



# SATELLITE CLUBS

IMPACT REPORT 2021







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# INTRODUCTION

Established in 2012 by Sport England, and delivered through the Active Partnerships network, the Satellite Clubs programme provided young people aged 14-19 with opportunities to participate in high-quality physical activity and sport. Each Satellite Club was funded to provide 30 weeks of physical activity and sport delivery, and focused on sustainability of engagement in physical activity beyond that funded period.

The first five years of national delivery focused on creating extensions of community sports clubs in educational establishments e.g. secondary school or college. In 2018, the programme expanded to include the use of non-educational settings and delivery beyond traditional community sports clubs.

On a national level there are three core objectives for Satellite Clubs:

- **Helping young people become more active, particularly those from under-represented groups.**
- **Creating positive experiences for young people.**
- **Influencing the traditional sports sector to be more customer-centric.**

Each Active Partnership was responsible for applying their knowledge of the place they serve to ensure the investment achieved these objectives and met local need.

Since 2019 London Sport has utilised £1,221,870 of investment to seek out and test new partnerships models, improve internal processes, and draw in additional resources to increase the impact of each Satellite Club. We explored every stage of the process from idea to sustained activity, focusing on ensuring that the investment reached young Londoners who could benefit the most from accessing physical activity and sport.

In alignment with the LDN Moving strategy, London Sport focused on giving all young Londoners the best opportunity to form a positive physical activity habit for life. The Satellite Clubs work provided more and different opportunities to be active and created safe spaces to be active in.

This impact report is a reflection on the last two years of programme delivery reviewed against the programme's theory of change. It uses data collected from registers, surveys, and interviews with partners, to dig into what worked, what didn't, what created positive change, and what comes next.



## REPORT LIMITATIONS:

To the best of our ability the report contains reflections on the work that took place up to April 2021, when the Satellite Clubs funding should have come to an end. However, due to the impact of the Covid-19 pandemic on delivery during the first six months of the 2020-21 financial year, several of the partnerships outlined and a large section of delivery is ongoing and was expected to continue through the Autumn/Winter 2021. Where possible we have indicated where data is missing and intended learning that is still to be gathered which will be added to the report.

# Foreword

Welcome and, first of all, thank you for taking the time to learn more about London Sport's delivery of the Sport England Satellite Clubs programme.

This has been a major component of London Sport's work with children and young people for a number of years and I hope this report gives you useful insights into how we have invested more than £1million into the sector since 2019.

London Sport's Satellite Club programme created close to 400 clubs and saw 1000s of children and young people get involved in physical activity and sport in a new way.

These figures are, of course, important successes but this report predominantly focuses on the mechanics of developing and delivering a funding programme of this scale.

More than half of children in London are not meeting the Chief Medical Officers' recommended levels of physical activity and sport each day.

I hope that by reading through this report, and the recommendations dotted throughout following more than three years of project delivery, the sector will be better placed to tackle this crisis of inactivity.

I must also place on record my thanks to the many partners, administrators, coaches and volunteers who have supported our delivery of the Satellite Clubs programme.

Without them, none of this would have been possible, and we must continue our collaborative approach to ensure every child has the opportunity to form a physical activity habit for life.

They deserve it.

***Susan Hutton – Director of Finance,  
People and Governance***





# EXECUTIVE SUMMARY

## Background

Established in 2012 by Sport England, and delivered through the Active Partnerships network, the Satellite Clubs programme provided young people (14-19) with opportunities to participate in high quality physical activity and sport. A Satellite Club was funded to provide 30 weeks of delivery and focused on sustainability of engagement in physical activity beyond that funded period.

Since 2019, London Sport utilised the £1,221,870 investment to seek out and test new partnerships models, improve internal processes, and draw in additional resources to increase the impact of each Satellite Club. We used insight and data to target and tailor sessions to particular groups of young people, using youth voice to deliver opportunities that young Londoners wanted.

## Key Findings

Between 2019-2021:

**373**  
clubs

were run providing over 11,000 hours of delivery for young people.

**3,733\***

young people took part in a club.

**235**

coaches and completed Youth Personalities training

\* Due to the Covid-19 pandemic, several clubs had to pause delivery. As we emerged from lockdown, 165 clubs were still active so this figure will increase.

