Only when the MCL programme required them to join in cricket event, did they realise their potential, which they will take forward in future endeavours. The participant commented:

"At first I was really nervous, but everyone was really welcoming, and I was made to feel that I could be myself. I became calmer as the day went on and I realised leading the younger girls was not as bad as it seems. It made me realise I could open the dance school I want to open one day."
(Endline, Female, Participant, Haringey)

Regardless of whether young people were holding leadership or mentor roles within the programmes, their participation and engagement improved their confidence in communication hugely. One participant found:

"It's easier talking to younger people now than it was before. I'm also more confident in my athletic ability. My confidence has definitely improved." (Endline, Female, Participant, Haringey)

Regarding mental well-being, 84% of the respondents to the endline participant survey scored 'Average' or 'High' on the Warwick-Edinburgh Mental wellbeing scale,[3] above the target of 70% for indicator 1.7. This result was also higher than the baseline (77%). Unfortunately, the difference between baseline and endline was not found to be statistically significant given the low response rate to the participant survey (see limitations section). However, for many participants interviewed, sport is an activity that serves as a distraction and de-stressor from the anxieties of everyday life, and the programme provides ample opportunity for this. One participant shared:

> *"I do dance to feel less stress and to clear my mind. It's a fun opportunity to do these kinds of clubs in our area, especially for girls, because usually girls are too scared, and it helps to encourage them to participate."* (Baseline, Female, Participant, Haringey)

For participants in Barking, the Youth Spot Bar is a haven from school and home difficulties,

> *"It is somewhere to unwind and feel happy. You learn stuff too, which is a bonus."* (Endline, Female, Participant, Barking)

Finding 4: MCL Brought Improved and New Life Skills to Participants

Although it was not a formally intended aim of the programme, an invaluable outcome of youth participation in MCL has been the plethora of skills the young people have gained from taking part. This ranges from interpersonal skills to transferrable skills that will be useful in future work experience and job posts.

In the KIIs, FGDs, and open survey responses, participants reported developing a wide range of skills through their involvement in MCL, including self-belief and confidence, responsibility and care, networking, problem-solving, intuition, leadership, teamwork, communication, patience, understanding and tolerance, organisational skills, computer proficiency, CV writing, public speaking, collaboration, resilience, focus, and social skills.

One participant in Barking specifically joined the programme because of the attraction of knowing they would gain practical skills for the future:

[3] The Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) is a 7 to 14-item psychometric tool designed to assess mental well-being in populations, utilising a Likert-type response format to capture both positive and negative aspects of mental health, thus providing a comprehensive measure of individuals' subjective well-being. For this evaluation, the team used the reduce 7-item scale.

> *"I wanted a deeper understanding of how these things work, and I wanted to be part of something. It's quite hard to get work experience in year 10/11, so I thought I'd get in early and start with this. You know, get some transferable skills. Also, I go with a friend and have fun!"*
> (Endline, Female, Participant, Barking)

The participants in Barking went on to explain that not only do they learn about leadership and mentorship through looking after and guiding the younger children through the activities, their coach and mentor also provides CV and cover letter support and ensures that all volunteers on the programme have the opportunity to do trainings in Microsoft and other useful software. One respondent said:

> *"It really opened my eyes, giving us skills you wouldn't learn on a daily basis. Online computer skills for example, I wouldn't have learnt those if I didn't come here. It's great because this kind of thing is needed in all career aspects."*
> (Endline, Female, Participant, Barking)

The kind of skill development and formal trainings that the programme provides is crucial in imparting to participants something that they often don't have the opportunity to learn formally within the UK education system: real world skills and working etiquette. This enables young people to be better prepared for future employment and personal challenges, enhancing their prospects and resilience in a competitive environment.

Finding 5: Learning - Participants Want MCL To Reach More of the Community and Other Groups

Participants were largely positive about their engagement with MCL and its programmes. Overwhelmingly their main constructive criticism was that it needed to reach more young people because it had been a transformative and positive experience for them and they wanted others to have the same access to opportunity. Currently many of the activities are advertised or heard about through word-of-mouth, so they are only reaching select groups of young people – those who stumble upon the activities by chance; those with adult connections who can signpost them to participating in MCL activities; those who are able to be reactive to often impromptu activities; and those who are able to safely travel to and from activities.

All of the participants we spoke to had either come across the programme through passing through the area or had been encouraged to take part by an adult - usually a caregiver who had come across the activity by word of mouth or through passing it by chance. One such participant, who has been taking part in Youth Spot Bar in Barking having just come across it on a trip to the library with her mother and siblings, said that a downfall of the coalition's work is that it is "*only word of mouth. They need to put the message out there more. Our*

programme needs more promotion as it is doing great things" (Endline, Female, Participant, Barking).

With regards to logistics and safe travel, one participant in Barking said:

> *"Throughout the time we've been on this programme, there has been a lack of clarity, for example, we are often told to meet in a place very last minute on WhatsApp and we can't always get there."*
> (Endline, Female, Participant, Barking)

It was suggested by coalition members and participants that to reach and engage more young people, Laureus could help coalition leads to better harness existing social media and other communication outlets to amplify the fantastic programming that MCL and the coalitions have to offer, diffusing this both at local events and at schools.

Young people have described the positive experience of the MCL programme, shared below in Figure 3.

Figure 3 | The responses of participants when asked to describe their experience of the MCL programme

Chapter 3 | Creating Sustainable Coalitions

This chapter presents key findings from the data collection undertaken throughout this evaluation: from July 2023 to August 2024, as pertains to the sustainability of the coalitions, their governance mechanisms and financial stability, and enfranchisement of youth voice.

How effectively has Model City London (in years 5 and 6) established community hubs that support and advocate for their local community? How sustainable are these community hubs?

MCL's place-based model of establishing community hubs through the formation of localised coalitions is intended to collectivise the efforts of local sports for development organisations to achieve greater collective impact. In this fourth and final phase, Laureus has focused its efforts on ensuring that, once their funding and support is withdrawn at the end of September 2024, this important work will continue and be sustained for years to come. To do so, Laureus – predominantly fronted by the programme manager, who's work and support is consistently heralded by coalition members as essential to their success - has worked to establish the key tenets needed to ensure the future sustainability of the coalitions once Laureus withdraws support. These consist of: supporting the coalitions in setting up the necessary governance structures and incorporation to underpin a self-sustaining and independent coalition; offering capacity-building or consultant support in bid-writing and funding applications; and creating pathways to fruitful partnerships.

Finding 7 – Sustainability: Coalitions are aware of what is required for them to be financially sustainable but are not yet confident in having reached that point

Incorporation, and Secure Governance Structure, are Key to the Coalitions' Sustainability, yet Remain a Work in Progress

Only one of the three coalitions has been successfully incorporated by the end of the programme. Hounslow obtained incorporation as a CIO in late 2023 (October) and, at the time of writing this report, Barking and Haringey were both in the process of redrafting their applications (for CIC status and CIO status respectively) with the intention of submitting them by the end of September 2024 (Haringey submitted their application on 25 September 2024).

In August 2024, Barking decided to pivot and change its application from incorporating as a CIO to a CIC. The rationale for this was to for this was to enable them to apply for a Sport England funding opportunity. Being a CIO would tie them to specific charitable objectives and restrict BS4C to work within that criteria, whereas as a CIC, they can work for the interests of the community and also be more flexible. The opportunity with Sport England that they were positioning for was broader than the CIO's narrow remit of charitable delivery, and the CIC was recognised as the fastest route to this. This allows BS4C to be open to opportunities that might come up whilst also being flexible about what they can do, including becoming a CIO further down the line. This pivot demonstrates the coalition's ability and elasticity to move fast to accommodate promising opportunities. The evaluation team notes that, while outside the evaluation timeframe, Barking obtained its CIC incorporation on 14 October 2024.

Helping each coalition to achieve incorporation was identified as the most important thing that Laureus wanted to support the three coalitions with. This is because being either a CIO or CIC is a way for the coalitions to self-organise to get future funding and to bring together the member organisations to structurally collaborate. The incorporation process encourages the community hubs to map out their future governance structures, agreeing on both the

processes and the avenues of accountability and responsibility needed to ensure their future sustainability. In order to become incorporated as a CIO – the route which all three coalitions pursued initially - the coalitions had to agree on a coalition lead and the membership of the leadership group, all of whom are overseen by a board of trustees that are agreed upon and recruited by the leadership group (formerly referred to as Steering Committee). The leadership group is key to the coalition's governance: it facilitates the effective governance and representation of the coalition and acts as a board, composed of approximately eight organisations, that meets regularly to advance initiatives and provides practical input to support the coalition leads. This structure ensures that the voices of the coalitions are heard and that no perspectives are lost.

This process has not been without its significant challenges: it has required extensive consultation with all coalition members, as well as an element of education on the part of some members who were previously unfamiliar with the process of incorporating as either a CIO or a CIC. This resulted in heavy requirements being put upon the coalition lead to secure internal buy-in and deliver a big transformation in governance structures within what was perceived by senior leadership as a short timeframe (in light of the huge preliminary work that had to be done to ensure alignment on a shared purpose between very disparate and different groups).

However, the delay in obtaining incorporation is not a reflection of the efficiency or success of the coalition lead – the coalition lead in Hounslow was able to secure incorporation early on because of previous experience held in compiling and submitting such an application with the support of Trustees. The programme manager noted, however, that the application was submitted before the coalition had set out clear objectives which meant further work on this was required after incorporation. The time spent establishing what they wanted to achieve as a coalition after incorporation incurred a significant delay to the coalition making any funding applications.

Coalition leads in Barking and Haringey have encountered challenges, and therefore delays, to procuring incorporation and CIO/CIC status, because of a lack of experience (in making such applications) and the subsequent number of rounds of feedback and amends they have received from the Charities Commission – in the case of Barking, who initially pursued CIO status before later opting for that of CIC, they were also subject to these rounds of amends and therefore delays. In Barking, one key coalition member felt that that experience and expertise already lay within the coalition but was not being fully utilised. He believed that the external support provided by Laureus wasn't as useful as it would have been using time and resource to identify how best to harness and use the pre-existing skills and knowledge within the coalition.

> *"[The delay] came from the coalitions being a group. I think it's a really difficult, tippy toe exercise [to put an application like that together]. I just felt [the application for incorporation] was a slower process than it needed to be."*
> (Midline, Barking, Coalition)

When interviewing the leads for this final report, advantages of having a CIO status are clear: the new coalition lead in Hounslow is enabled by the legitimacy that it gives to the structure

and roles laid out within the coalition and paves the way for the continuation of all the work they have undertaken. This has allowed them, and external consultant Nicky Affleck, to pull together a realistic, robust sustainability plan that outlines a piecemeal funding strategy. It also means that trustees are in place and mobilised, well positioned to drive progress forward and help the lead in achieving the coalitions' goals.

Coalition leads have consistently highlighted the significant challenges they have faced in establishing sustainable governance structures. While Nicky Affleck was appointed by Laureus to specifically assist with governance and incorporation, interviews with coalition leads suggest that the practical support offered did not fully address their needs, particularly in setting up effective governance mechanisms - a critical factor for long-term sustainability. It also appears that the coalitions have struggled to define a clear vision or reach consensus on their direction as CIOs/CICs, which has contributed to delays in forming sustainable entities. This points to a potential misalignment between the type of support provided and the specific expectations or needs of the coalitions, rather than an outright lack of support. In terms of the continuation of the programme once Laureus withdraws its funding, it is important that the coalition leadership are clear of the accountability, roles and responsibilities of its leads, trustees and leadership groups moving forward.

Only one coalition has achieved CIO status and this is due to a number of reasons:[4] it was headed by a coalition lead with prior experience in overseeing this process; the coalition was able to quickly align and agree on its objectives and what it was putting forward in its application; and it was able to efficiently and successfully agree and recruit key, experienced trustees. Barking and Haringey both experienced delays to the process of education and alignment they had to undergo to secure buy-in from coalition members before proceeding with the CIC/CIO application. In the case of Barking, their application was returned for amends and elaborations.

Coalitions that progressed more deliberately through the governance process, such as Haringey and Barking, are now in a stronger position than those, like Hounslow, that completed their CIO application early on. In Hounslow's case, the early completion of the application occurred before the coalition had fully defined its collective goals, leading to retrospective efforts - such as the work the coalition lead undertook at the end of the programme - to align their structure with their objectives. This suggests that a slower, more reflective approach to incorporation may lead to better long-term outcomes by ensuring that governance structures are fully aligned with the coalition's mission.

Gaps in Funding Skills and Grant Success: Implications for Financial Sustainability in Model City London Coalitions

Financial sustainability is a critical factor in empowering grassroots organisations to establish and maintain coalitions that effectively serve local communities. In the context of MCL, ensuring that these coalitions are financially viable enhances their operational capacity and strengthens their ability to deliver ongoing support and impactful activities to their communities over time, after Laureus' support comes to an end.

BS4C managed to secure a total of £105,000 through four grants over the grant period, short of the target of 6 (indicator 3.2) but above the financial target of £20,000 per coalition. No

[4] Note that Barking received its CIC status in October 2024, outside the timeframe of this evaluation

further funding was secured by the other two coalitions: all funding secured was in Barking, including a £70,000 grant from the Community Safety Partnership (CSP) to the Extra Time programme (lost hours for young people). This outcome demonstrates a commendable effort towards securing funding but indicates a reliance on a limited number of sources and funding solely secured by one of the coalitions, as it was the only one incorporated. One participant from Barking reflected on their success, stating, "*Barking has secured a £70,000 grant from the council*," highlighting the positive outcome of targeted applications and later praising the support received by Laureus in getting this grant. In contrast, the situation for Hounslow reveals more precarious, with one representative noting, "*The financial sustainability of our coalition really hinges on the Go London grant*." This grant is particularly strategic for both Hounslow and Haringey, as it can be accessed without prior financial accounts, paving the way for future funding applications that require established financial records. This dependency underscores the vulnerability of the coalition, as their ability to sustain operations hinges on the success of a single application.

> *"If it was not for being in this network I would not be here, we would not know so many things that we have learned. With MCL, they do not keep things back and they enable you to have your growth. I do not want them to go, it is through them that I have known about this huge funding."*
> (Endline, Coalition, Barking)

In addition, the qualitative insights reveal the need for enhanced efforts to diversify funding sources and continued support for grant applications. Although the support for grant writing was made available to coalition leads during the programme, they were not in a position to make applications until towards the end of the programme, because of the drawn-out process of incorporation as well as delays incurred by partner pushback. Whilst the coalitions are now using the learnings from the GO London applications they made in 2024, the leads still reported lacking confidence in this area in endline interviews. A core success factor to the financial sustainability of the coalition lies in their ability to apply for grants and funding (indicator 3.3). While MCL intended to reach an ambitious 90% of skill acquisition in applying for grants and funding, the actual achievement stands at a mere 15%.[5] This substantial gap highlights a critical area for improvement for future iterations of MCL, particularly as the programme seeks to foster self-sufficient coalitions capable of sustaining their operations and community impact beyond Laureus's support.

> *"I don't think that I'm that great in doing big funding applications, but when it comes to the little ones then I'm able to do those ones based on*

[5] When comparing this indicator value estimate in the endline survey and the same indicator value estimate in the previous survey the difference between them was not found to be statistically significant and so cannot be regarded as conclusive evidence of the impact of the programme. More detail on this limitation is provided in the quantitative survey response rate limitation section of the report.

getting online support with it. The big ones I still need help on."
(Endline, Coalition, Barking)

However, this disappointing outcome must be contextualised within the shift in Laureus' capacity-building strategy, moving away from workshops to more personalised, one-on-one support. After hosting up to nine capacity-building workshops, including those focused on funding and grant application writing, Laureus scaled back this type of offering due to low attendance. The MCL programme manager explained:

"We [Laureus] organised a whole suite of capacity building workshops with [our capacity building partner], but for one of them for example, we only got 2 organisations signing up although this workshop had been requested by coalition members. There is a bit of workshop fatigue and the GLA and Sport England are offering a wide range of capacity building opportunities and free workshops for people who have applied to their Go Fund London. Most organisations within MCL have applied. On top of this, people are time poor, and they have to make a decision as to where they focus their time. They do want workshops, but they do not want to just sit there and be told things, they want something to come out of the workshop that they can put into practice, and more on-going support. This is why we have switched to on-going one-to-one support."
(Endline, Programme Manager, Laureus)

As this shift in focus reflects the programme's adaptability, it also highlighted an area of limited coherence, with emphasis and focus on supporting coalition leads rather than the broader coalition members.

It was similarly suggested that Laureus's formal facilitation of knowledge sharing between the three coalitions – particularly the sharing of learnings on Hounslow's part to Haringey and Barking - as to how they achieved incorporation would have been useful in practically demonstrating how a similar entity was able to achieve CIO/CIC status for its coalition. A successful example of this in practice was cited by the coalition lead in Barking, who reported gaining learnings vis-à-vis the Charities Commission application in late 2023 from the then-Hounslow lead. He considered this support as highly beneficial to shaping Barking's final application.

The low skill acquisition rate raises concerns about the confidence of coalition members to navigate the complexities of the funding landscape independently. One coalition member articulated the need for further capacity-building support, expressing,

"There hasn't been a lot of capacity building from Laureus around funding or fundraising, but we need it because there is often a lack of clarity on what a fund wants us to do."
(Endline, Coalition, Haringey)

This sentiment underscores a recognition of the existing skills deficit within the coalitions. The three coalitions would benefit from more practical peer-to-peer support, where sharing experience and knowledge becomes the norm. This was particularly felt when it came to discussing incorporation as a wider group in Barking, where one coalition member felt that they had enough pre-existing experience amongst peers to progress with the application.

While coalition leads praised the support received and Barking in particular successfully secured over £100,000 in grants, there is a nuanced difference in support levels among the coalitions. For example, Haringey benefited significantly from local council relationships, whereby they will be able to draw income from delivering a community kitchen, while Hounslow's reliance on the Go London grant indicates a less stable funding landscape.

