



**LONDON
SPORT**

APPENDIX B

Building a project team

Building a project team

Context

We needed to build a project team that had the necessary knowledge and decision-making power to deliver the programme. The programme need promotion, partnerships, administration, data management, and to evaluate learning.

Therefore, a project team required colleagues from the Insight, Finance and Governance, Communications and Relationship Management teams.

The project team met monthly as agility within the programme was rarely needed more frequently, and monthly meetings ensured that we kept the programme at the forefront of each teams thinking and ensured budget was well managed across different functions e.g. promotional content creation.

Each team represented by members of the project team has outlined how Satellite Clubs embedded into their area of London Sport.

Building a project team

| Area of Work | Activity | Impact and Successes | Challenges and Missed Opportunities |
|-------------------|--|--|--|
| Marketing & Comms | <p>Knowledge of the Satellite Clubs plans, and timelines is extremely useful for the M&C team when they are completing longer-term strategic outputs.</p> <p>This ensured that the Satellite Club announcements were given the appropriate consideration in the build-up and were not overshadowed by any other major announcements during the windows where applications were being received.</p> | <p>Development and use of case study videos (created by Connect Sport) as a tool for promoting open calls across London networks.</p> <p>In addition, being on the project team provided personal development opportunities for the Marketing and Communications Officer, building their relationships and networks, and providing a platform to try new ideas which could be learned from and subsequently benefit the entire organisation.</p> | <p>Going into 2020 the intention was to begin including statistics related to issues linked to young peoples lives as part of the marketing approach leading into an open call.</p> <p>These would run alongside the existing videos and articles with an aim to encourage non-sport sector organisations to engage with London Sport and the Satellite Club programme.</p> |
| Insight | <p>The Insight Officer provided creative solutions to insight needs within the team</p> <p>Through interviewing club facilitators and coaches to explore ‘what makes a club successful’, or how ‘Peer Research’ could be used as a tool to better understand the young people we work with.</p> | <p>Mapping of data including deprivation levels to narrow in where we landed funding and cross-referencing this with activity levels and funding distribution to identify cold spots that required increased effort to engage partners.</p> <p>Not only did embedding an Insight Officer into the group benefit the team itself, but it also helped broaden the skillset of the insight team particularly the officer. This helped shape the insight team offer, and the learning has since been distilled into shaping future insight planning within projects.</p> | <p>Our insight on what constituted a positive experience was limited. We felt that delivery organisations responded well to feedback direct from participants.</p> <p>Peer research was a viable option to gain deeper, impactful learning on what worked for different segments.</p> <p>We secured a delivery partner, as we didn’t feel we held the necessary skills to develop a strong peer research programme in-house, unfortunately we ran out of time to deliver this valuable research.</p> |

Building a project team

| Area of Work | Activity | Impact and Successes | Challenges and Missed Opportunities |
|-------------------------|---|--|---|
| Relationship Management | Identification of partners for delivering Satellite Clubs either as deliverers of their own clubs or trusted partners commissioned to find and develop Satellite Clubs with their networks. | <i>See Section 2: Delivery and Partnership Models</i> | <i>See Section 2: Delivery and Partnership Models</i> |
| Finance and Governance | <p>Responsible for the internal infrastructure and management of the programme including developing processes, building applications, contracts, reporting tools.</p> <p>Acting as the point of contact with established clubs.</p> | <p><i>In addition to the work outlined in section 1: Internal Infrastructure:</i></p> <p>Working with the communications lead to plan the cycle of open calls, which ensured that staff capacity across London Sport could be managed and reduce pinch points.</p> <p>The contractual requirements of the Satellite Club programme led to the development of processes and templates for contract development across the whole organisation.</p> | <i>See Section 1: Internal Infrastructure</i> |