## Conclusion

- Having a varied approach to developing new partnerships and delivery models, workforce and capacity building, and the use of youth voice, had the desired effect of increasing opportunities for young people and increasing engagement from most of the target demographics.
- We were unable to fully understand the impact of the different types of delivery models and partnerships due to the Covid-19 pandemic impacting planned work.





## Learnings and recommendations

Based on our findings and conclusions, we have identified key learnings from the project grouped into themes:

### INTERNAL INFRASTRUCTURE

- Build a strong project team by identifying what skills, knowledge, and functions are required to deliver the programme. Bring in additional expertise or capacity when needed.
- Regularly review and adapt processes based on consultation with project team members and external partners to ensure they are still fit for purpose.
- Regularly review the landscape to ensure the offer is relevant to your target audience and review if there are opportunities to collaborate with other programmes.

### DELIVERY AND PARTNERSHIP MODELS

- Identify and work with trusted partners that have a track record of reaching and influencing organisations that work with young people. This adds greater capacity to programmes where there is limited staffing and administrative resource.
- Planning funding windows allows for coordination of resources such as promotion, administration, and evaluation.
- A broad approach to awarding grants allows for both a greater reach into more sectors, services, and localities, and a more agile approach to changes in the landscape in which the fund works.

### WORKFORCE AND CAPACITY BUILDING

- Allocate budget to provide training and resources to further upskill coaches and those delivering sessions.
- Consider the support provided to coaches and those delivering sessions at each stage of the programme. Review regularly.
- Use external expertise and resources, especially linked to specific challenges.

### USE OF YOUTH VOICE

- The voice of the audience should be central to decision making and considered at all stages from planning through delivery and beyond.
- To break traditional thinking, supply practical tools to aid the project team and project partners to understand and develop sessions based on what the target audience wants.







# BACKGROUND



In mid-2018 London Sport undertook a review of the impact of the existing Satellite Clubs programme against the context of London, and the current landscape of the youth, education, and physical activity sector.

At that time, the Active Lives data showed that 17% of young people aged 16-24 were classed as inactive (completing less than 30 minutes of activity a week). This rose to 21% in areas of deprivation (indices of multiple deprivation (IMD) = 1). Inactivity ranged from 17% to 31% across Londoners from different ethnic backgrounds. In addition, 25% of women, and 41% of people with a disability or limiting illness were classed as inactive. All these percentages rose in areas of deprivation.

The picture of London showed that there were significant areas of London with a higher percentage of young residents than others. When this was overlaid with the distribution of areas of high deprivation (IMD 1 and 2) and ethnically diverse communities, there were clear overlaps.

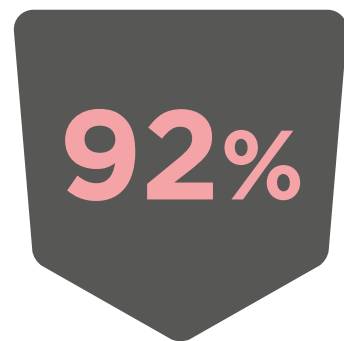
Common localities included:

- **East side of Enfield, Haringey and Hackney**
- **West side of Waltham Forest**
- **The South Hillingdon, West Ealing area**
- **Along the M1 corridor into Wembley**
- **Communities around Crystal Palace**
- **East London (Newham, Barking and Dagenham, Redbridge and Tower Hamlets)**

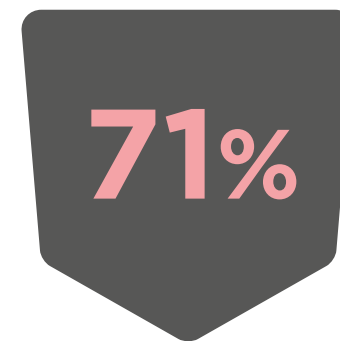
During 2018 we also began using the Sport England research: 'Under the Skin' to understand the difference between the perception of the deliverer and the participants on why they were participating. We saw that our attendees were focused on having fun, spending time with friends, and feeling good, whilst coaches felt their participants wanted experiences that were about competing and achieving goals. This disconnect concerned us.