In summary, while progress has been made toward financial sustainability, the coalitions remain vulnerable due to limited funding sources and a lack of financial diversity. Notably, only one coalition has secured funding, as it is the only one incorporated—a structural advantage that has hindered the other two coalitions from accessing similar resources. Future iterations of the programme should continue to prioritise tailored support for grant applications, peer-to-peer learning sessions, and strengthened partnerships to ensure capacity-building efforts align with each organisation's evolving needs, helping build long-term stability and independence.

Harnessing Connections: The Coalition Lead's Strategic Role in Strengthening Partnerships and Laureus' Missed Opportunity for Support

In-kind partnerships and new relationships with external stakeholders are vital for the financial sustainability of the Model City London coalitions. These connections enhance resource availability and foster collaboration, paving the way for sustainable funding opportunities as the coalitions move toward independence from Laureus.

Coalitions have proactively secured additional resources, achieving 11 in-kind partnerships—just shy of the target of 12 (Indicator 3.4). Coalition members recognise the added value of these partnerships, describing them as crucial for providing essential materials, tools, and event spaces that enhance programme delivery capabilities without the immediate need for cash funding. One participant highlighted, "*They [offer] localised opportunity which would not take funding applications to keep going*," illustrating how these partnerships can ensure continued operations.

However, coalitions fell short of their objective of 30 new relationships with exterior stakeholders with the view to collaborate in the future, managing to establish only 7. This shortfall poses a substantial challenge, as robust external networks are critical for long-term sustainability. As noted in earlier findings, the coalitions' financial sustainability is somewhat uncertain, and establishing partnerships with external stakeholders can facilitate future collaborations and access to diverse funding streams. Nevertheless, building relationships takes time, and fostering trust and collaboration can be a lengthy process.

The coalition lead plays a crucial role in brokering and shaping the coalition's network of partnerships, serving as a linchpin for sustainability and success. By forging and maintaining relationships with diverse stakeholders—including grassroots organisations, funding bodies, local authorities, and other key partners—the lead broadens the coalition's sphere of influence. They effectively identify potential collaborators whose values align with those of

the coalition and who can offer funding or in-kind support, thereby uncovering future opportunities for collaboration.

In Barking, this approach has proven particularly successful. Coalition members consistently commend Neil Kersey for his outstanding work in identifying meaningful partnerships. His efforts have led to innovative solutions to local challenges, such as the GP pop-ups organised alongside sporting events, which helped the community engage with health services that are typically difficult to access. Furthermore, Neil has actively pursued funding opportunities and partnerships with sports governing bodies, establishing key alliances that will enhance the coalition's longevity and relevance.

> *"Neil has done a spectacular job in terms of having conversations with all sorts of different people. He is a real alliance builder."*
> (Endline, Coalition, Barking)

The relationships between coalitions and external stakeholders, such as local councils and funding bodies, were particularly strategic and brought many positive outcomes for the three coalitions. These connections have and will continue to prove, strategic for the sustainability of the coalitions. They not only enhanced the credibility of coalitions but also opened doors to additional resources and support. For example, one participant from Barking reflected on the importance of these external relationships, noting,

> *"We can do so much together with the right resources, people and ideas. We're engaging [with the council] because we want them to bring their connections and be active partners."*
> (Endline, Coalition, Barking)

Credit is due to the coalition leads who led such fruitful networking efforts (past and present), working closely with the Programme Manager. It was felt by coalition members that Laureus could take an even more proactive approach in facilitating relationship-building by actively creating connections between MCL funders, such as the GLA and Nike. The coalitions expressed a desire for increased engagement with the funders as they felt this would be aspirational for the young people to both: see the wider context of the programme and have the opportunity to interface with inspirational figures (whether they be sportspeople or politicians). By leveraging their extensive networks, particularly with local councils through the GLA, Laureus could have played a pivotal role in establishing collaborations and partnerships that would strengthen the coalitions. This strategic engagement would not only enhance resource availability but also foster a collaborative environment that could lead to sustainable funding opportunities.

Strategically, the facilitation of relationships with external stakeholders was a key element that enabled coalitions to move beyond their immediate networks. These connections helped the coalitions secure funding, gain visibility, and advocate for their communities more effectively. The coalition lead's innate ability to broker partnerships and shape the coalition's network is crucial for sustainability and effectiveness, ultimately influencing the collective

impact of their programmes. This highlights the need for ongoing investment in leadership development to ensure that coalition leads can continue to foster robust networks that support their communities.

Without the Model City programme's support in building these bridges, the coalitions would have been more isolated, with fewer opportunities to leverage external resources or influence change at the local level. However, in addition to these successful efforts on Laureus' part to engage funders with the coalitions, in future iterations of MCL, the programme should look to facilitating connections and pathways more structurally within its remit, most notably through leveraging their funding partners Nike and the GLA.

Desire for More Capacity Building in Impact Measurement

Coalitions have expressed a need for more training in impact measurement to better assess and demonstrate the effectiveness of their programme, especially once Laureus removes its support. Effective impact measurement is crucial not only for individual organizations within the coalition but also for the coalition as a whole. With accurate data and analysis, organizations can revise their strategies and improve their programming to better meet the needs of the community but also leverage this data to secure future funding. Although this training was offered by Laureus, none of the coalitions and their representatives signed up to it. In future iterations of the programme, Laureus would need to consider different approaches and tactics to scheduling such training and generating more engagement.

For coalitions, robust impact measurement helps identify strengths and gaps in their collective efforts. However, only 48% have reported an increase in confidence in measuring, evaluating and communicating their impact, shy of the 70% target (indicator 4.6).[6] As Laureus withdraws its support and relevant capabilities, it will become essential for coalitions to build up their own capacity in this area. Training in impact measurement will equip coalition members with the skills to track progress, evaluate outcomes, and make evidence-based decisions.

> *"I would like to expand my knowledge in evaluation and impact measuring. It would be helpful to be able to quantify the intangible social and mental health outcomes of our programming."*
> (Endline, Coalition, Hounslow)

[6] When comparing this indicator value estimate in the endline survey and the same indicator value estimate in the previous survey the difference between them was not found to be statistically significant and so cannot be regarded as conclusive evidence of the impact of the programme. More detail on this limitation is provided in the quantitative survey response rate limitation section of the report.

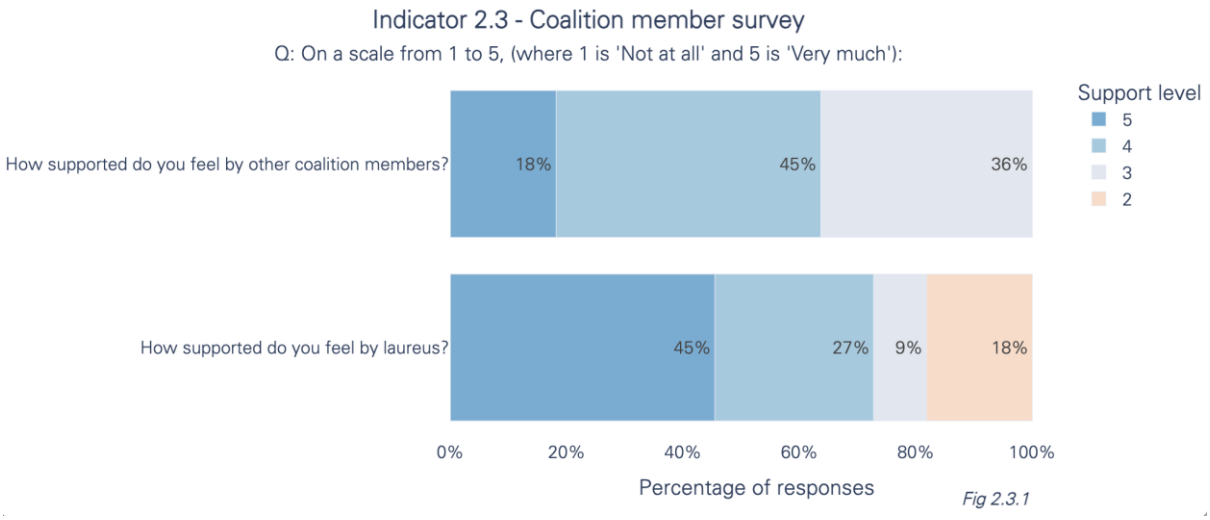
Finding 8 – Relevance: MCL Fostered a Needed Supportive and Resource Sharing Network

MCL effectively addressed a critical need among grassroots organisations: the development of local relationships and resource sharing. In a landscape where staff members often face time constraints, MCL has successfully established a structure that facilitates convening, peer-to-peer learning, and the sharing of opportunities among participants and organisations.

Remarkably, 100% of coalition members reported feeling supported by their peers, significantly exceeding the target of 85% (Indicator 2.3)[7]. In a context where grassroots organisations frequently operate in isolation, this achievement reflects MCL's major relevance. Furthermore, 82%[6] of respondents expressed satisfaction with the support received from Laureus. A coalition member from Barking shared,

> *"[As part of MCL] I've collaborated with many organisations in the area) – it shows how you can work together outside of your organisations, tap into funding (joint bids) and be able to deliver your objectives. For example, I'm able to run a summer camp this year because of a joint bid we did."*
> (Endline, Coalition, Barking)

Figure 4 | Coalition Members Feeling Supported



However, it is noteworthy that the proportion of coalition members who found relationships within the MCL coalitions useful or very useful (Indicator 2.4) decreased from 51% at baseline

[7] When comparing this indicator value estimate in the endline survey and the same indicator value estimate in the previous survey the difference between them was not found to be statistically significant and so cannot be regarded as conclusive evidence of the impact of the programme. More detail on this limitation is provided in the quantitative survey response rate limitation section of the report.

to 46%[6] by the endline. Although this decline is not statistically significant due to a low response rate, it falls well below the target of 90%, indicating challenges in maintaining the perceived utility of these relationships.

Despite these variations in survey responses, the qualitative data highlights that the programme's relevance and success in fostering relationships brought substantial strategic benefits to the coalitions. From the outset, coalition members acknowledged the value of these relationships in broadening their capacity for community engagement. One respondent from Hounslow commented,

> *"The sessions helped us connect with like-minded organisations, and we walked away with a lot of ideas on how to approach community engagement."*
> (Baseline, Coalition, Hounslow)

The relationships formed through the programme provided coalition members with new perspectives and approaches that would have been challenging to access without the MCL framework actively facilitating these connections. Collaboration among local organisations has enabled them to pursue funding collectively, creating more opportunities for young people in the area. This strategic alignment has been particularly relevant for smaller organisations with limited capacity, allowing them to form consortiums and compete for funding together.

The coalitions have successfully established community hubs, fostering interaction among organisations that would not typically collaborate. This has enabled members to learn from and inspire one another, sharing not only knowledge and resources but also diverse approaches to common challenges. One member from Barking reflected,

> *"For me, it's been great to learn from those experiences where I think, okay, so I'm a community worker, but there's just so much invariably that we don't know, and I don't know, and I can see [in the coalition] that there are people generating outcomes that I'm trying to get also, in different, other ways, and it's really inspiring."*
> (Endline, Coalition, Barking)

Respondents also highlighted that these relationships were crucial in providing governance insights and resources that might have otherwise been inaccessible. There is a strong appetite for increasing knowledge and learning exchanges among the three coalitions on a broader scale. This presents a learning for Laureus to expand its role in facilitating more knowledge-sharing and peer-to-peer learning, ultimately enhancing capacity-building efforts in future programming (see Finding 7). As one coalition member from Hounslow noted,

> *"It was good to make connections at the Oval recently with the other coalitions and understand them. The other two have got much bigger networks, and they've got a hub in Haringey, that seems to be working*

well."
(Endline, Coalition, Hounslow)

68% of coalition members feel supported by their peer members

1 in 2 coalition members have been able to use these relationships effectively over time

7 new relationships formed with external stakeholders for future collaboration

Finding 9 – Sustainability: Delivering of Sustainability Strategy: Building for the Future or Falling Short?

As the coalitions aim to enhance their impact within local communities, establishing a cohesive framework for action is critical to the broader sustainability strategy (generating financial resources, fostering collaborative relationships among stakeholders, and leveraging in-kind partnerships). In 2023, Laureus took a significant step to support this objective by hiring a consultancy to develop sustainability action plans aligned with each coalition's overarching goals.

These action plans are essential tools that delineate specific objectives, strategies, and measurable outcomes, enabling coalition members to effectively navigate the complexities of community engagement and resource mobilisation. The foundational work conducted by the external consultant has been vital in shaping the coalitions' direction and their work described as follows: "*their support has been incredible.*" However, adherence to these plans has been inconsistent and whilst, only 40% of action plan objectives were achieved by the midline, with 60% reported at the endline to suggest significant improvement, though it fell short of the 100% target (Indicator 2.5).[8] This shortfall reflects the ambitious nature of Laureus' plans for the coalitions, which may have been somewhat misaligned with the capacity and governance structures of grassroots organisations and the coalition leads. Many members were tasked with high ambitions while operating on limited budgets.

Many coalition members have found the plans to be "more advanced and detailed" than their current capabilities, reflecting a level of development that they have yet to attain. In response, Laureus adjusted its approach to better align with the capacities and resources of the coalitions, actively collaborating with both the coalitions and the consultant to ensure that the necessary steps for implementation were established by the end of the programme.

[8] Data self-reported by Laureus and coalitions, which could not be independently verified.

A key challenge in executing these action plans has been the ongoing effort to clarify long-term objectives. Uncertainties regarding the partnerships to be formed initially hindered progress. Although the original plans were well-conceived, they were arguably "*two steps ahead of the coalitions' current capabilities*", in the words of the Laureus programme manager. When handed over, some coalition members expressed feelings of overwhelm, particularly given that they had only one lead per area working part-time and a volunteer base that was not yet fully operational. This situation prompted a strategic retreat to allow for essential adjustments.

Preparations have been made for the coalitions to actively engage with these action plans, which will soon be handed over to facilitate their management and responsibilities once Laureus' support comes to an end. Currently, the coalitions are in a better position to own these action plans with appropriate edits, which is vital for establishing a clear directional structure moving forward. However, this ownership is still somewhat premature.

The coherence of the sustainability strategy, particularly through the action plans, is also mirrored in coalition members' feelings of accountability towards the coalition's future. By the endline, 55% of coalition members reported feeling accountable for sustainability, below the programme's target of 70% (Indicator 2.6). However, this result should not be seen as a failure of the programme but rather as a misalignment between the programme's objectives and its indicators. Accountability should primarily be measured within the leadership group—a steering body comprising up to eight coalition members—that supports the coalition lead in executing the coalition's vision and goals. Coalition members have demonstrated their commitment to sustainability. Furthermore, the establishment of the leadership group has enabled a shared model of accountability, allowing members to make decisions that reflect the broader coalition's interests. One member stated,

> *"I am feeling very confident moving forward, I'm hooked in, we have a core group of trustee directors, with experience, and a wider delivery leadership group. As coalition members we need to keep building events that drive our core values. [We need to] deliver together and not in competition, embed equality in different ways, increase diversity but also youth participation." (Coalition Member, Male, Barking)*

In summary, both qualitative and quantitative data reveal significant progress in the ownership and accountability for the sustainability of the programme. As coalitions continue to solidify their structures and strategies, emphasising accountability will be crucial for ensuring their long-term viability and effectiveness in serving their communities.

Finding 10: Limited Effectiveness of Capacity Building Efforts

The MCL programme aimed to empower local coalitions with skills to sustain themselves post-project, focusing on grant applications, proposal writing, funding identification, advocacy, and impact measurement. Initially, MCL planned 15 workshops over two years, but only 9 were conducted by the end of the period (Indicator 2.1). Recognising this shortfall, Laureus

pivoted towards more targeted, one-on-one support from the programme manager to coalition leads, which was seen as more impactful (see Finding 7).

In Hounslow, Street Games provided a universal offer of training topics alongside a dedicated budget for specific organisational training. A workshop on trauma-informed programming was delivered, and two capacity-building areas were identified: AI usage and mental health training. In Barking, Street Games collaborated with coalition leadership to determine key capacity-building needs, delivering an introduction to doorstep sport to enhance participant engagement. Haringey has begun scoping capacity needs but has yet to deliver any opportunities, identifying areas such as improving safety and advertising sessions.

This strategic shift towards individualised sessions addressed specific needs but created unequal access to support, primarily benefiting coalition leads while leaving others less engaged. One Hounslow coalition member remarked:

> *"People who are engaged in the capacity building efforts are actively so, but the ones who are not, we struggle to keep them motivated."*
> (Endline, Coalition, Hounslow)

Survey results reflect this change, showing a decline in coalition members reporting increased skills, knowledge, and confidence—from 44% at baseline to just 29% at the endline (Indicator 2.2). This drop suggests a diminishing perceived value of capacity-building initiatives, possibly influenced by the Dunning-Kruger effect, where less experienced individuals may overestimate their competence while those with more expertise underestimate their abilities.Further analysis reveals a mixed picture: while 54% of coalition members felt better equipped to advocate for their initiatives (Indicator 2.2; target 90%), and 64% felt confident communicating on behalf of the coalition, only 27% felt capable of measuring and evaluating their impact (Indicator 4.6; target 70%). This disparity underscores the need for a balanced and inclusive training approach that empowers all coalition members rather than just the leads. As one respondent from Hounslow stated, "We haven't had capacity building events in the last 6 months…we could do with more tailored workshops."