We had gathered insight from 1,300 girls across 30 schools and colleges that highlighted barriers including lack of time due to homework, lack of motivation, lack of awareness of opportunities, cost and a dislike of sport.

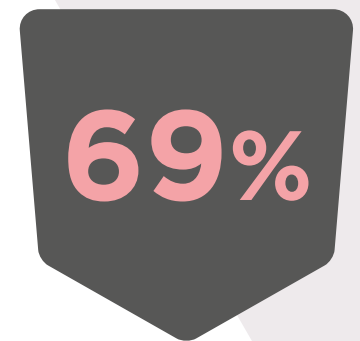
This added to previous research with young people showing that the top three reasons for attending sessions were:



**The sport being  
offered was something  
I wanted to do**



**The sessions at the club  
are free or affordable**



**The venue is near  
where I live**

Our provision of Satellite Clubs was predominantly taking place in educational settings (schools and colleges) and being delivered by sports clubs. Our knowledge of the role of physical activity within the youth sector, communities, and across a diverse range of settings was lacking even though young people were, and are, in all these places.

It is this picture that we used to develop a theory of change for 2019-2021.



## The London Satellite Club Programme Theory of Change:



There is an inequality of access to high-quality physical activity and sport for young people across London. The Active Lives Children and Young People survey shows that some young people are less active compared to the wider population. This includes girls, children with disabilities, young people from ethnically diverse communities, and those in areas of higher deprivation. Across London, physical activity opportunities are inconsistent in both availability and their ability to address barriers to participation, or support the underlying needs of young Londoners.






**STAKEHOLDERS:** Young people, youth service providers, physical activity providers, Sport England, and Sported.



More young people (14-19), regardless of background, are physically active because an increase in access to positive experiences in sport and physical activity has had a positive impact on their attitudes to physical activity.



-  Increased funding into 'cold' spots.
-  Increased investment in programmes tackling issues faced by young Londoners.
-  Increased investment into non-sport sector agencies and services including health and education.
-  Improved processes underpinning investment through to sustaining delivery of physical activity.
-  Non-sport sector agencies better understand the role physical activity plays in achieving their outcomes.
-  Non-sport sector agencies better understand how to build physical activity into their service.

-  Increased regular participation in physical activity by target groups.
-  Increased connections between delivery organisations and business support services.
-  Deliverers have a better understanding of young people's needs.
-  Increased use of co-design for delivery with target audience.
-  Better use of digital technology tools across the programme.



## The London Satellite Club Programme Theory of Change:

### ASSUMPTIONS

- Young people from areas of deprivation have less disposable income to spend on activity and hidden costs e.g. kit, travel
- Providing training and resources to the workforce on understanding young people will translate positively into delivery and create positive, user-centric experiences.
- Investing in sustainability will increase opportunities available to access physical activity beyond the initial investment.
- Poor experiences cause young people to drop out of activity
- All activities do not need to serve all young people

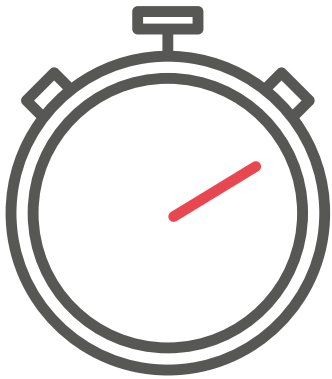
### ACTIVITIES

- Review and improve internal London Sport processes
- Map data-sets e.g. deprivation and investment to apply funding effectively across London
- Align the grant management system to wider outcomes
- Deliver targeted funding rounds focused on tackling issues faced by young people
- Create partnerships and collaborations with agencies with a reach to young people and young people services
- Invest in sustainability through expert agency (Sported)
- Providing training to create a better understanding of young people's lives and connection to physical activity e.g. running webinars in topics such as Women in Sport's 'Reframing sport for teenage girls'
- Develop tools to apply learning from research into young people's lives e.g. Youth Personality toolkit
- Produce examples of good practice and impact e.g. video case studies
- Develop resources to underpin each stage of the programme including planning, promotion and sustainability

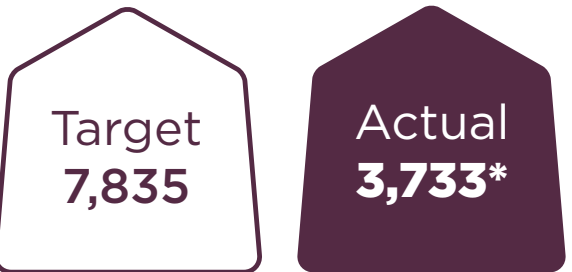


# IMPACT

## NUMBER OF CLUBS



## NUMBER OF PARTICIPANTS

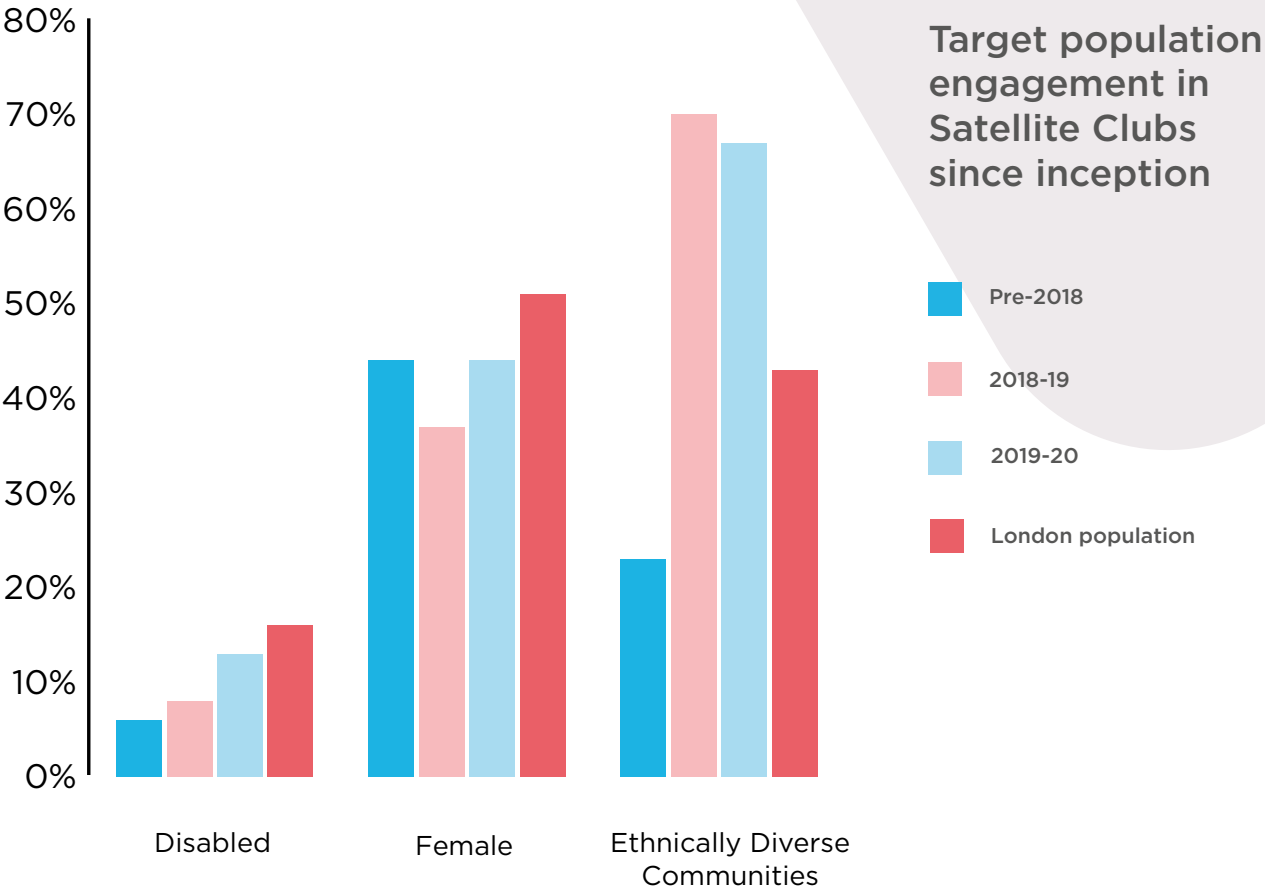
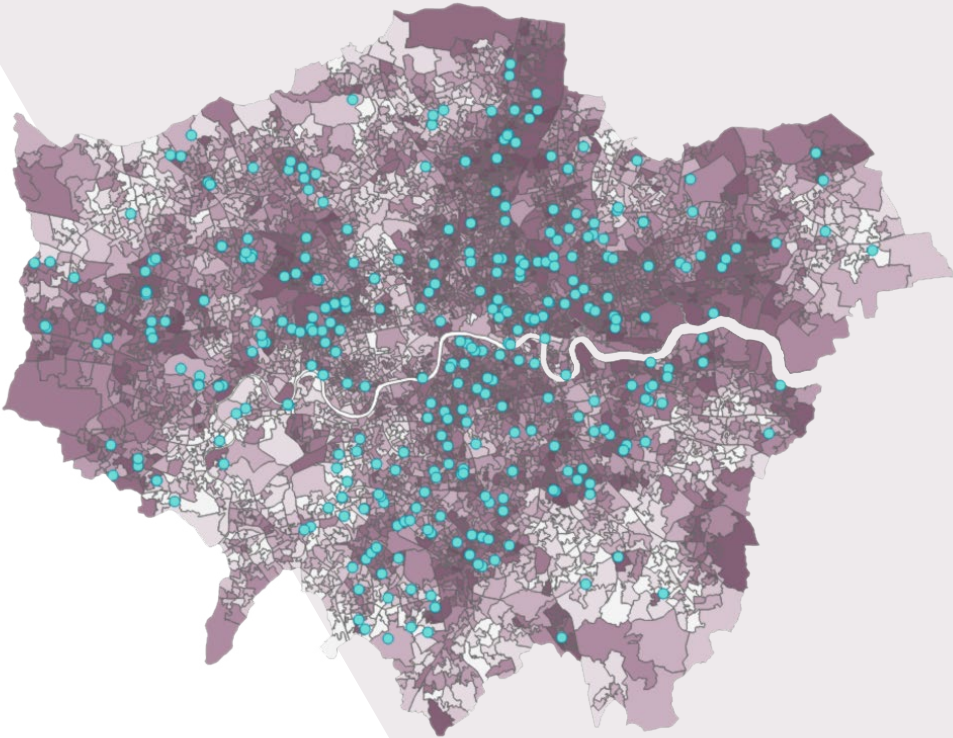