Further analysis reveals a mixed picture (Figure 5): while 54% of coalition members felt better equipped to advocate for their initiatives (Indicator 2.2; target 90%), and 64% felt confident communicating on behalf of the coalition, only 27% felt capable of measuring and evaluating their impact (Indicator 4.6; target 70%). This disparity underscores the need for a balanced and inclusive training approach that empowers all coalition members rather than just the leads. As one respondent from Hounslow state":

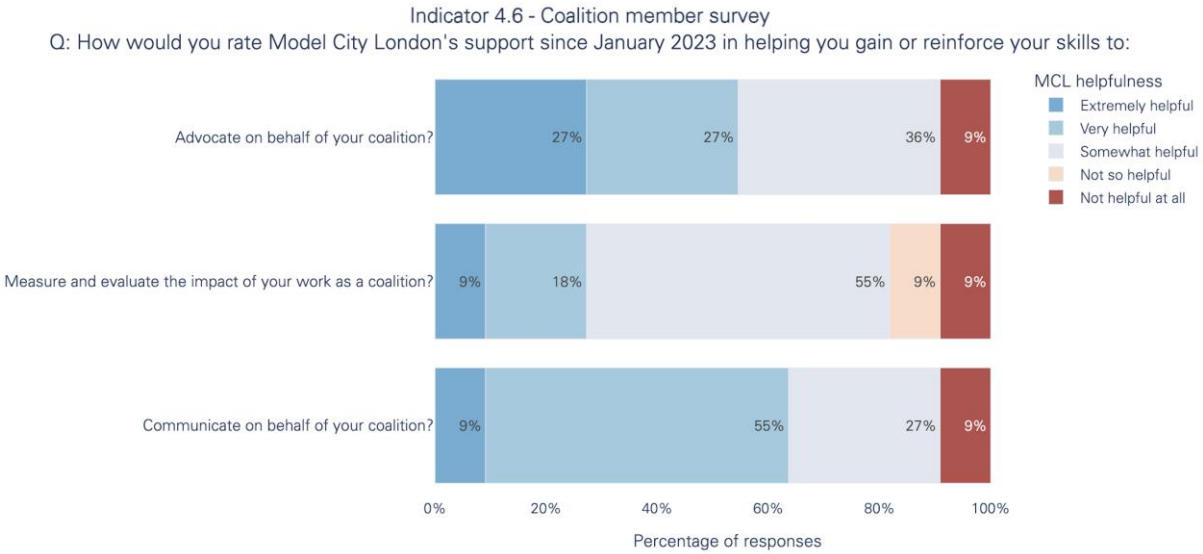
> *"We haven't had capacity building events in the last 6 months, no. The last one was earlier this year, but we could do with more tailored worksho"s."*
> (Midline, Coalition, Hounslow)

Despite initial engagement from early capacity-building sessions, there has been a lack of ongoing support tailored to the evolving needs of coalitions. Laureus also recognised that the events weren't advertised well and therefore engaged with enough. Therefore, while

workshops were effective initially, their long-term impact was limited without consistent a sustained focus on maintaining engagement, follow-ups and reinforced learning support. A Haringey member noted:

> *"Laureus provided us with the initial contacts and workshops, but we still don't know how to move forward with implementing what we've learned."*
> (Endline, Coalition, Haringey)

Figure 5 | Skill Increase from Coalition Members



Laureus's approach to scoping needs has been successful in identifying specific requirements for each coalition. However, delays in delivering events and missed targets resulted from a strategic shift, which deprioritised capacity building to ensure more important objectives around sustainability could be delivered. The initial support was not intended for the wider coalition group, leading to low participation; for example, despite interest, only two organisations signed up for a full suite of workshops with Street Games, as many were already attending other workshops offered by GLA and Sport England. For future iterations of Model City, exploring innovative approaches, such as one-on-one support or peer-to-peer learning, could enhance relevance and practicality.

Finding 11 – Efficiency: Coalitions Advocate for Change on Behalf of their Members and Community

MCL has strived to empower the coalitions to advocate for change on behalf of their members and community, through better communicating their impact, increasing their engagement with social and political stakeholders, representing their local communities at local touchpoints, and increasing the community's sense of feeling heard. By the end of year 6,

Laureus aimed for the coalitions to have gained recognition in their communities and to be a prominent, respected and trusted voice, as well as a proactive mechanism of change, within it.

As the coalitions focused their efforts on establishing their governance structures, recruiting or re-activating youth to participate in their activities and on their financial sustainability, Laureus agreed with donors to scale back efforts on outcome 4 until later in the delivery of the programme.

By the end of the programme, the programme showed some, if limited, successes in advocating for change. Collectively, all three coalitions have reported being present at 15 local events to present their work, on target with the programme's objective (indicator 4.3). This indicates that the coalitions were able to amplify their work effectively, leveraging a valuable opportunity to engage with the community and showcase their impact. Without such a strong local footprint, the coalitions will fail to create sufficient visibility, which will hinder their ability to attract new participants in the future. This success was further reinforced by the coalitions' effort to embed themselves in local social impact networks and initiatives, joining a total of 9 networks by the end of the programme. Although short of the ambitious target of 15 (indicator 4.1), in light of all of the other, often heavy, requirements of the programme, this is testament to the coalitions making very positive progress towards embedding themselves in local initiatives for change. Commenting on this, the programme manager commended their work, stating: "*they have done really good work on this – time wise, they could not really have done more*." Examples of these networks include:

- In Barking, the coalition is collaborating with Sport England as part of a broader place-based, whole-system approach initiative, with Neil and Matt sitting on the steering group.
- In Hounslow, efforts are focused on youth leadership and intergenerational work, with Gillian representing the coalition on the UK intergenerational network, though there are no broader sports network in Hounslow.
- In Haringey, ACH participates in the Haringey Active Network and is involved in the Lordship Sport and Activity Consortium, effectively utilising their resources within the wider council network.

MCL fell slightly short when it came to delivering the coalitions' communication strategies (indicator 4.2) and advocacy campaigns (indicator 4.4). Echoing a previous decision to reprioritise this outcome to later in delivery, the programme manager explained that, in order to advance on this particular aspect of the work, all other aspects of the programme needed to be firmly in place.

However, to best equip the coalitions with communication tools and plans, Laureus have set up a clear structure that allows the coalitions to take forward their respective communication plans and campaign strategies.

Using the films and communication materials crafted by youth panel members (see next chapter), Laureus will support the coalitions in creating communication and campaign strategies centred around youth needs and sport. The programme manager explained:

Before, [the coalitions] didn't really know what they wanted to do, but now they're in a much better place. After September, the responsibility

and ownership will shift to the coalition, and we'll provide them with all the tools they need to achieve their goals. They'll have photos and videos showcasing what they've accomplished, featuring young people in the community, and they'll have access to this content. We're also looking for someone to help deliver this locally and are discussing the budget to determine how it will be funded—likely through grants to the coalition to support this work.

In conclusion, while the coalitions have made significant strides towards embedding themselves in local networks and advocating for their communities, progress made in effectively communicating their impact and leading advocacy campaigns remained limited, largely due to competing priorities and the focus on establishing foundational structures. Nevertheless, the groundwork laid by Laureus, the coalitions and youth panels, including the development of communication tools and strategies, provides a solid basis for future advocacy efforts. Moving forward, the coalitions are well-positioned to take greater ownership, leverage community relationships, and build upon their local visibility to further amplify their impact.

Chapter 4 | Embedding Youth Voices

This chapter presents key findings from the data collection undertaken throughout this evaluation: from January through to August 2024, as pertains to the enfranchisement and empowerment of youth voice, and its embedding within the coalition's strategic decision-making processes.

Youth panels play a pivotal role in sport for development and grassroots programmes by ensuring that young people have a voice in shaping the initiatives designed to benefit them. In the context of MCL, the inclusion of youth panels within the coalition's strategic decision-making processes is considered crucial for fostering youth empowerment, enhancing the relevance of programmatic interventions, and ensuring that the initiatives resonate with the needs and aspirations of the communities they serve.

Finding 12 - Relevance: Youth Panels Needed Greater Flexibility and Local Focus for Effective Engagement

Early in Phase Four, "Transition", the three MCL coalitions consulted their members to agree on an approach to embedding youth representation into their existing governance structures. Once this was decided, the coalitions identified an adult responsible for taking this work forward, who went on to recruit the young people, inducting them and ensuring that they were informed of the panel's aims and enfranchised in the process of shaping it. This was undertaken with the consistent and close support of the Programme Manager, as well as in collaboration with external consultants Participation People (PP) who were brought on board by Laureus to oversee this work. The intention was to thereafter map out and implement how the voice of the Youth Panels could then be embedded into the coalitions' strategic decision-making processes.

By the end of the programme, 27 youth panel members had been recruited—8 in Haringey, 4 in Hounslow, and 15 in Barking—nearly meeting the target of 30 (indicator 5.1). Despite this, the panels are still in the process of clearly defining their roles and responsibilities within the coalitions. These successes in recruiting, launching and retrofitting the youth panels are due to the great efforts taken by the Laureus programme manager and key individuals in each coalition: coalition member and KO Club Trust lead Vijay Kumar in Hounslow, coalition lead Neil Kersey in Barking, and Haringey Basketball Association alumni and coach Nathan Oti in Haringey.

The initial establishment of youth panels across the three MCL coalitions faced significant delays due to several challenges. Programme delivery and coalition governance took priority over youth panel set-up, leading to slower progress. Additionally, the recruitment of external consultants, PP, was delayed, affecting the timely support required to guide the youth panels effectively. The situation was further compounded by the loss of the point of contact at PP in spring 2024, resulting in a lack of continuity, negatively impacting the panels' momentum.

PP initially led a well-received workshop for youth panel leaders in October 2023. However, difficulties in scheduling further in-person workshops led PP to pivot towards online workshops, with recorded videos made available to those who could not attend . While this approach provided some support, it did not fully replace the value of direct engagement needed at the time. This reflects a wider realisation on the part of Laureus and the coalitions, that the formal structure - with regular, agenda-driven meetings – did not resonate well with young people and was not conducive to them participating meaningfully, sharing their views, and contributing to the coalition's strategic decision-making. Laureus' programme manager explained:

"Getting young people together in a panel is not the best way to gather their opinion - structured ways are not how you get people to be engaged long term, and you won't attract them if you do it this way. So, we tried to do it in a more informal way to get what we want from them. […] Thinking outside of the box, we shifted how we approach the work. We went through local organisations - tagging onto things that already existed (like basketball in Haringey) - and used partners (such as Nike with tickets to football matches) to engage and mobilise youth in other ways. They were brought into workshops to make films, getting an AQA[9] accreditation from it– we decided to engage them in ways that work for them rather than the other way around."

Such formal, structured meetings proved impractical due to time constraints faced by young people vis-à-vis their school commitments. The sentiment that "*we hit busy periods and that sets us back. We seem to be an exam factory; it hinders our progress/activities*" illustrates the pressures of school requirements on the ability of young people to participate consistently. Echoing this, youth panel participants, particularly in Hounslow and Barking, expressed concerns about balancing their involvement with the increasing demands of academic commitments, such as GCSEs. As one participant noted, *"My main worry about the success of youth panel is time: in a couple of months, I will be more invested in my GCSEs and won't be able to make the meetings."* Timing youth activities to avoid clashes with key academic periods is crucial for ensuring sustainable engagement, but a key learning in developing youth panels has been:

"You cannot force young people to work with people when you want like this, you have to work with the time they give you."
(Programme Manager, Laureus)

In Hounslow and Haringey primarily, the formal, rigid structure of the youth panels were also found to be quite intimidating and overwhelming for many young people, whereas more relaxed settings were considered a good way of encouraging and fostering open communication and participation. One of the youth panel leads emphasized,

"They're a collective of kids. They're not a panel. I don't want them to be a panel, yeah? I want them to be a collective"
(Endline, Coalition, Hounslow).

[9] AQA accreditation refers to qualifications offered by Assessment and Qualifications Alliance, one of the main exam boards for school and college-level qualifications providing a range of academic and vocational qualifications.

The value of making youth panels more socially engaging was clear and that "*creating occasions to share food and chat"* (Endline, Coalition, Hounslow) would be beneficial.

As a result, in April, Laureus and coalitions shifted their support to a more informal, adaptive and localised approach. This has included youth-led activities, such as workshops, mind-mapping and campaigning, as well as effectively leveraging partnerships with organisations like Nike (during the Youth Brand Marketing Session for example).

These less formal approaches have allowed for organic interaction, making it easier to gather information and insights from the youth without the constraints of rigid meeting agendas. Youth panels have notably been engaged through mini workshops designed to gather their opinions on community issues, their personal challenges, and their visions for change. These insights were then fed back to the coalition's leadership to inform decision-making. Two workshops (pictured here) were held with the young people in April and May, during which they discussed their perspectives as a group. On the first day, youth panel members created storyboards and articulated their thoughts on the role of sport in their communities. This provided valuable insights into their needs and preferences. On the second day of the workshop, the young participants were invited to collaborate on a film to express the significance of sport in their lives and highlight key issues faced by young people in their areas marking the beginning of a campaign aimed at amplifying youth voices, demonstrating how young people's contributions have influenced the coalition's strategic direction, even in the absence of formal leadership roles. These films successfully centred the youth's perspectives as well as gave them a platform to make a call to action.

By evolving towards a more collective model, fostering informal interactions, and ensuring accessible and well-timed activities, the youth panels have started to become a powerful tool for amplifying young voices and fostering genuine community involvement. However, it remains to be seen whether these informal structures can effectively support the structured and systematic integration of youth voices into decision-making processes.

Finding 13 - Effectiveness: Inconsistent Skill Development Reflects Challenges in Programme Implementation and Support

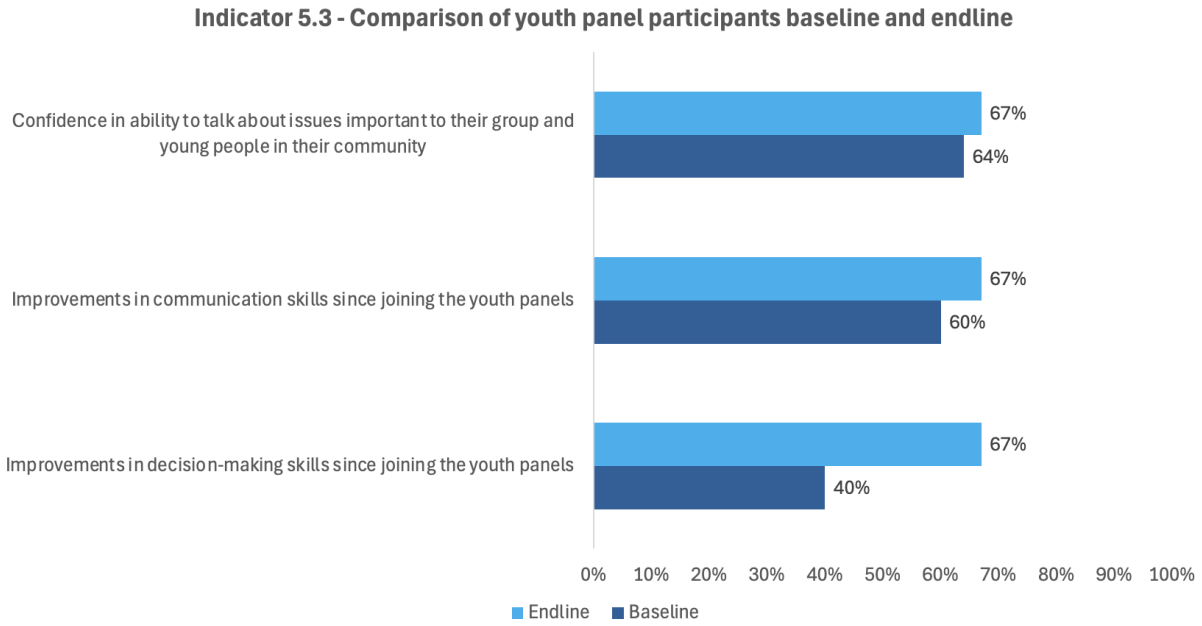
The youth panels have demonstrated varying levels of success in achieving skill gains for participants, reflecting both the strengths and limitations of the approach used. From the outset, participants expressed a clear interest in skill development, particularly in areas such as public speaking, leadership, mentoring, and problem-solving. They also expressed their desire to serve as role models and mentors for younger community members. This early enthusiasm was a positive indicator that the programme's design was aligned with the developmental needs and aspirations of the young people involved. One participant from Hounslow reflected on his motivations and ambitions for the youth panels:

"The youth panel is about teamwork, not just an individual's contribution. I want to be able to contribute to a group setting, where we problem-solve collectively, have an opportunity to vocalise ideas and not just submit them anonymously on paper."
(Baseline, Youth Panel, Hounslow)

MCL and Nike launched several initiatives to enhance young participants' skills. Among these, 18 young people earned an AQA qualification through a storytelling and film programme, 15 attended a Nike-hosted marketing workshop, and 6 participated in Nike's SAYes Mentoring programme.

Survey data and participant feedback indicated some progress: by the end of the programme, there was a modest increase in youth panel participants' confidence in discussing important issues (from 64% at the baseline to 67%[10] at the endline - Figure 6). Similarly, communication skills improved, with self-reported confidence in communicating rising from 60% to 67%.[9] The most significant increase is on youth panel's decision-making skills, with respondents reporting an increase from 40% to 67% at the end of the programme.[9] Despite progress made in skills development, MCL fell short of its target (indicator 5.3). However, these results must be considered in light of the limited implementation timeframe and the shift to informal, campaign-focused activities, which restricted opportunities for consistent skills development.

Figure 6 | Increase in skills for youth panel participants, baseline - endline comparison



[10] When comparing this indicator value estimate in the endline survey and the same indicator value estimate in the previous survey the difference between them was not found to be statistically significant and so cannot be regarded as conclusive evidence of the impact of the programme. More detail on this limitation is provided in the quantitative survey response rate limitation section of the report.