11,190+  
of hours provided

## THE DELIVERY WORKFORCE ACCESSED...



Club location mapped over deprivation





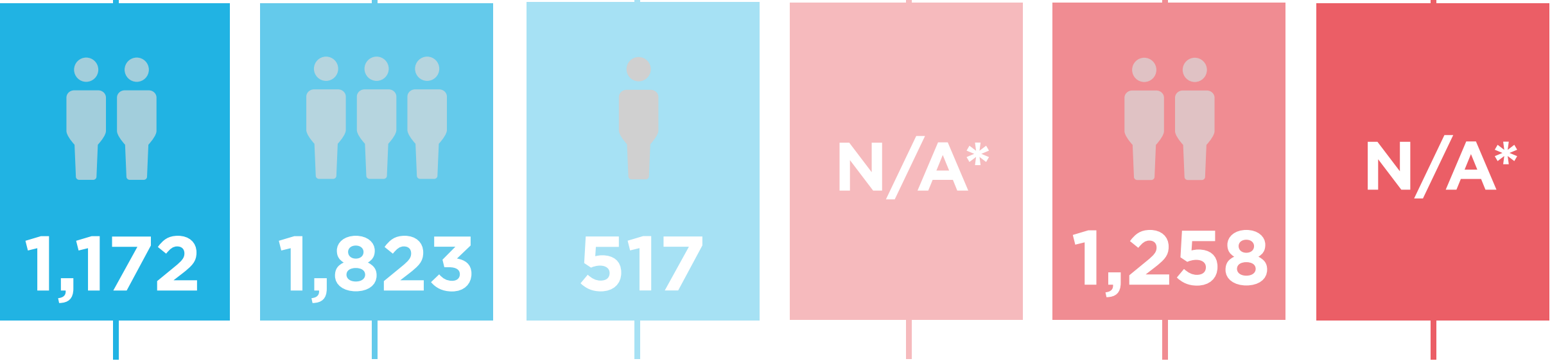
Breakdown of clubs and attendance by target audience

NUMBER  
OF CLUBS



NUMBER OF  
PARTICIPANTS

(\*so far, delivery was delayed during 2020 approximately 60% of projects are still live).