Qualitative data provides anecdotal evidence on skills development, as participants reported increased confidence and a greater willingness to engage actively within group settings. For instance, one 16-year-old participant from Hounslow stated:

> "Yes, I am definitely more confident in exchanging ideas and in being able to ask for what we want and need from this [youth panel initiative]."
> (Endline, Youth Panel, Hounslow)

The experience of one participant, a 17-year-old male from Hounslow who visited Parliament, also highlights the powerful personal impact that the programme can have. His experience, described as a "huge milestone" that brought pride to his family, illustrates the potential for significant personal growth when young people are given opportunities that extend beyond their usual environment. The visit to Parliament was organised by KO Club Trust in Hounslow to deliver youth voice findings to their local member of Parliament, Seema Malhotra. This case demonstrates the value of experiential learning in boosting confidence, showing that they can engage with their local representatives and creating meaningful memories.

> "*[Young participant]*, in particular, took a lot from the experience of going to Parliament as part of the programme: he wore a suit and later framed the letter from our MP on his wall. It was a huge milestone for his family who are from war-torn DRC. His parents are really proud, it really meant something to them."
> (Endline, Coalition, Hounslow)

The partnership with Nike and the GLA provided other valuable opportunities to participants. For example, they were able to participate in partnership with SAYes Mentoring, offered to young people between 16 and 24 years old. This initiative gives them the opportunity to be mentored by a trained Nike mentor for 9 months. However, in this case, inconsistencies in mentorship support hindered progress for some members. For example, in Hounslow, some members felt they encountered challenges due to mismatched mentorship. One participant noted,

> "[Participant name] has a great mentor... but for me and [participant name] it doesn't work, we've been matched with people who aren't good."
> (Endline, Youth Panel, Hounslow)

When probed about this further, it was clear their matches had been irrelevant to their fields of interest and, therefore, ambitions for future progression.

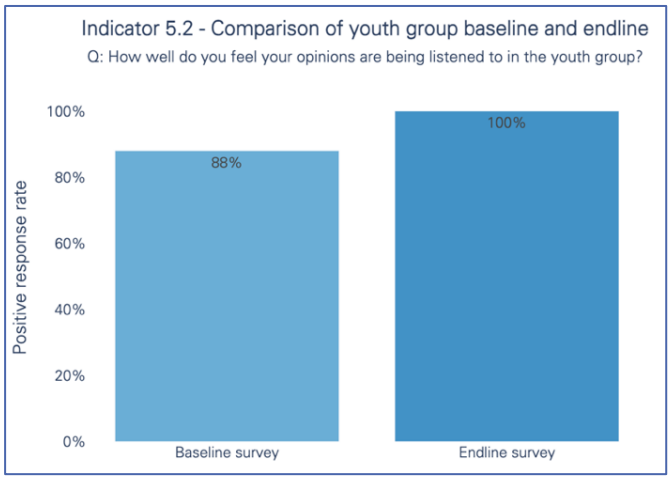
While the youth panels made strides in skill development, Laureus has recognised that mapping the young people's gaps and addressing their capacity building needs needed to come much earlier in the programme. By the end of the programme there was a clear need for more consistent support structures as well as tailored mentorship to ensure that all youth

panel members can fully realize their potential and contribute meaningfully to their communities. Although the youth panels achieved notable improvements in certain areas – such as increasing leadership skills, providing opportunities for self-development and embedding transferable skills – inconsistencies in programme delivery and mentorship affected the overall roll-out and impact of the youth panels. To fully realise their potential, the young people require more reliable and personalised support to ensure that all members benefit equitably from the programme's opportunities and resources. In future iterations of the programme, this could be ensured through an earlier mapping exercise and embedding young people in the design phase of a Model City programme.

Finding 14 - Coherence: Variable Representation and Engagement of Youth Panels in Coalition Strategic Decision-Making and Events

A significant achievement of MCL has been ensuring that youth panels feel genuinely heard, fostering a strong sense of empowerment and recognition among participants. This success is evidenced by quantitative data showing that 100% of youth panel members reported their voices were acknowledged and their opinions valued (Figure 7).[11]

Figure 7 | Youth Group members feel they are being listened to, baseline versus endline comparison



From the outset, youth panel members expressed optimism about the youth panels and its ability to influence change as a direct result of their feeling heard, as reflected by a Hounslow participant:

[11] When comparing this indicator value estimate in the endline survey and the same indicator value estimate in the previous survey the difference between them was not found to be statistically significant and so cannot be regarded as conclusive evidence of the impact of the programme. More detail on this limitation is provided in the quantitative survey response rate limitation section of the report.

"We know what needs to change. Yeah, we're trying to voice that change to the people that can help us."
(Midline, Youth Panel, Hounslow)

However, the integration of youth panels into coalition strategic meetings and decision-making revealed both promising potential and notable challenges, reflecting a mixed picture of engagement and representation. While the programme demonstrated promising potential for including youth voices, practical barriers and structural limitations hindered the representation of young people in coalition strategic meetings and events: formal meetings were not suitable for youth panels, which resulted in none of the youth panels being represented at coalition strategic meetings (indicator 5.2/5.4). A coalition member commented, *"Three to four members of the youth panel have expressed an interest in contributing to wider coalition meetings, but honestly, the opportunity to include them hasn't yet presented itself."* (Endline, Coalition, Barking). Another added, *"It's not the right environment to put these young people; it would be overwhelming and ineffective"* (Endline, Coalition, Hounslow).

As a response, and as discussed earlier in this section, MCL and the coalitions shifted their approach, moving away from formal settings towards more informal, community-focused interactions. This proved more effective for gathering young people's insights. For example, two workshops held in April and May allowed participants to create films highlighting the role of sport in their communities. These films will be used in future campaigns, further embedding youth voices in coalition programming and advocacy efforts.

Whilst youth panels have not yet been formally involved in leadership group meetings, the programme has already been successful in ensuring that the young people's perspectives and opinions have been instrumental to shaping funding applications and guiding the strategic direction of each coalition beyond September 2024. The insights provided by young people have directly influenced coalitions' strategic plans, ensuring that their voices are reflected in key decisions. Young people's informal involvement is further evidenced by 100% of the youth panel respondents reporting that they were part of decision-making within their coalition, and 83% feeling that the youth panel provided sufficient opportunities for meaningful contributions. [12] Additionally, the videos created by youth panels as part of the "Day in the Life Of" project will be used by the coalitions for shaping their future campaigning, as well as further embedding youth voices in local programming.

Since then, participants have been active in their own communities – each coalition then continued working with the young people on projects, using the footage they gathered to drive campaigns in their respective areas. This footage will also be instrumental in informing the programmes being developed locally, and this hands-on approach not only fostered

[12] When comparing this indicator value estimate in the endline survey and the same indicator value estimate in the previous survey the difference between them was not found to be statistically significant and so cannot be regarded as conclusive evidence of the impact of the programme. More detail on this limitation is provided in the quantitative survey response rate limitation section of the report.

creativity but also placed young people at the centre of content creation, giving them a platform to advocate for their interests in an informal and conducive way.

The films produced by young people were set to be broadcast at an event at the City Hall. During this event, all youth panel members would have been present, enabling them to not only present their videos, but also host a roundtable discussion with community leaders from each of their areas, the GLA and other funders. An unfortunate logistical issue (the room reserved for this event was double booked), meant the event could not take place. However, the event is scheduled to take place in October 2024. If it was not for this logistical challenge, MCL would have met its target of all youth panels of youth panel participants attending a debates and advocacy event (indicator 5.5).

Finding 15 - Sustainability: The Sustainability of the Youth Panels Remains Unclear with Continuing Logistical Challenges and Subsequent Potential for Disengagement

Concerns about the sustainability of participation were raised by coalition members and youth panel participants alike, expressing worries about the future. The logistical challenges and unmet expectations had led to a decrease in enthusiasm and engagement over time.

The sustainability of the panels is further questioned by the youth panel participants' desire for more tailored and effective support, including having access to targeted mentoring and clear pathways for continued involvement and impact.

Contrary to the other two Youth Panels, Barking found that bringing more structure to the youth panel and its activities and outlining and apprising the young people of the panel's intentions earlier on, would better establish the panels and what they are intending to do. This was highlighted in Barking youth panel leader's reflections that it had been of great benefit to have "*formalised what is usually quite casual interaction*" and that they:

> *"We should have started engaging Year 10s earlier to prep them for the youth panel… in order to figure it out and know what they wanted it to look like."*
> (Endline, Coalition, Barking)

Leads and panel members also suggested that the sustainability of the youth panels could be ensured if some of the key logistical challenges, such as facilities and safe access, were removed:

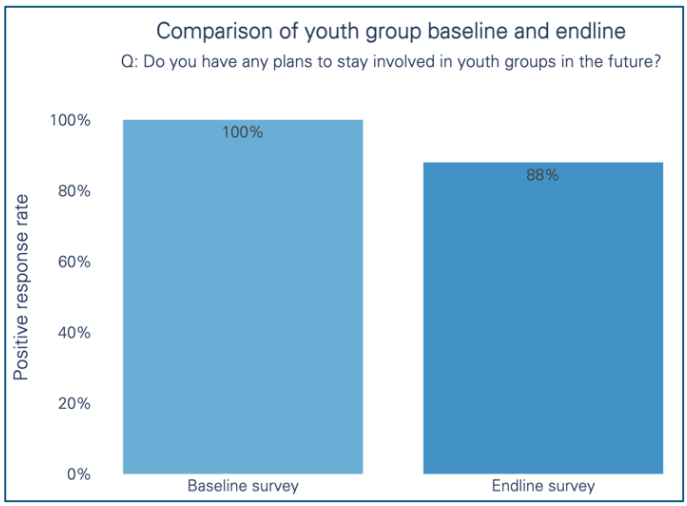
> *"If the young people had a hub, you could bring the meetings somewhere and do drop-in sessions at the space."*
> (Endline, Coalition, Hounslow)

Safe transport to and from the meetings was identified as a key barrier to participation, with the lead in Haringey often organising over WhatsApp to safely meet in a local coffee shop

before collectively travelling to a programme or youth panel activity. Having such processes in place, together with a safe and accessible venue, would overcome issues of attendance and therefore engagement. One participant expressed this frustration, stating,

> *"We need to have a physical space to do these activities. Right now it is too logistically difficult to get together. We need somewhere to meet, and to know how to get there safely."*

Figure 8 | Future involvement in youth panels, baseline endline comparison



Even with a safe and accessible venue, the sustainability of the youth panels also rests on sustaining interest and engagement. Many of the youth panel have been disenchanted by the lack of change-making they have been able to implement and have been fatigued by the disproportionate amount of consultation they have been subjected to, as part of their activities as a panel.

Moreover, there was a growing perception that the youth panel experience had become transactional for some of the young people. This was particularly evident in the case of a participant from Hounslow, who it was felt engaged with the panel until she had gained the benefits she sought and subsequently disengaged. Reflecting on this, another participant noted, *"Sometimes it seems a bit of a transaction, like, [peer name] hasn't been coming because she's benefitted from it and gone on her way."* This suggests that while the programme was effective in meeting immediate needs, it struggled at times to foster long-term engagement and sustained impact.

Leads have acknowledged this to be a risk and a pitfall of the programme and have suggested better management of requirements and demands being made of the young people, as well as the introduction of some kind of incentive process to attract the young people to take part, whether that be: inviting high-status organisations or individuals to interface with the youth panels; providing prizes and/or remuneration.

Whilst none of the respondents in interview expressed a desire to cease their involvement in the youth groups in future, there is a clear need to boost enthusiasm and realign expectations

for the initiative and the reality of what it is possible to deliver but also to focus the next stages of engagement on concrete outputs.

Case Study, Khye, Hounslow

Khye's Transformation Through the KO Club Youth Collective and Nike/ SAYes Mentorship Programme

KO Club Youth Collective is the Generations Active Hounslow Youth Voice Group. At 17, Khye was unsure of his future and lacking direction. "Before I joined [KO Club Youth Collective], I didn't really do much," he admits, reflecting on a time when he was disengaged from both school and physically inactive. That changed dramatically when he joined the KO Club Youth Collective about ten months ago.

Through the programme, Khye discovered the value of a structured routine. "Now I have a strong schedule of what I'm going to do during the week," he shares, noting how this newfound focus has led to a more mature mindset. With the support of his Nike mentor from the SaYes Mentorship programme, he began to set personal, academic and professional goals, understanding the importance of education in shaping his future.

Khye's weekly sessions with his mentor became a cornerstone of his transformation. "We talk every Monday or Friday about job interviews and my career interests," he explains. His mentor guided him through the complexities of marketing, a field that captured his interest after attending a Nike workshop in London. "The workshop at Nike opened my eyes to how different things can be for different audiences," he notes, recalling a marketing campaign aimed at encouraging women to run safely at night.

As Khye engaged more deeply in the programmes, he found himself more active and committed to personal development. "I'm in the gym almost every day now," he proudly states, a stark contrast to his previous inactivity. He remembers a pivotal moment when he set a new personal record on the bench press: "I went from 65 kilograms to 75 kilograms," he beams, highlighting his dedication to fitness and well-being.

With newfound clarity about his future, Khye now envisions a career in marketing, a goal he previously found daunting. "Before, my future was foggy; I didn't really know what I wanted to do," he admits. The support and mentorship he received through the programmes have crafted new pathways for him and given him a sense of hope and direction: "I've realized there's a lot more I can do than I initially thought," he shares, expressing excitement about the opportunities ahead.

Khye's growth extends beyond academics and career aspirations; it has transformed his social interactions. "I used to struggle to say more than four words to anyone." Now, he feels more comfortable engaging with peers, attributing this change to the supportive environment of the youth programmes. "I'm more open to talk with people." His teachers have also noticed this change, remarking on his gained maturity and focus.

As he approaches the end of the Say Yes programme, Khye looks forward to the graduation ceremony, viewing it as a milestone in his journey. "I'll definitely stay in touch with my mentor," he confirms, grateful for the guidance that has helped him grow into a more focused and determined young man.

Chapter 5 | Recommendations

The recommendations outlined in this section focus on enhancing the effectiveness and sustainability of the MCL programme and inform future grassroots programming. Building on key findings from the evaluation, these recommendations address various aspects such as youth engagement, coalition governance, mentorship quality, and financial sustainability. Emphasis is placed on increasing accessibility, ensuring consistency in data collection, and fostering meaningful youth participation. Additionally, the recommendations advocate for streamlining capacity-building support, leveraging existing expertise, and establishing stronger partnerships for long-term success.

Recommendations

Recommendations for Youth Impact for Coalitions

- Enhance Accessibility and Reach Through Strategic Promotion
  Expand the reach of activities by leveraging social media, local partnerships, and schools to increase awareness. A targeted outreach strategy could help ensure that more young people, particularly those who might otherwise miss out, can benefit from the programme. Providing structured communication and clear information well in advance of activities would also address issues related to last-minute logistics.

- Implement Flexible and Engaging Programming
  Develop programmes that are responsive to the interests and needs of young people. Conduct regular surveys or focus groups to gather feedback on activities, ensuring they remain engaging and relevant.

- Increase Mentor and Coach Engagement
  Although relationships with mentors were found to be pivotal, the target for supportive relationships was not fully met. Coalitions should invest in additional training for coaches and mentors to enhance their interpersonal skills, focusing on fostering deeper, more supportive relationships. Coalitions should encourage participants to take on leadership positions within the coalition and create structured pathways for youth to engage in decision-making processes, ensuring their voices are integral to programme development.

- Diversify and Formalise Life Skill Training
  Organise regular training sessions focusing on key areas such as leadership, communication, public speaking, and teamwork. Tailor these workshops to address the specific needs and interests of youth participants. Training in areas like digital literacy, CV writing, and public speaking should be offered consistently across all locations. This could also include partnerships with external organisations or pathways with funders to provide internships or work experience, ensuring participants can transfer their skills into the real world and future job opportunities.

- Shift to Flexible and Locally Relevant Engagement Strategies
  The coalitions should continue promoting flexible, informal approaches to engaging youth panel members, such as using local community activities, social events, and partnering with existing youth programmes. This approach should be tailored to young people's schedules and preferences to ensure sustained engagement and participation, especially during periods of high academic pressure.

- Create a Feedback-Driven Culture

Implement systems for ongoing feedback from youth participants regarding their experiences and suggestions for improvement. This could include surveys, suggestion boxes, or regular group discussions. Ensure that feedback is taken seriously and leads to tangible changes in programming. Communicate back to youth participants how their input has influenced decisions, reinforcing their role in shaping the coalition's initiatives.

- Engage Youth in Evaluation and Impact Measurement
  Involve youth participants in the design and implementation of evaluation processes to assess programme impact. This engagement not only empowers youth but also ensures that evaluations reflect their perspectives and experiences.

- Promote Community Connections
  Encourage youth to participate in community service projects that connect them with local issues and promote civic engagement. This can enhance their sense of belonging and responsibility towards their community. Develop partnerships with local organisations that share similar goals to broaden the reach of youth initiatives and provide additional resources and opportunities for participants.

- Recognise and Celebrate Achievements
  Implement recognition moments that celebrate the achievements and contributions of youth participants. This could include awards, public acknowledgements, or showcases of their work. Encourage youth to take ownership of their projects and initiatives, fostering pride in their contributions to the coalition and the broader community.

Recommendations to Support Sustainability of Coalitions/Impact for Coalitions

- Streamline Governance with Practical, Sustainable Leadership Models
  Coalitions should continue to prioritise simplified but effective governance structures that ensure operational continuity and clarity of roles. Coalitions are currently navigating formalising governance structures and leadership continuity. By establishing smaller leadership teams with clearly defined responsibilities, coalitions can avoid the delays associated with more complex models of governance. Ensuring a robust, adaptable leadership structure - without overextending resources - will allow coalitions to operate effectively even with limited capacity. These teams should work alongside the steering committee made up of local stakeholders with key expertise needed by the coalition who can guide the strategic direction of the coalition, ensuring that operations remain efficient and aligned with community needs.