COST PER  
HEAD



01

# INTERNAL INFRASTRUCTURE





## Related outcomes:

- *Improved processes underpinning investment through to sustaining delivery of physical activity.*
- *Increased investment into 'cold' spots.*
- *Increased investment into programmes tackling issues faced by young Londoners.*
- *Increased regular participation in physical activity by target groups.*
- *Deliverers have a better understanding of young people's needs.*
- *Better use of digital technology tools across the programme.*

**2018/19 was expected to be the final year of Satellite Club investment, however, in mid-2018 investment was confirmed for a further two years taking the Satellite Club programme through to March 2021. London Sport used this continued investment as an opportunity to review the existing mechanisms and processes for delivery with a view to improving efficiency, maximising capacity, and embedding the programme into London Sport's work. This would develop the organisation into experts for effectively managing large scale, multi-window funding programmes.**

## Strategies to improve efficiency and maximise capacity:

- Review and refine existing processes, including onboarding new clubs, issuing contracts and payments, data collection, and safeguarding. This removed duplication and dysfunctional processes, leading to streamlined processes with clear lines of responsibility and underpinning template documents. Reviews were completed with internal colleagues and external partners.
- Invest in a Grant Management System. [APPENDIX A - GMS](#)
- Identify skill and knowledge sets required to successfully deliver Satellite Clubs and build a project team with this expertise. This also ensured that Satellite Clubs were considered as part of London Sport's strategic outcomes and outputs across

marketing and communications, insight, finance and governance, and relationship management. [APPENDIX B - Building a project team](#)

- Identify gaps in expertise. This led to us recruiting an external partner to the project team bringing a specialist knowledge of capacity building to the programme. [LINK TO SUSTAINABILITY](#)
- Develop practical safeguarding practices to ensure the duty of care to young Londoners and deliverers is met and manageable. [APPENDIX C - Creating Safe Spaces and Opportunities](#)
- Upskill the project team in the lives, experiences, and reality of the target audience. This ensured that the project team made decisions based on young people's needs. [APPENDIX D - Upskilling the team](#)
- Using data to analyse where in London was a cold-spot for funding Satellite Clubs led to the identification of six target boroughs (Enfield, Greenwich, Hillingdon, Hounslow, Merton and Sutton).



## Embedding the Satellite Clubs programme across London Sport's wider work:

In late 2018 ahead of the final two years funding an assessment of the London Sport services, products, and teams was completed. We followed this up in 2019 with an all-staff training session to identify upcoming opportunities to connect areas of work across London Sport. We explore the successes, missed opportunities, and improvements in appendix E.

APPENDIX E

## Challenges and Missed Opportunities

Alongside those referenced in appendix E, our programme delivery could have included more external input in decision making. In the pipeline was continued adaption of the application process to help smaller organisations with reach to our target audiences successfully apply for funding, and improved data collection and measurement management beyond quantitative performance indicators.

## Internal Improvement Recommendations:

1

**Build a strong project team by:**

a. **Identifying what skills, knowledge and functions are consistently required for delivery.**

b. **Bring in expertise or additional capacity when needed.**

2

**Regularly review processes with those who deliver them and those who have experienced them.**

3

**Regularly review the current landscape to ensure the offer is relevant and collaborative with other opportunities.**





A black and white photograph of two young women in school uniforms. They are facing each other and fist-bumping. The woman on the left has long hair in a ponytail and is seen from the side. The woman on the right is smiling and looking at the other. They are wearing short-sleeved polo shirts. The background is a plain wall. A large red geometric shape is overlaid on the right side of the image.

02

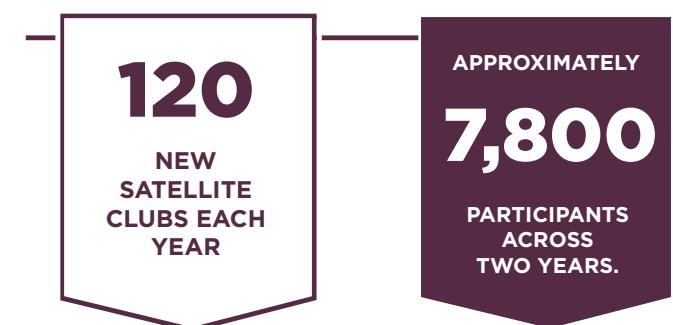
**DELIVERY  
AND**

**PARTNERSHIP  
MODELS**

## Related outcomes:

- *Increased investment in programmes tackling issues faced by young Londoners.*
- *Increased investment into ‘cold’ spots.*
- *Increased investment into non-sport sector agencies and services including health and education.*
- *Non-sport sector agencies better understand the role physical activity plays in achieving their outcomes.*
- *Non-sport sector agencies better understand how to build physical activity into their services.*
- *Increased regular participation in physical activity by target groups.*
- *Increased use of co-design for delivery with target audiences.*

**London Sport identified new Satellite Clubs through two pathways: open calls and commissioning. Both pathways were necessary for effective delivery of the programme which consisted over:**



## Open Calls:

These were month-long windows during which any organisation interested in delivering a Satellite Club in London could submit an expression of interest through the grant management system.

Open Calls provided:

- An opportunity to reach specialist agencies beyond London Sport’s networks’ awareness.
- Clear engagement points with the programme for the traditional sports and physical activity sector.

The project team planned five open call windows between January 2019 and March 2021. These led to delivery starting at three points in the year (September, January and

April). From experience, we recognised these start dates generated the strongest engagement with participants over the 30-weeks of delivery.

Having fixed points for new Satellite Clubs allowed the programme to be flexible to the latest challenges faced by young people and the youth sector. It also allowed London Sport to respond to the monitoring data for the whole programme, for example if a particular demographic group were under-represented in the participation data, we could weight decision making towards that group during the next open call window.

Resources developed:

**[[LINK TO RESOURCES SECTION OF WEBSITE](#)]**

- Training courses and resources for the delivery workforce.
- Marketing and communication resources to promote the programme including written and video case studies of previous Satellite Clubs. [APPENDIX F - VIDEO RESOURCES](#)
- Sustainability support.  
**[[LINK TO RELEVANT PART OF CAPACITY BUILDING & WORKFORCE](#)]**





## Commissioning:

Commissioned projects were bespoke to an organisation and the young people within it. They tackled specific challenges through their design and delivery and allowed the Satellite Club to be focused on the core principles of the funding e.g. under-represented groups, in areas of deprivation, and high need. It created customer-led and designed projects that led to positive experiences. This enabled us to not only ensure improved physical wellbeing, but depending on the project; increased mental wellbeing, individual development, and community development.

Commissioning provided an ability to place targeted investment into boroughs who'd previously been under-funded. We referred to these boroughs as cold-spots. They were identified by the lack of expressions of interest coming through open calls in comparison with other boroughs, leading to lower amount of investment in that borough.

Application of learning around commissioning trusted partners was used to readdress the balance, with an average investment of:

# £37,356

into circa 14 clubs per borough  
during 2019-21.



## 37%

(141)

of all Satellite Clubs were commissioned by either a member of London Sport staff directly supporting an organisation they had identified through their work (e.g. Urban Sport), or by a trusted partner identifying and developing clubs with an agreed number of organisations.

**Trusted Partners are organisations that have a track record and ability to reach and influence agencies that work with young people.**

**They have robust processes already in place to enable them to find organisations we can't.**

**We developed partnerships across several sectors and types of agency.**



# 1

## YOUTH SECTOR

London Sport partnered with umbrella organisations who had a network of youth-focused agencies they supported. This was on both a regional level through London Youth, and borough level through the young foundations in Ealing, Harrow, and Hammersmith and Fulham.