- Leverage Local Partnerships to Create Resource Networks
  Coalitions with established external support have fared better in securing community resources and building sustainability. Coalitions without dedicated and stable funding

should focus on strengthening partnerships with local councils, schools, and other local organisatoins. These partnerships can provide in-kind resources, such as meeting space, volunteer time, or equipment, which can significantly reduce operational costs. Collaborating with local government bodies will also open pathways for accessing small grants and community funding opportunities. By creating a network of reciprocal relationships, coalitions can ensure their ongoing relevance and service to the community without being solely reliant on external financial resources.

- Build Internal Capacity for Fundraising and Grant Writing
  Coalitions face some challenges in securing financial resources, often as coalitions lack or have limited grant-writing expertise. To address this, coalitions should prioritize building internal fundraising skills. A manageable first step is to organize low-cost training sessions for key coalition members on writing grants and developing fundraising strategies, for example by attending training modules by the GLA. These efforts could include tapping into local expertise or offering peer-to-peer learning opportunities. Coalitions should focus on applying for smaller, accessible grants initially, using the knowledge gained to build confidence and capacity for larger funding applications in the future. By becoming self-reliant in grant writing and fundraising, coalitions can ensure their financial sustainability once external support is withdrawn.

- Establish Financial Sustainability Plans with Clear Resource Allocation
  Coalitions, with the support of their Steering Committees, should develop clear financial sustainability plans that outline funding goals, resource allocation, and savings strategies. Coalitions can start by setting aside a small percentage of any funds raised to create an emergency or reserve fund. They should also evaluate the costs of key programmes and identify areas where resources can be optimised or shared within coalition organisations. Furthermore, coalitions should diversify their funding strategies to include community fundraising, donations, and small grants. This approach will not only ensure that coalitions are financially stable but also help them remain agile in response to future funding challenges.

- Use Data and Feedback to Drive Program Refinement and Advocacy
  Coalitions should implement practical and low-cost feedback mechanisms to regularly assess the effectiveness of their programs and maintain relevance within the community. As noted in Finding 10, coalitions are currently facing challenges in evaluating their impact. To address this, coalitions should conduct simple surveys, hold focus group discussions, or organize one-on-one feedback sessions with participants. This will provide coalitions with actionable data on what is working and what needs adjustment, but also provide evidence of their impact. This data will be vital for advocating for funding and other resources, helping to demonstrate the coalitions' impact and the ongoing value of their programs.

Recommendations for Laureus for Sustainability of/Improvements to the Model

- Leverage Success in Young Female Participation to Inform Broader Initiatives
  Given the significant success in increasing young female participation in sport in this programme, Laureus should commission a short study to examine how coalitions achieved this outcome. The study should focus on identifying key strategies, effective practices, and contextual factors that contributed to this success, with findings shared as a best practice model for other London-based organisations working to increase female participation in sports.

- Formalise Informal Communication Pathways into Coalition Decision-Making
  Laureus could further formalise the informal methods that have been effective, such as workshops, storytelling, and creative campaigns. This should involve clear mechanisms for feeding insights from youth directly into coalition decision-making, ensuring that youth perspectives continue to influence strategy and programming.

- Introduce Incentives to Sustain Long-term Engagement
  To mitigate disengagement and make participation more attractive, Laureus could introduce more incentives for youth involvement, whether that be: inviting high-status organisations or individuals to interface with the youth panels; providing prizes and/or remuneration. Incentives help maintain enthusiasm and ensure a higher level of commitment from the participants.

- Reduce Consultation Fatigue with Focused, Outcome-Driven Activities
  To avoid consultation fatigue, the coalitions should continue to ensure that the demands placed on youth panel members are balanced with meaningful, outcome-driven activities. Focusing on concrete outputs - such as campaigns, videos, or community events - will help keep participants motivated by providing tangible evidence of their contributions and impact, thereby enhancing their overall experience and continued participation.

- Establish Clear Definitions for Reporting Criteria
  To ensure consistency in data collection and reporting across locations, particularly for groups such as people with disabilities, Laureus should establish clear and standardised definitions for all reporting categories. This will enable more accurate and comparable evaluation outcomes, reducing inconsistencies and improving accountability.

- Strengthen Relationships with Funding Bodies for Long-term Sustainability
  Laureus should find more effective ways for funders to connect and engage with coalitions/grantees. By leveraging their established networks, Laureus can help create strategic partnerships that enhance the coalitions' credibility and improve access to resources, thereby strengthening their long-term sustainability.

- Provide Tailored Support for Financial Skill Development
  Given the challenges faced by the coalitions in securing diverse funding sources, Laureus should continue to provide targeted, one-on-one capacity-building support in grant writing and funding applications, especially for large grants. A tailored approach, which includes pairing coalition members with experienced grant writers or providing external consultancy support, would help bridge the skills gap and increase grant success.

- Adopt a Developmental Evaluation Approach for Enhanced Programme Adaptability
  Laureus should consider transitioning to a lighter evaluation model, moving away from the current three-report-per-year structure, which coalition members find cumbersome. A developmental evaluation approach is recommended, providing ongoing feedback directly to the implementation team. This approach would allow for real-time adjustments and improvements as the programme progresses, fostering greater trust among coalition members through closer integration of the evaluation team into the delivery process. This will ultimately enhance the programme's effectiveness in addressing community needs and support a more responsive, adaptive learning process.
- Recognise and Budget for Increased Consultant Contributions to Capacity Building and Programme Adaptability
  Laureus should ensure that future iterations of Model City programme continue to consider and budget for the significant role that consultants have proven to play when building capacity and enabling programme adaptability. Consultants have been instrumental in providing targeted expertise, supporting governance structure establishment, and tailoring capacity-building initiatives to coalition needs. Allocating a dedicated budget for ongoing consultant support will help maintain the programme's flexibility, address emerging challenges effectively, and enhance the sustainability of coalition-led initiatives.

- Maximise Utilisation of Existing Expertise Within Coalitions
  Laureus should work closely with coalitions to better identify and utilise the skills and expertise already present within the group. Conducting skills audits among coalition members and then establishing working groups that can harness those skills will promote a more effective internal support network and reduce reliance on external assistance.

- Streamline Support for Grant Applications and Leverage Partnerships for Targeted Capacity Building
  Future iterations of the Model City programme should continue to prioritise streamlining one-on-one support for grant applications to better meet the specific needs of coalition members. Additionally, implementing peer-to-peer learning sessions would encourage the exchange of successful strategies and experiences. Leveraging partnerships can enhance access to workshops and ensure capacity-building efforts are more closely aligned with the evolving needs of the organisations.

This targeted approach will help coalition members build the skills necessary for securing diverse funding and enhancing their sustainability, but also ensure an output focused approach with clear deliverables for organisations, which are more likely to attend.

- Expand Capacity Building in Impact Measurement
  To ensure that coalitions can continue to assess and demonstrate their impact independently, Laureus should expand its capacity-building efforts to include dedicated training in impact measurement and evaluation. These sessions should be practical, with ongoing follow-up support to help coalition members apply what they learn effectively in their programmes, ensuring a consistent ability to communicate impact to funders and stakeholders.

- Strengthen Recruitment and Preparation of Coalition Leads for Long-term Success
  Laureus should take deliberate measures and allocate sufficient time to recruit the right coalition lead, ensuring they possess the skills and experience needed for success. Suggested actions include beginning capacity-building efforts for prospective coalition leads during Phase 3 rather than waiting until Phase 4, thereby preparing coalitions to enter the sustainability phase from a stronger, more confident position. Additionally, Laureus should continue to ensure a strong relationship and support structure between the programme manager and the coalition leads, providing the foundation for a successful coalition launch and continued development.

Chapter 6 | Annexes

Annex 1 – Interview List (Baseline, Midline and Endline)

For the baseline report, the evaluation team spoke to 9 respondents, during the course of 9 in-depth interviews conducted between July and September 2023. These interviews were held exclusively with coalition members as the respective recruitments of participants and youth panel members were still underway at the time of compiling the baseline report. The baseline interviews and focus group discussions for these two groups were therefore included within the midline report.

For the midline report, the evaluation team spoke to 28 respondents, during the course of 14 in-depth interviews and focus groups between January and February 2024. We spoke with 8 coalition members, 1 programme manager, 4 participants and 17 youth panel members.

For the endline report, the evaluation team spoke to 17 respondents, during the course of 14 in-depth interviews and focus groups between June and August 2024. This included 9 coalition members, 1 programme manager, 5 participants and 2 youth panel members and 2 interviews with the programme manager.

Summaries of all Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) are provided below.

Summary of all Coalition Interviews

Code	Date	Report	Area	Type	Number of respondents present
BKII001	18/07/2023	Baseline	Barking	Coalition	1
BKII002	21/07/2023	Baseline	Haringey	Coalition	1
BKII003	01/08/2023	Baseline	Hounslow	Coalition	1
BKII004	04/08/2023	Baseline	Barking	Coalition	1
BKII005	09/08/2023	Baseline	Hounslow	Coalition	1
BKII006	10/08/2023	Baseline	Hounslow	Coalition	1
BKII007	15/08/2023	Baseline	Hounslow	Coalition	1
BKII008	30/08/2023	Baseline	Haringey	Coalition	1

BKII009	11/09/2023	Baseline	Barking	Coalition	1
MKII001	29/01/2024	Midline	Hounslow	Coalition	1
MKII002	02/02/2024	Midline	Hounslow	Coalition	1
MKII003	09/02/2024	Midline	Haringey	Coalition	1
MKII006	13/02/2024	Midline	Haringey	Coalition	1
MKII008	14/02/2024	Midline	Barking	Coalition	1
MKII009	15/02/2024	Midline	Hounslow	Coalition	1
MKII011	19/02/2024	Midline	Barking	Coalition	1
MKII012	20/02/2024	Midline	Barking	Coalition	1
EKII001	18/06/2024	Endline	Barking	Coalition	1
EKII002	19/06/2024	Endline	Haringey	Coalition	3
EKII003	02/07/2024	Endline	Barking	Coalition	1
EKII004	03/07/2024	Endline	Hounslow	Coalition	1
EKII009	16/07/2024	Endline	Hounslow	Coalition	1
EKII010	06/08/2024	Endline	Barking	Coalition	1
EKII011	30/08/2024	Endline	Haringey	Coalition	1

Summary of all Participant Interviews

Code	Date	Report	Area	Type	Number of respondents present
MKII004	10/02/2024	Midline	Haringey	Participant	1
MKII005	11/02/2024	Midline	Haringey	Participant	1
MKII013	22/02/2024	Midline	Hounslow	Participant	2
EKII006	04/07/2024	Endline	Barking	Participant	2

EKII007	04/07/2024	Endline	Barking	Participant	2
EKII008	12/07/2024	Endline	Haringey	Participant	1

Summary of all Youth Panel Interviews

Code	Date	Report	Area	Type	Number of respondents present
MKII007	13/02/2024	Midline	Barking	Youth Panel	13
MKII010	15/02/2024	Midline	Hounslow	Youth Panel	4
EKII005	03/07/2024	Endline	Hounslow	Youth Panel	2

Summary of all Other Interviews

Code	Date	Report	Area	Type	Number of respondents present
MKIIC01	26/09/2023	Baseline	All	Programme Manager	1
MKIIC02	26/02/2024	Midline	All	Programme Manager	1
MKIIC03	01/03/2024	Midline	All	Programme Manager	1
MKIIC04	26/09/2024	Endline	All	Programme Manager	1
MKIIC05	30/09/2024	Endline	All	Programme Manager	3 interviews

Annex 2 – Discussion Guides

Interview Introduction

INSTRUCTIONS TO THE RESEARCHERS

Please read the instructions and the discussion guide before the interview.

Interviewer Instructions

JUST FOR THE INTERVIEWER, NOT TO BE READ OUT TO RESPONDENTS

- Do not start recording the interviews until you have explicit agreement from the interviewee.
- Take detailed notes during your interview
- It is important that interview participants speak freely and openly.
- Please do not force participants to dwell on subjects that are uncomfortable to them. Rather, note such sections for consideration during analysis.
- Please ask all questions in sequence.
- Please ask questions for all of the sections – you are allowed to rephrase them to adjust to the need of the conversation. This is a semi-structured discussion guide, if the interviewees wish to explore additional topics that are relevant to the study or useful to the client, feel free to explore them briefly.
- Please keep an eye on the time per section and keep the introduction short and to the point.

Before the interview

JUST FOR THE INTERVIEWER, NOT TO BE READ OUT TO RESPONDENTS

- Please read about/revise context of the coalition's activities and its governance structure as it can lead to additional questions or useful information for the research.
- Confirm the date and time of the call, make sure that the interviewee has a calendar invite.
- If you have any question about the discussion guide, please get in touch with Rebecca Wells or Sarah Lüdecke.

Introduction:

Good morning/ afternoon/ evening. My name is ……., and I work for ImpactScape as part of Model City's evaluation team.

The Evaluation Team has been commissioned to measure the impact of Model City London during years 5 and 6 of the programme. In order to do so, we are speaking to coalition and steering committee members and would like to openly discuss your experience.

The interview will last approximately 1 hour, and your insight is extremely valuable to us. Before we begin, I would like to mention some general points for today's interview.

- There are no right or wrong answers. Everything you say is important to us and we want to hear what you, personally, have to say.
- Everything you say here today is confidential and your name will not be attributed to your responses.
- I would like to record this session so I can go back and write my report. This recording is for the sole purpose of the research and will not be distributed or published in any way. It's just to make sure I capture all your valuable thoughts. The recording will only be viewed by the research team and will not be shared with Laureus.
- I would also like to let you know that you are allowed to leave the conversation at any point and feel free to ask any question you may have.
- Please could you put your phone on silent as it interferes with the recording. If you need to take a phone call that's okay, we can pause the interview.

Do I have your permission to record? Great, let's begin….

Note to the interviewer – do not read out loud

[Please seek verbal consent to the recording of the interview and write it down in the transcript].

If the person does not consent to the recording – end the interview

- We understand that you do not consent to being recorded for this interview.
- Unfortunately, we do need for the interview to be recorded so the researchers are able to go back to our conversation so we will have to finish the interview at this point. We are grateful for your time today and wish you a pleasant day.

Coalition/Steering Committee Discussion Guide

SECTION 1 | DETAILS ON THE INTERVIEW | 5 minutes

Please share these questions with the informant via email ahead of the interview, for them to return to the team before the scheduled interview.

Date	
Time of the interview	
Interviewer name	
Coalition	
Interviewee Name & organisation	

Interviewee role	

SECTION 2 | Participants

« I would like to start by asking you a few questions about how your participants in Generation Active Hounslow / Active Change Haringey / Barking Sports for Change»

1. One of the objectives of MCL is to get young people in position of leadership in their communities. Could you tell me about some stand out successes with your participants and what they have achieved?
2. Can you tell me about some success stories of participants gaining confidence and how it manifested? (prompt for example)
3. Has the mentoring between coaches and participants worked well? Can you give me examples of supportive relationships? Could you share the challenges that some of your coaches encountered in building these relationships and how they overcame it?
4. Is improving wellbeing something that your programme aims to do? If so, how? How effective has this been? Can you give us examples of young people who benefited from it?
5. In your experience, what are the main barriers to young people's participation in sports in this area? Prompt why and examples
    a. How have you overcome those?
    b. Do you have examples of any of the following making young people not participate? accessibility, affordability, diversity of sport and activities provided, relationship with the coaches, trust, timing of the activities, outreach, etc

SECTION 3 | Community Hubs

6. Can you tell me about what it meant, in the last year, to be part of MCL for your organisation?
7. Can you tell me more about what you really liked from being part of Model City (and ask for concrete examples)? What do you think could have gone better (concrete examples to be prompted)?
8. I would like to understand the extent to which you grew as an organisation as a result of being part of MCL. Can you tell me what changed in how you operate and run programmes and what you learned as an organisation lead?
9. Can you tell me about the skills you gained as a result of taking part in this process? Did you attend any capacity building (which)? How was it and can you give us examples of how you have been able to put the learning into practices?
10. One of the objectives of this programme is for organisations to make relations and connections. How has this process been for you? (*Prompt for any on-going relationships with other organisations and provide examples of what they have been able to achieve through this)*
    a. Can you give us examples of collaboration which happened as a result of this coalition? What have been the benefits to your organisation?
    b. Can you give me example of in-kind partnerships you have been able to secure?
11. What do you envisage happening to the coalition (name them) once the programme is finished?

   a. Prompt on sustainability and feeling accountable – do you think you will be part of what is to come? How would you see yourself being engaged? Etc
12. Have you participated in any local events where you have promoted the coalition's work and the use of sport in youth development and community cohesion?
13. MCL has been trying to increase skills in organisation leads in securing grants, advocacy and campaigning, and measuring impact. Can you tell us about your skills in these field? What have you learned and been able to apply to your organisation? What else would you have liked to learn?
    a. Can you give us examples of things you have achieved through these capacity building exercises?

<u>For coalition leads</u>

Firstly, congratulations on all the work you have been doing as a coalition lead – we know how demanding it has been for you (and your peers) and you have achieved so much. I would now like to ask you a few questions about this.

14. What have the challenges been for you as a coalition lead? What has gone really well?
15. One of the markers of progress has been the action plans. How have you been using them in the past year? To which extent have they been guiding your work?
16. Can you tell me about what has been going really well with incorporation of the coalition?
    a. What about securing grants?
    b. Can you tell me about what was challenging about the incorporation and securing grants?
17. Do you feel that you have been able to increase the visibility of your coalition? How have you done it? Have you noticed any changes?
18. Overall, what is your opinion on MCL and Laureus' support?
    a. What did you really like
    b. What could have been better
    c. If you were to do it again, what would you do differently?

SECTION 4 | Youth Panels

19. How have you and your coalition worked with Youth Panels?
20. What do you think of the Youth Panels?
    a. What do you like about them?
    b. What don't you like, if anything?
    c. What could have been done better?
    d. What have young people told you about their participation in Youth Panels?
21. During your coalition meetings, can you give us examples of how you have incorporated their voice and give us examples of how you have used Youth Panels insights?
22. Did you notice any change in young people who participated in the Youth Panels? (Prompt for examples, concrete actions and results)

SECTION 5 | Conclusion

We are coming to the end of this interview. Thank you so much for all the support you have given us, your insights have been really crucial to demonstrating the impact of the programme. We have a few final questions for you

23. Overall, what would you say the impact of MCL (or coalition) has been on you, your organisation and the youth who participated?
24. Is there any question or thoughts that I have not asked you that you think would be important?
25. One last question, if you could describe MCL in three words, what would they be? Or if you had a message for Laureus on MCL and its effectiveness.

Participants Discussion Guide

SECTION 1 | More young people from Barking, Hounslow and Haringey are taking part in sport and physical activity, are less socially isolated and have improved mental well-being.

1. Can you tell me about how you learned about the programme and joined it?
2. What made you want to join it?
3. What have you heard about Model City London?
4. What about the coalition?

NB: here we can tell them a bit about the coalition and what it intends to do in order to frame the rest of the conversation as we will mention the coalition later

5. Can you tell me what was explained to you about the programme?

Here we can explore how the respondent understands the objectives of the programme, why the programme exists

6. What is the role of the programme, based on what you have been told?
7. Could you tell me a bit more about your role/activity and what you will be doing with the programme? What about other members of the programme? (Do they have the same role/activity or are there different ones?)

If necessary, we can explain again about the coalition and MCL

They may have not attended any meetings when we speak to them

8. Could you tell me about any meetings you have attended as part of this programme?
9. How do you feel about being in a leadership position?
10. Have you had mentoring opportunities: either to give or receive mentoring?

11. Can you tell me how the experience was?

12. When the coalition make decisions on the programme, have you been involved in that process/consulted?

13. Now I would like to ask you a bit about what you have learned with the programme:

Prompt here on skills, new people, connections

a. Can you tell me more specifically about how you confident you feel about talking about issues important to your group and to young people in your community?
b. Has (and if so how) the programme helped you gain confidence or skills in doing it?
c. How about communicating to others about the programme? How would you describe it to a friend.
d. If you could receive training, what would you like to be trained on which could help with your participation in the programme?

14. Generally, how do you feel about the programme?

15. What would you say is your favourite thing about it and why?

16. What do you think could be done better?

17. We would also like to ask you about programme and logistical aspects of it: what is going really well? What could be done better?

Note: this is to find recommendations on how the youth groups could be done better – also from a logistical perspective

18. Is there anything that worries you about the programme?

19. One last question, if you could describe in one word how you feel about the programme, what would it be?

Youth Panel Discussion Guide

SECTION 1 | Young people are represented and actively participating in the coalitions including in strategic decision making

« I would like to start by asking you a few questions about how you learned about the youth group»

This section is to get whether the respondent understand the role of the youth group and their role within the youth group to provide a narrative around the indicator 5.1: # of young people in Youth Panels and role and responsibility defined.

1. Can you tell me about how you learned about the Youth Panel and joined it?

2. What made you want to join it?

3. What have you heard about Model City London?

4. What about the coalition?

NB: here we can tell them a bit about the coalition and what it intends to do in order to frame the rest of the conversation as we will mention the coalition later

5. Can you tell me what was explained to you about the Youth Panel?

Here we can explore how the respondent understands the objectives of the youth panel, why the youth panel exists, whether they understand the strategic importance of the youth panel for the coalition (you should not ask this directly, but ask questions around it i.e. how does the youth panel connect to the coalition)

6. What is the role of the youth panel, based on what you have been told?

7. Could you tell me a bit more about your role and what you will be doing with the youth panel? What about other members of the groups? (Do they have the same role or are there separate ones?)

If necessary, we can explain again about the coalition and MCL

They may have not attended any meetings when we speak to them

8. Could you tell me about any events or workshops you have attended with the coalition?

9. Have you been to meetings with the coalition?

10. Could you tell me how they have involved you in conversations?

11. Did they ask you questions? What specifically do they ask you?

12. Can you tell me how the experience was?

13. When the coalition make decisions on their work, how have you been involved in that? (you may want to paraphrase this – or ask additional questions – we are trying to understand how they are involved as youth group in strategic decision making)

14. Now I would like to ask you a bit about what you have learned with the youth panel?

Prompt here on skills, new people, connections

   a. Can you tell me more specifically about how you confident you feel about talking about issues important to your group and to young people in your community?
   b. Has (and if so how) the youth panel helped you gain confidence or skills in doing it?

c. How about communicating to others about the youth panel? Has (and if so how) the youth panel work helped you improve?
d. If you could receive training, what would you like to be trained on which could help with your work in the youth panel?

15. Generally, how do you feel about the youth panel?

16. What would you say is your favourite thing about it and why?

17. What do you think could be done better?

18. We would also like to ask you about the youth panel and logistical aspects of it: what is going really well? What could be done better?

Note: this is to find recommendations on how the Youth Panels could be done better – also from a logistical perspective

19. Is there anything that worries you about the youth panel?

20. One last question, if you could describe how you are feeling about the youth panel in one word, what would that be?

Annex 3 - Indicators per outcome and evaluation question, targets, data source and collection – updated in December 2023

Table 2: Indicators per outcome and research question, targets by year 6 and means of verification

Outcome	Outcome indicator	Target by end of Year 6	Data Source (what)	Collection (who & when)
Evaluation Question 1: How effectively has the Model City London (Years 5 and 6) improved participation in sport and physical activity, reducing social isolation, improving mental well-being, for young people from Barking, Hounslow and Haringey?				
Outcome 1: MCL Coalitions have delivered social impact for young people in their community:	1.1. Collective bid submitted each year by each coalition with at least 5 organisations taking part in the delivery of the community-based programme	3	Review of bids submitted per coalition	- February 2024 - Programme Manager
	1.2. Number of young people (4 to 24 y.o.) that participated in MCL funded activities)	615	Mid-term and annual reports	- July 2023 / February 2024 / July 2024 - Programme manager to

				evaluation team
	1.3. % of MCL activity participants who reported being in a leadership position in their community in the past year	25%	Participant survey and annual report	- July 2023 / February 2024 / July 2024 - Evaluation team
	1.4. % of children and YP who reported having a supportive relationship with a coach and/or mentor in a Laureus MCL supported programme in the past year	80%	Participant survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
	1.5. % of participants reporting having met new people or made new connections through MCL	90%	Participant survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
	1.6. of participants who score higher than the UK benchmark on improvement on the Rosenberg, is a self-esteem scale [13]	50%[14]	Participant survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
	1.7. % of respondents reporting a positive answer on the Warwick Edinburgh Mental Wellbeing Scale	70%	Participant survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
Evaluation Question 2: How effectively has the Model City London (Years 5 and 6) established community hubs that support and advocate for their local community? How sustainable are these community hubs?				
Outcome 2: Coalition members can effectively support each other and deliver on sustainability strategies.	2.1. # of recorded attendances by coalition members in capacity building workshops and events (15 events)	400	Training logs and MCL programme manager quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
	2.2. % of coalition members who report an increase in skill/knowledge/confidence?	90%	Coalition members survey and qualitative interviews	- July 2023 / February 2024 / July 2024

[13] Indicator reworded in March 2024, initial wording was who % of respondents who report an increase in self-confidence as a result of participating in the activity on the Rosenberg Self-Confidence Scale – and the target was therefore reduced from 80% to 50%

[14] The evaluation team recommends updating the target to 50% in light of the suggested indicator rewording.

				- Evaluation team
	2.3. % of coalition members who report feeling supported by other coalition members	85%	Coalition members survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
	2.4. % of coalition members who report relations through MCL coalitions to be useful or very useful	90%	Coalition members survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
	2.5. % of action plan objectives achieved	Milestone 1 - 50% EoP 100%	Interviews, sustainability strategies, coalition lead monthly report, programme manager quarterly update on the programme	- July 2023 / February 2024 / July 2024 - Programme manager & evaluation team
	2.6. % of coalition member who report feeling accountable for the sustainability of the coalition after the programme ends	70%	Coalition members survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
Outcome 3: Coalitions are financially sustainable	3.1. Number of coalitions incorporated with governance systems in place by 2024	3	Incorporation documents	- July 2023 - Programme Manager
	3.2. # of successful grants (outside of the existing GLA/Nike/Laureus funding) across coalitions	EoP - 6 (minimum total 20K per coalition)	Coalition monthly report, interviews (with coalition members and PM)	- On-going - Programme Manager
	3.3. % of coalition members who report gaining skills in applying for grants and funding	90%	Coalition members survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team

	3.4. # of in-kind partnerships provided to the coalitions for the delivery of their programme (in-kind partnerships refers to resources given to each coalition, material, tools, event spaces)	12	Coalition monthly report and PM quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
	3.5. # of new relationships formed with exterior stakeholders with the view to collaborate in the future	30	3.5 Coalition monthly report and PM quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
Outcome 4: Coalitions advocate for change on behalf of their members and community.	4.1. # of local administration social impact networks and other local community impact initiatives the coalitions sit on	15	Coalition monthly report and PM quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
	4.2. Coalitions, with support from comms consultant, have created a comms strategy for each coalition	By September 2023	PM quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
	4.3. # of local events where the coalitions have promoted their work and the use of sport in youth development and community cohesion	15	Coalition monthly report and PM quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
	4.4. # of coalition-led external advocacy campaigns delivered by coalitions promoting the use of sport in youth development and community cohesion	3	Coalition monthly report and PM quarterly report	- July 2023 / February 2024 / July 2024 - Programme manager
	4.5. # of attendees to capacity building events on advocacy and campaigning	30	Coalition monthly report and PM quarterly reports	- July 2023 / February 2024 / July 2024 - Programme manager
	4.6. % of coalition members reporting an increase in confidence on measuring, evaluating and communicating their impact	70%	Coalition members survey and qualitative interviews	- July 2023 / February 2024 / July 2024 - Evaluation team
Outcome 5: Young people are represented	5.1. # of young people in Youth Panels with role and responsibility defined	30	Youth panel formation documents - interviews	- July 2023 / February 2024 / July 2024

and actively participating in the coalitions including in strategic decision making.			with Youth Panels and coalition members	- Programme manager
	5.2. % of meetings in which youth panel are represented in coalition strategic meetings	100%	Youth panel survey	- July 2023 / February 2024 / July 2024 - Programme manager
	5.3. % of young people in Youth Panels reporting an increase in skills (skills to be defined later in the project) - there may be different sub-indicators there to include advocacy, communication, decision making	100%	Youth panel survey	- July 2023 / February 2024 / July 2024 - Evaluation team
	5.4. % of youth panel participants reporting being included in strategic decision making in the coalition (strategic decisions to be identified by Laureus)	100%	Monthly coalition reports	- July 2023 / February 2024 / July 2024 - Evaluation team
	5.5. % of youth panel participants having attended debates, coalition events and advocacy events	100%	Monthly coalition reports (by name of who attended)	- July 2023 / February 2024 / July 2024 - Programme manager

Annex 4 – Final data points for each indicator per outcome at the end of year 6

Table 3 | Final data points for each indicator per outcome at the end of year 6, including the evaluation question, original targets and, where possible, the corresponding baseline and midline data.

Outcome	Outcome indicator	Target by end of Year 6	Baseline Data (Sept 2023)	Midline Data (March 2023)	Endline Data (Sept 2024)[15]

[15] The difference observed between baseline/midline and endline indicator scores was not statistically significant at the p-value of 0.05 (using Welch's t-test to compare sample means, Boschloo's exact test to compare sample frequencies, or the Kolmogorov-Smirnov test to compare sample distributions). Indicators where data was found not to be significant have been identified with a *.

Evaluation Question 1: How effectively has the Model City London (Years 5 and 6) improved participation in sport and physical activity, reducing social isolation, improving mental well-being, for young people from Barking, Hounslow and Haringey?					
Outcome 1: MCL Coalitions have delivered social impact for young people in their community:	1.1. Collective bid submitted each year by each coalition with at least 5 organisations taking part in the delivery of the community-based programme	3	1		2
	1.2. Number of young people (4 to 24 y.o.) that participated in MCL funded activities	615	356 (633)		833
	1.3. % of MCL activity participants who reported being in a leadership position in their community in the past year	25%	50%		65%*
	1.4. % of children and YP who reported having a supportive relationship with a coach and/or mentor in a Laureus MCL supported programme in the past year	80%	45%		68%
	1.5. % of participants reporting having met new people or made new connections through MCL	90%	73%		89%

	1.6. % of participants who score higher than the UK benchmark on improvement on the Rosenberg, is a self-esteem scale[16]	50%	30%		43%*
	1.7. % of respondents reporting a positive answer on the Warwick Edinburgh Mental Wellbeing Scale	70%	77%[17]		84%*
Evaluation Question 2: How effectively has the Model City London (Years 5 and 6) established community hubs that support and advocate for their local community? How sustainable are these community hubs?					
Outcome 2: Coalition members can effectively support each other and deliver on sustainability strategies.	2.1. # of recorded attendances by coalition members in capacity building workshops and events (15 events)	15	3	5	9
	2.2. % of coalition members who report an increase in skill/knowledge/confidence?	90%	44%†	37%†	29%*
	2.3. % of coalition members who report feeling supported by other coalition members	85%	55%†	47%†	100%
	2.4. % of coalition members who report relations through MCL coalitions to be useful or very useful	90%	51%†	58%†	46%*
	2.5. % of action plan objectives achieved	Milestone 1 - 50%	0%	40%	n/a

[16] Indicator reworded in March 2024, initial wording was who % of respondents who report an increase in self-confidence as a result of participating in the activity on the Rosenberg Self-Confidence Scale – and the target was therefore reduced from 80% to 50%

[17] Suggest using 'Percentage of respondent who score 'Average' or 'High' on the Warwick-Edinburgh mental wellbeing scale' (Proposed target 85%).

		EoP 100%			
	2.6. % of coalition member who report feeling accountable for the sustainability of the coalition after the programme ends	70%	57%†	58%†	55%
Outcome 3: Coalitions are financially sustainable	3.1. Number of coalitions incorporated with governance systems in place by 2024	3	0	1	1
	3.2. # of successful grants (outside of the existing GLA/Nike/Laureus funding) across coalitions	EoP - 6 (minimum total 20K per coalition)	0	3 (£35,000)	4 (£105,000)
	3.3. % of coalition members who report gaining skills in applying for grants and funding	90%	20%†	19%†	15%*
	3.4. # of in-kind partnerships provided to the coalitions for the delivery of their programme (in-kind partnerships refers to resources given to each coalition, material, tools, event spaces)	12	2	8	11
	3.5. # of new relationships formed with exterior stakeholders with the view to collaborate in the future	30	1	2	7

Outcome 4: Coalitions advocate for change on behalf of their members and community.	4.1. # of local administration social impact networks and other local community impact initiatives the coalitions sit on	15	3	6	9
	4.2. Coalitions, with support from comms consultant, have created a comms strategy for each coalition	By September 2023	0	0	0
	4.3. # of local events where the coalitions have promoted their work and the use of sport in youth development and community cohesion	15	6	7	15
	4.4. # of coalition-led external advocacy campaigns delivered by coalitions promoting the use of sport in youth development and community cohesion	3	0	0	1
	4.5. # of attendees to capacity building events on advocacy and campaigning	30	0	0	12
	4.6. % of coalition members reporting an increase in confidence on measuring, evaluating and communicating their impact	70%	33%†	34%	48%*

Outcome 5: Young people are represented and actively participating in the coalitions including in strategic decision making.	5.1. # of young people in Youth Panels with role and responsibility defined	30	24		27
	5.2. % of meetings in which youth panel are represented in coalition strategic meetings	100%	0		0
	5.3. % of young people in Youth Panels reporting an increase in skills (skills to be defined later in the project) - there may be different sub-indicators there to include advocacy, communication, decision making	100%	See section in midline report for multiple performance measures		See section in this report for multiple performance measures
	5.4. % of youth panel participants reporting being included in strategic decision making in the coalition (strategic decisions to be identified by Laureus)	100%	n/a		0
	5.5. % of youth panel participants having attended debates, coalition events and advocacy events	100%			0

† Estimate derived from responses to the baseline and midline coalition surveys. Due to low survey response rate this sample estimate may not be representative of the full coalition population. Low response rate also prevented the comparability of the two surveys.

*Unfortunately, despite there being a difference between endline and previous survey response scores, this difference was not found to be statistically significant (in main part due to the low response rates to the surveys as detailed in the limitations and methodology sections).

Annex 5 – Survey Questionnaires

Coalition final questionnaire

Link here to endline survey for Coalition members

Grant participants final questionnaire

Link here to endline survey for programme participants

Youth Panel final questionnaire

Link here to endline survey for Youth Panel members

Annex 6 – Survey Dataset

Responses to the surveys have been provided in a separate Excel document located on a shared drive with Laureus.

Annex 7 – Programme Change Pathways

Figure 9 | Social Impact Pathway Theory of Change

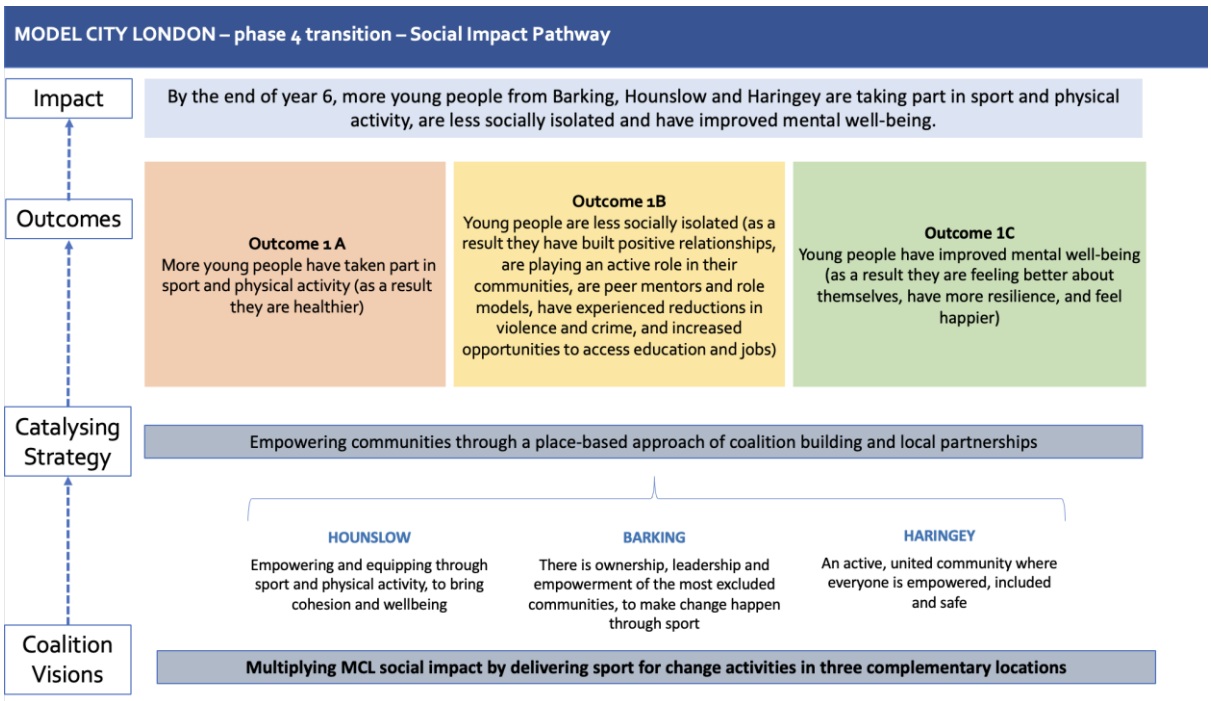
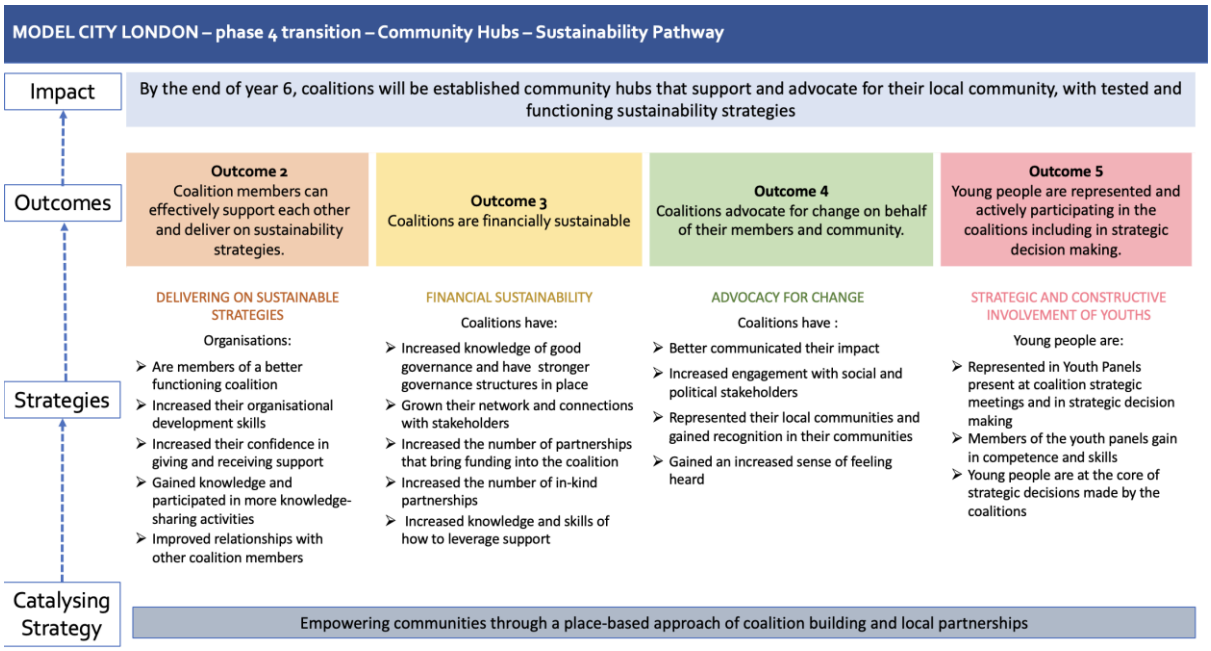


Figure 10 | Model City London Community Hub Sustainability Pathway Theory of Change[18]



Annex 8 – Report Methodology

Quantitative Data Collection and Analysis Approach

For each of the three reports in this evaluation, three surveys were distributed via Google Forms. These three surveys were respectively tailored for the three following groups: Coalition members, programme participants and youth panel members.

For this report, three surveys were distributed: the Coalition endpoint survey, the Participant endpoint survey, and the Youth Panel endpoint survey. These surveys have now closed, however a link to the questions asked is provided in {Annex 5) and detail of the survey questions and answers is outlined below. Endline data was used to compare against baseline data collected with each of the target groups to measure progress and the programme's success.

Anonymised data collected from the surveys is saved in a separate Excel document, hosted on a shared drive with Laureus. The data has been processed and quality assured, with any identifying information specific to respondents removed.

Changes to evaluation questions

The programme initially had a third evaluation question: How effectively has Model City London promoted and strengthened the use of sport in youth development and community

cohesion in London? However, whilst conducting this evaluation, a strategic decision was made by founders and Laureus to streamline the number of indicators used for assessing the project's performance. This decision was driven by a thorough review of the initial set of indicators, taking into consideration various factors aimed at enhancing the clarity, relevance, and efficiency of the evaluation process.

The rationale behind reducing the number of indicators was twofold: firstly, a comprehensive analysis revealed that certain indicators demonstrated substantial overlap when measuring similar aspects of the project's outcomes; consolidating these indicators not only eliminated redundancy, but also facilitated a more focused and nuanced evaluation of key performance areas. Secondly, the refinement aimed to align the indicators more closely with the project's overarching goals and objectives. Through consultations with stakeholders, it became evident that a more targeted set of indicators would enhance the evaluative capacity to provide meaningful insights into the project's impact. This process involved a collaborative effort to ensure that the selected indicators accurately reflect the project's unique context, priorities, and anticipated outcomes.

Content

The three surveys are described in Table 4. Before commencing the survey, respondents were asked to indicate their agreement with a statement outlining the purpose of the research and how their data would be used in compliance with EU GDPR regulations. Respondents aged 13 years or younger were also asked to provide written consent from a parent or guardian. If participants indicated that they did not agree with this statement, or could not provide the consent where required, the survey was aborted, and no further answers were solicited.

Table 4 | Main survey section

Section	Description	# of Questions
Participant baseline survey	Participants were asked to give demographic information about themselves including location, ethnicity, gender, sexual orientation, neurodivergence, disability, age, and length of involvement in MCL. A summary of response demographics is provided in the **Participant Baseline Survey Response Demographics** section below. The remaining questions in the survey were designed to give insights for Impact Indicators 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, and 5.1 (further detail provided in the Data Analysis section of the report).	43
Coalition Member midpoint Survey	Coalition Members and Steering Committee members were asked to give demographic information about themselves including age, gender, location, type and length of involvement in MCL. A summary of response demographics is provided in the **Coalition Member Midpoint Survey Response Demographics** section below. The remaining questions in the survey were designed to give insights for Impact Indicators 2.2,	36

	2.3, 2.4, 2.6, 3.3, 3.5, 4.6, 5.2 and 7.3 (further detail provided in the Data Analysis section of the report).	
Youth Group baseline Survey	Members of the Youth Groups recently set up for each region were asked to give demographic information about themselves including location, ethnicity, gender, neurodivergence, disability, age, and length of involvement in their Youth Group. A summary of response demographics is provided in the **Youth Group Baseline Survey Response Demographics** section below. The remaining questions in the survey were designed to give insights for Impact Indicators 5.1, 5.2, 5.3 and 5.4 (further detail provided in the Data Analysis section of the report).	27

Upon completion of the survey's main section, respondents were given the opportunity to enter any final thoughts or suggestions in general.

Question types

Table 5 lists the five question types used in the survey and the types of responses they elicit.

Table 5 | Question types used in the survey

Question type	Description
Multiple choice (select one)	Used to elicit responses where there can be only one chosen answer, e.g. Yes; No
Multiple choice (select multiple)	Used to elicit responses where there may be multiple answers, e.g. 'In which formats do you like to receive / consume information? (Select all that apply)'
Numeric rating scale	Used to elicit answers on a linear scale where each consecutive number indicates a more positive response, e.g. 1 = Not at all useful; 5 = Very useful
Likert rating scale	Used to elicit answers on a scale with two extremes where the 'middle' option indicates no strong opinion, e.g. Disagree; Slightly disagree; Neither agree nor disagree; Slightly agree; Agree
Text	Used to elicit free responses to open-ended questions, e.g. 'What could have improved your experience as a participant to Model City?'

Data Analysis

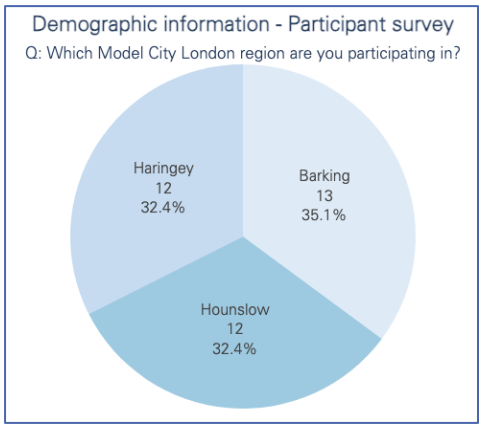
For the quantitative data analysis, the research team used Python as the primary tool, grouping survey questions by the Impact Indicator that they were designed to target. The data was reviewed for quality and the demographic questions were intended to be used to check for coverage of the coalition member population. Unfortunately, due to the low response rates described in the next section the analysis could not be extended to compare these demographic groups, as the low sample sizes of these subgroups prevents them from

being representative. Based on both the type of question and the responses collected a range of bespoke visualisations were built to provide intuitive findings and insights for the reader. Where a statistically significant difference between baseline/midline and endline survey responses was identified (using Welch's t-test to compare sample means, Boschloo's exact test to compare sample frequencies, and the Kolmogorov-Smirnov test to compare sample distributions) these findings were included and a comparison of the responses was visualised, however the research team urges caution here due to the small sample size caused by a low level of response.

Participant Survey – Endline Respondents' Demographics

A total of 37 responses were received for the endline participant survey (down on 104 responses for the baseline survey), which was open between June 2024 and August 2024. At the time of writing MCL manages 833 participants which implies a response rate of 4.44%, the target response rate agreed with Laureus was 80% and as such the findings and insights drawn from this survey should be treated as indicative but not representative. Due to the level of responses, it was not possible to draw between different demographic subcategories, as the sample sizes became too small.

- Participant survey response numbers for each of the MCL regions is shown in [Fig A] below, with 12-13 responses from each region.
- A breakdown of the ethnicities of respondents is shown in [Fig B], with 41% of respondents identifying as 'White', 30% as 'Black/African of Caribbean heritage', and 11% as 'South Asian heritage'.
- Half of respondents fell in to the 14 – 17 age range, with 4 respondents aged 13 years or below and 7 respondents in the 18 – 21 age range [Fig C].
- The length of time since first taking part in MCL activities is shown in [Fig D], with two thirds of respondents joining more than 6 months ago, and 10 respondents (one-quarter) joining in the last 3-5 months.
- The responses to the gender demographic question were dominated by 76% responding 'Female' and 24% responding 'Male'.
- Of the 37 respondents who felt comfortable to share their sexual orientation almost all (35) responded 'Heterosexual or straight' and the remainder responded 'Gay or lesbian' or 'Bisexual'.
- Only 13.5% of participant respondents considered themselves to be neurodivergent, with the remaining responding 'No'.
- Only 4 (11%) of participant respondents considered themselves to have a disability, 8% responded 'Prefer not to say' and the remainder responded 'No'.



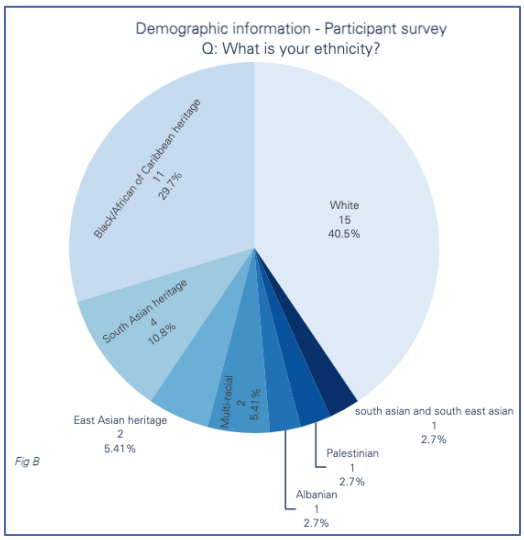


Fig B

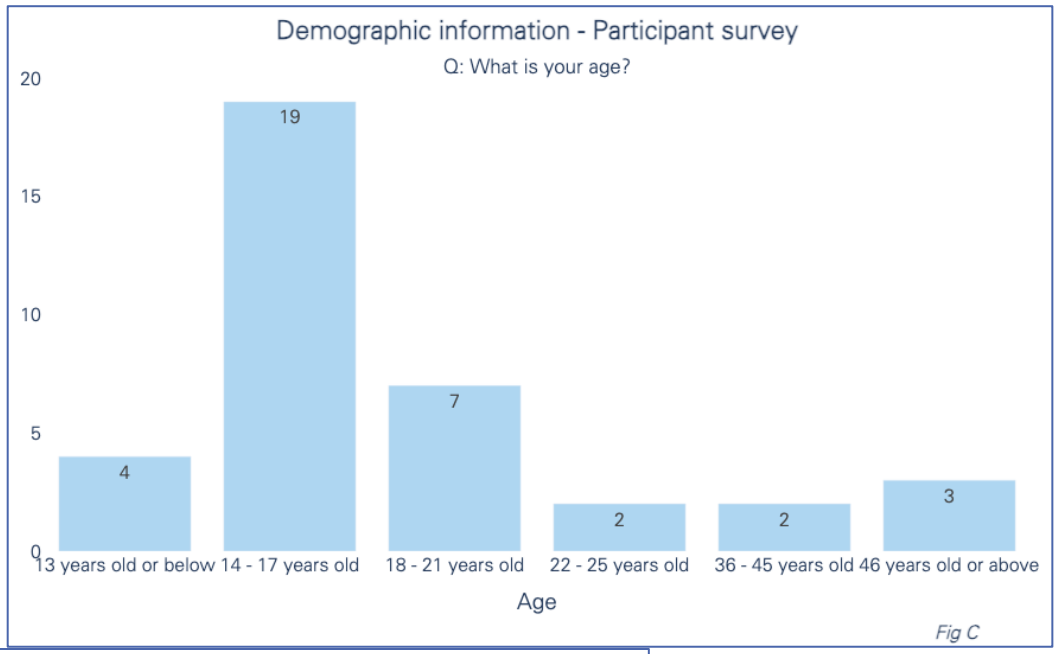


Fig C

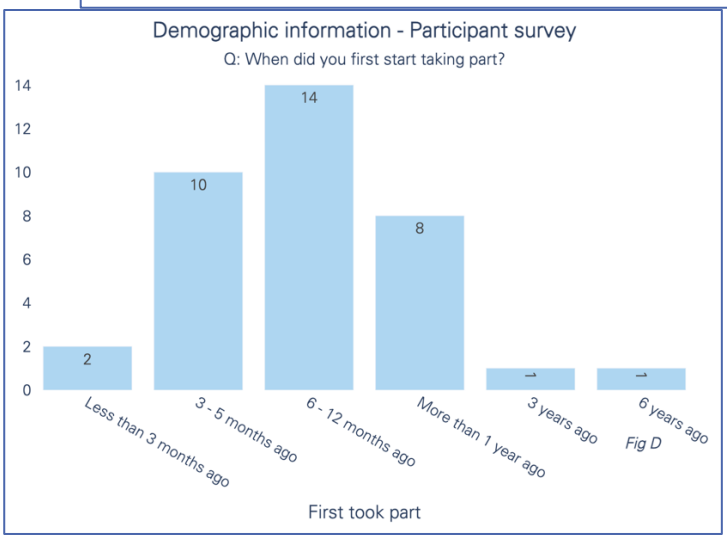
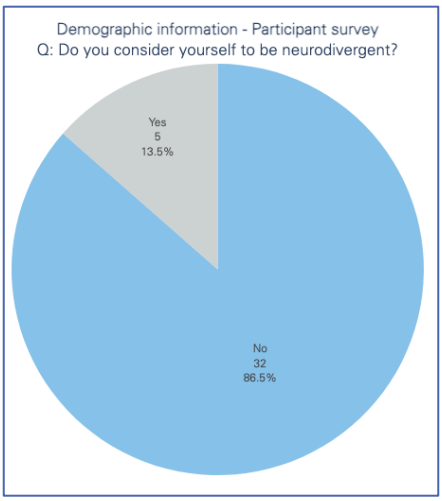
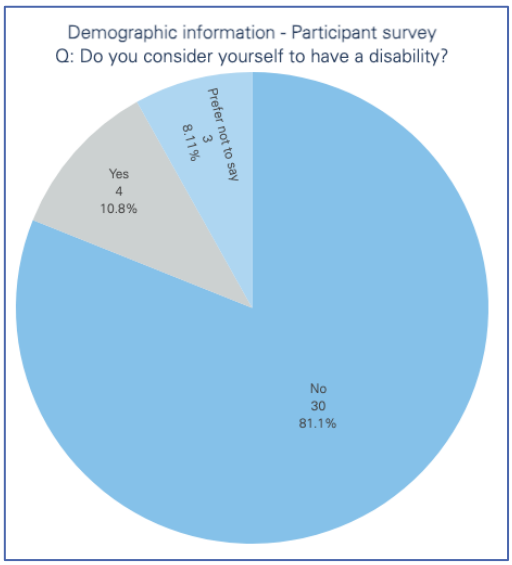


Fig D





Coalition Member - Endline Survey - Respondents Demographics

A total of 11 responses were received for the Coalition Member endline survey (down on 21 responses for the baseline survey and 19 responses to the midline survey), which was open between June 2024 and August 2024. At the time of writing MCL managers reported 134 coalition members (29 of which part of the leadership team) which implies a response rate of 8.21%, as such the findings and insights drawn from this survey should be treated as indicative but not representative. There were six responses from coalition members in Hounslow and five responses from coalition members in Haringey.

- Four of the respondents were coalition members and seven were from both steering committee and coalition.
- Four of the respondents identified as ‘Female’, and seven identified as ‘Female’.
- Six of the respondents had been taking part in MCL activities for more than two years, and four had been taking part for less than one year.

Youth Group – Endline Survey – Respondants Demographics

A total of 6 responses were received for the youth group survey (down on 25 responses for the baseline survey), which was open between June 2024 and August 2024. This represents 23% of the total youth group members, as such the findings and insights drawn from this survey could be treated as indicative but should not be treated as representative. There were three responses from youth group members in Hounslow and three responses from youth group members in Haringey.

- Three respondents identified as 'Black/African of Caribbean heritage', two identified as 'Multi-racial' and one identified as 'White'.
- Four of the respondents identified as 'Male', and two identified as 'Female'.

- Only one respondent considered themselves to be neurodivergent, with four responding 'No' one responding 'Not sure'. One of the respondents considered themselves to have a disability.
- Five of the respondents fell in to the 14 - 17 age range, with one responding that they were 18 - 21.

Qualitative Data Collection and Analysis Approach

The qualitative data collection consisted of a series of semi-structured in-depth interviews (IDIs) or, where relevant, focus group discussions (FGDs) with three groups of respondents: (i) MCL coalition members and steering committee members; (ii) participants on MCL programmes; and (iii) youth panel members. The interviews took place between August 2023 and August 2024 and were supplemented by regular interviews with the Laureus programme manager.

The interviews lasted from 30 to 90 minutes and followed the discussion guide relevant to the respondent's role: these guides are available in Annex 2. Interviews were either carried out in person or conducted using one of the following online softwares: Google Meet, Zoom or Teams.

Throughout the year, the evaluation team spoke to a total of 54 stakeholders, These were divided between 30 KIIs with participants, coalition members, Laureus personnel and grantees between August 2023 and August 2024 and 7 FGDs over the period, speaking to the total of 26 coalition and SC members, 9 participants, 19 youth panel members and 1 Programme Manager. The anonymised list of participants in these interviews is detailed in Annex 1 of this report.

For the final evaluation report, between June and August 2024, the evaluation team spoke to 9 coalition and steering committee members, 5 participants, 2 youth panel members and had three interviews with the programme manager. The anonymised list of participants in these interviews is detailed in Annex 1 of this report.

Data Analysis

For the qualitative analysis, the research team combined content analysis and grounded theory. Content analysis is a method of analysing qualitative data that involves identifying and categorising patterns in textual data. The analysis involves coding the data, which means labelling segments of text with descriptive codes that capture their meaning. The codes are then organised into categories or themes that reflect the patterns in the data. Grounded theory is a method of developing theories based on qualitative data. This method involves a systematic and iterative process of data collection and analysis, in which the researcher develops a theory that is grounded in the data.

Annex 9 – MCL Coalition Membership Lists

Name		Organisation	Position at organisation	Role within the coalition
Steve	Leach	Hosted by Project Turnover	n/a	Coalition Lead
Alan	Watkinson	Sport Impact	Partnership Director	Coalition Chair
Mags	Davison	Project Turnover	Operations Lead	Organisation hosting the coalition lead organisation
Asif	Rana	Learning Tree Nursery	Director	Coalition member
Lisa	Graham	London Borough of Hounslow Swimming Club	Coach	Coalition member
Terri Ann	Creaser	Resident, Tale Be Told Theatre, Feltham & Bedfont Runners	Founder	Coalition member
Garvin	Snell	No Shame in Running Project	Director	Coalition member
Mei	Lim	Reach Foundation	Children's Hub Lead	Coalition member
Emily	Miller	Community team LBH council		Coalition member
Mona	Mirza	Learning Tree Nursery	Director	Coalition member
Siobhan	Donoghue	Reach Academy	Youth and Community Engagement Lead	Coalition member
Siobhan	Donoghue	Project Turn-Over	Family Liaison Coordinator	Coalition member
Chris	Kennedy	Church of St Peter & St Paul	Reverend / Pioneer Sports Minister	Coalition member

Karen	West	The BMBA-Barry McGuigan Boxing Academy		Coalition member
Rasneet	Choudhary	One You Hounslow	Health Adviser for Community Based Activities	Coalition member
Graham	Gooden	Brentford FCCST	Senior Project Manager	Coalition member
Suzie	Munnery	LBH	Physical Activity & Sport Project Manager	Coalition member
Iain	Elliot	Ealing CVS - Hounslow Giving	Funding and Group Development Officer	Coalition member
Parule	Basu-Barua	Ealing CVS - Hounslow Giving	Development Officer	Coalition member
Asif	Rana	Learning Tree Nursery	Director	Coalition member
Caroline	Maloney	Learning Tree Nursery	Admin Manager	Coalition member
Dante	Sorhaindo	DS Sports FC CIC	Director	Coalition member
Kornelija	Cepulyte	DS Sports FC CIC	Club Secretary	Coalition member
Eng.Hussein	Mohammed Hassan	ILAYS BME Community	Coordinator	Coalition member
Ashley	Hosier	Youth Sport Trust	Regional Development Manager	Coalition member
Meil	Lim	Reach Academy Foundation	Children's Hub Lead	Coalition member
Yasmin	Edwards	Sport Impact	Administrator	Coalition member
Mac	Downes	Age UK Hounslow	Trustee	Coalition member
Beverley	Fyfe	Age UK Hounslow	CEO	Coalition member
Garvin	Snell	No Shame in Running Project	Director	Coalition member
Seema	Malhotra	MP - Feltham and Heston / Hounslow Promise	MP / Hounslow Promise Co-Founder	Coalition member
Chris	Martin	Feltham Police Boxing Gym	Lead Coach	Coalition member
Danielle	Hutchinson	Youth Catalyst Ltd	Director	Coalition member
Mags	Davison	Project Turnover	Operations Lead	Coalition member
Terri Ann	Creaser	Resident, Tale Be Told Theatre, Feltham & Bedfont Runners	Founder	Coalition member
Nikki	Carter	Woodbridge Park Education Service	Head of PE	Coalition member
Tanya	Spencer	Fairholme Primary School	PE Lead	Coalition member
Roseann	Connolly	Autism Hounslow	Community Coordinator	Coalition member

Neil	Bunting	Community Cricket C.I.C	Lead	Coalition member
Kulraj	Thethy	Tale Be Told Theatre	Co-Founder	Coalition member
Karen	Adams	Our Barn Community		Coalition member
Neil	Cameron	Sport Works Ltd	Director	Coalition member
Ernest	Ako	Sport Works Ltd	Head Coach	Coalition member
Lisa	Love		Personal trainer	Coalition member
Matthew	Taylor	Police	Police Officer	Coalition member
Torron-Lee	Dewar	Alliance Dance Unit Charity	Founder	Coalition member
Lisa	Graham	London Borough of Hounslow Swimming Club	Coach	Coalition member
Rick	Jenner	Park-Play	Co-Founder & CEO	Coalition member
Vijay	Kumar	CB United Football Club / KO Club Trust	Football Coach	Coalition member
Tristan	Paton	Chance to Shine	Trusts & Foundations Manager	Coalition member
Kayleigh	Butler	LVA Trust	Director	Coalition member
Mandy	Turner	LVA Trust	Operations Manager	Coalition member
Hannah	Cretney	The National Lottery Community Trust	Funding Officer (West London)	Coalition member
Alison	Litherland	Sustrans	Senior Project Officer (Behaviour Change Team)	Coalition member
Dave	Ebbrell	Sustrans	Project Officer (Behaviour Change)	Coalition member
Mike	Foston	Feltham Facebook Group	Founder/ Local Resident	Coalition member
Amish	Pankhania	Reach Academy	Health & Wellbeing Lead	Coalition member
James	Hey	The Cycle Coach	Founder & Head Coach	Coalition member
Katia	Delneri	London Borough of Hounslow Swimming Club	Fund Raiser	Coalition member
Shaninga	Marasha	Big Kid Foundation	Chief Executive	Coalition member

Hannah	Nuttal	Beezee Bodies		Coalition member

Barking Sports 4 Change

Name		Organisation	Position at organisation	Role within the coalition
Neil	Kersey	Barking Rugby Club	N/A	Coalition Lead
Jamie	Kesten	Thames Life Community Project	Community Organiser	Co-chair
Matt	Scott	Thames Life Community Project	Director of Community Engagement	Co-chair
Arfan	Akram	Essex Cricket		Leadership team
Amanda	Dawes	Youth Spot Bar	Founder	Leadership team
Yashmin	Harun	Muslimah Sports Association	Director	Leadership team
Reha	Ullah	Muslimah Sports Association / Street tag	MSA Trustee / Street Tag Community Coordinator / Resident	Leadership team
Ash	Siddique	Al Madina Mosque	Secretary	Leadership team
Vanessa	Nsilu	Konverse Dance	Coordinator	Leadership team
Naomi	Bolton	Youth Sport Trust	Regional Development Manager	Coalition member
Emma	Gillian	LBBD	Physical Activity Manager	Coalition member
Denis	Lawrence	D&RFC Community Trust	Manager	Coalition member
Dan	Feist	Essex Cricket		Coalition member
Fatuma	Soares	Triangoals	Director	Coalition member

Gavin	Evans	Future Youth Zone	CEO	Coalition member
Kerry	Downes	West Ham Foundation		Coalition member
Jessica	Hazrati	Faith Belief Forum		Coalition member
Phillippa	Bannister	Street Space		Coalition member
Amolak	Tatter	Healthy Lifestyles Commissions - LBBD Council	Recovery Lead	Coalition member
Simon	Lansley	ConnectSport		Coalition member
Neil	Kersey	Barking Rugby Club		Coalition member
Trupti	Reddy	Sport Inspired	Head of Strategy and Impact	Coalition member
Lamar	Roberts	Right Development Foundation	Founder	Coalition member
Georgina	Alexiou	B&D Youth Dance	Founder and Project Manager	Coalition member
Daniel	Cherry	Lifeline Projects	Young People's Service Manager	Coalition member
Hafiza	Patel	MSA	Lead Coordinator	Coalition member
Saj	Goraya	TKO Boxing	Trustee	Coalition member
Neil	Cameron	Sport Works	Director	Coalition member
Anthony	Stewart	Lifeline Projects	Community Coordinator	Coalition member
Sam	Bickmore	Breaking Boundaries	Apprentice Coordinator	Coalition member
Ernest	Ako	Sport Works	Head Coach	Coalition member
Jenny	Dixon	Lifeline Projects	Interim Graduate Bid Writer	Coalition member
Martin	Solder	Essex Boys and Girls Clubs	EBGC County Director	Coalition member
Cameron	Bray	BD Renew	Coordinator	Coalition member
Jason	McKoy	Mercurial Sports	Founder	Coalition member
Jake	Ling	Essex FA	Football Development Officer	Coalition member

Ioannis	Mathiodakis	Barking and Dagenham CVS	Programmes Manager	Coalition member
Simon	Abeledo	Rush Green Primary	Head Teacher	Coalition member
Jason	Henley	London Lions	Lead	Coalition member
Lizzie	Alabaster	Future Youth Zone	Marketing and Comms Manager	Coalition member
Geraud	De Ville De Goyet	BD Giving	Director	Coalition member
Seun	Oshinaike	Street Tag	Founder	Coalition member
Annie	Roberston	NHS Clinical Commissioning Group	Coordinator	Coalition member
Danielle	Pullum	Pullums Dance Academy	Co-Founder	Coalition member
Michael	Kynaston	LBBD Council Cohesion Team	Head of Cohesion	Coalition member
Khushnood	Ahmed	Resident / Creative Wellness	Resident	Coalition member
Himanshu	Jain	BD Faith Forum	Chair	Coalition member
Elvire	Matu	Konverse Dance	Lead	Coalition member
Jade	Hodgson	Community Safety Partnerships	Officer	Coalition member
Rosie	Morgan	Everyone Active	Community and Sports Dev Manager	Coalition member
Bobbie Jo	Joseph	Make Your Mark CIC	Founder	Coalition member
Sam	Short	Future Youth Zone	Sports Coordinator	Coalition member
Graham	Comley	Barking Rugby Club	Finance Lead	Coalition member
Jane	Carrier	NDTi	NDTi Associate	Coalition member
Natalia	Lema	Early Years Cocoon CIC	Founder	Coalition member
Elizabeth	Kitto	LBBD Safeguarding and Quality Assurance	Prevent Officer	Coalition member
Rebecca	Green	Activ8tion	Founder	Coalition member
Gabija	Cepelyt	Future Youth Zone	Arts Coordinator	Coalition member

Sue	Hagan	Havering MIND	Gateway Worker	Coalition member
Omair	Shah	Barking Mosque	Community Coordinator	Coalition member
Kyria	Goodwin	Future Youth Zone	Sports Coordinator	Coalition member
Alex	Anthony	Thames Ward Community Project	Freelance administration assistant	Coalition member
Tariq	Musinguzi	WDP / The Vibe	YP Service Manager	Coalition member
Charlie	Hyman	Bloomsbury Football	Founder	Coalition member
Rahela	Begum	Thames Ward Community Project	Health Outreach Worker	Coalition member
Sam	Miller	Green Shoes Arts	Artistic Director	Coalition member
Vicki	Busfield	Green Shoes Arts	Creative Programmes Manager	Coalition member
Gemma	Connelly	BD Council - Community Solutions	Workforce Development Manager	Coalition member
Abbas	Aziz	Barking Muslim Association Trust	Business Consultant / Mentor	Coalition member
Nafisa	Patel	Essex Cricket	Local Ambassador	Coalition member
Ahmed	Kabba	Resident	Resident / Tennis Coach	Coalition member
Hannah	Briley	Make it London	Director	Coalition member
Esther	Odumade	TKO Boxing	Community Coordinator	Coalition member
Emma	Sorrell	Future Youth Zone	Head of Fundraising	Coalition member
Michelle	Daniel	Borough Schools Competition Team	Borough Competition Lead	Coalition member
Daniel	Hanscombe	Sport Works	Regional Manager	Coalition member
Margarida	Candido Lopes	Early Years Cocoon CIC	Director and Co-Founder	Coalition member
Sarah	Robertson	Future Molds Communities (Future MC)	Managing Director	Coalition member

Active Change Haringey

Name		Organisation	Position at organisation	Role within the coalition
David	Pitcher	Wheely Tots	CEO	Coalition Lead
Hesketh	Benoit	Haringey Basketball Association	Founder	Coalition Lead
Gemma	Brown	Dimensions Dance London	Founder	Coalition Lead
Samantha	Francis	Find A Balance	Director/Founder	Chair
Mickela	Hall-Ramsay	HR Sports Academy	Director/Founder	Vice chair
Fatmata	Bah	Home-Start Haringey	Scheme Manager	Coalition member
Katrina	Heal	Tottenham Hotspur Foundation	Health and Wellbeing Manager	Coalition member
Ricardo	Johnson	Football for all		Coalition member
Andrew	Johnston	The Engine Room	Ops Manager	Coalition member
Martin	Laheen	Northumberland Park Residents Association		Coalition member
Gareth	Heard	Fusion Lifestyle	Sport Development	Coalition member
Colin	Bowen	Bridge Renewal Trust	Director (Haringey Giving)	Coalition member
Clasford	Stirling			Coalition member
Burkhard	Gravis	Haringey Sports Development	CEO	Coalition member

Andrea	Keeble	Haringey council	Active communities	Coalition member
Harry	Chapman	Haringey Council	Regeneration Team	Coalition member
Lorraine	Pearce	Genesis Fitness	Head of Partnerships & Funding,	Coalition member
Adam	Millar	Tottenham Hotspur Foundation		Coalition member
Chelcie	Lewis	Positive Role Models Basketball		Coalition member
Franck	Batimba	Positive Role Models Basketball	Founder	Coalition member
Daniel	Ball	Haringey Council	Physical Activity Development Officer	Coalition member
Lydia	Ashman	Wheely Tots		Coalition member
Simon	Lansley	ConnectSport		Coalition member
Dwayne	Strachan	Haringey Basketball / Not Just Football LTD SE	Works with Ricardo Johnson	Coalition member
Ashley	Hosier	Youth Sport Trust	Regional Development Manager	Coalition member
Vas	Hirani	The Bridge Renewal Trust	Community Development Manager (Health & Well-Being)	Coalition member
Camilla	Stanger	WeMove Dance	Director	Coalition member
Hannah	Lehikoinen	Phoenix Community Care	Coordinator	Coalition member
Sarah	Miller	Markfield Project	Director	Coalition member
Roz	Corrigan	Markfield Project	Coordinator	Coalition member
Gona	Saeed	Kurdish & Middle Eastern Women's Organisation (KMEWO)		Coalition member
Antoinette	Orr	Wheely Tots	Operations Manager	Coalition member
Daniel	Hanscombe	Sport Works	Regional Manager	Coalition member
Leyla	Laskari	Living Under One Sun	CEO	Coalition member
Shaninga	Marasha	Big Kid Foundation	CEO	Coalition member

LAUREUS
SPORT FOR GOOD