These organisations were able to provide support to hyper-local (neighbourhood and community) level organisations to co-design projects with their user groups that could meet the outcomes of a Satellite Club.

APPENDIX G - CASE STUDY - LONDON YOUTH

# 2

## LOCAL AUTHORITIES:

Satellite Club funding was used by two cold-spot borough councils (Hillingdon and Greenwich) to enable cross-departmental working within the local authorities and their contracted partners.

This funding allowed them to build physical activity into youth, education,

health, communities, and parks services, as well as with the external agencies those non-sporting departments work closely with e.g. Healthwatch Hillingdon. This approach secured additional resource into the delivery programme.

APPENDIX H - CASE STUDY - HILLINGDON COUNCIL

# 3

## EDUCATION

School located projects were a continued focus of open call funded Satellite Clubs. However, these were largely about the delivery organisation having access to the school as a venue rather than working directly with students.

London Sport worked with two school sport partnerships in cold-spot boroughs (Merton and Sutton) to support them in developing a robust approach to consulting with students and gaining a deeper understanding of their less-active students. This helped them develop activities to meet the needs of students as part of Satellite Clubs but by replicating the steps they could also create a better experience for students in future years. As delivery took place, the clubs would gather data on the elements that affected the decision making of young people, including the setting and delivery style.

APPENDIX I - CASE STUDY - SUTTON SCHOOL SPORTS PARTNERSHIP



4

## COMMUNITY VOLUNTARY SECTOR

London Sport worked with Merton Connected and Enfield Voluntary Association, both of whom have intimate local knowledge that ensures investment lands in the communities and locations most in need. They are also trusted agencies to small and medium sized community-focused organisations, able to help those with limited resource to express their ideas and access funding they wouldn't normally have capacity to apply for.

By working through the CVS networks, we gained a better understanding of the challenges faced by voluntary sector organisations, and the differences from borough to borough in these structures.

APPENDIX J - CASE STUDY - ENFIELD VOLUNTARY ASSOCIATION

5

## DELIVERY PROVIDERS

Explored in more detail as part of the Youth Voice section of this report, we supported a small group of delivery providers including Harlequins Foundation and CSM Foundation (the non-profit subsidiary of Centric Sports Management) to adapt their delivery to appeal to specific youth personality segments.

APPENDIX K - CASE STUDY - CSM FOUNDATION

6

## TARGET AUDIENCE FOCUSED NETWORKS

These are networks made up of organisations with a common demographic as their focus e.g. disabled people. Working with these organisations allowed identification of gaps in local provision where a Satellite Club could be developed.

For the Lambeth Disability Network, provision of new Satellite Clubs required partnering a delivery agency with disability services in the borough. In several boroughs

funding was focused on wards with higher deprivation by supporting the Sport 4 Good networks established by the national charity, Streetgames, to increase the access to existing opportunities.

7

## ISSUE FOCUSED COHORTS

In November 2020, London Sport decided to pilot commissioning a cohort of organisations focused on using physical activity and sport as a tool to tackle issues facing young people in their daily lives.

The pilot focused on the isolation being caused by the pandemic through loss of the factors that provided the sense of identity and loss of social interactions with peers.

APPENDIX L - CASE STUDY - ADDRESSING YOUTH ISOLATION



## Challenges and Missed Opportunities

The biggest challenge for these partnerships has been the Covid-19 pandemic. The majority of these Satellite Clubs were still in progress and learning is still to be collected.

In the instance of issue-focused cohorts, this was a new approach due to be launched in 2020 and, had it gone ahead to time, would have meant opportunity to learn from the first cohorts to refine ahead of a second cohort before April 2021.

Other areas of potential issue focused cohorts included adverse childhood experiences, moderate to severe mental health disorders, employment, and identity.

We were also unable to further test delivery models and partnerships with other non-sport sector stakeholders such as the police, the Mayor of London's violence reduction unit, looked-after children and child and adolescent mental health services.

## Delivery and Partnership Model Recommendations:

**1**

**Identify trusted partners to work with as they create greater capacity within the programme infrastructure where there is limited staffing and administration resource.**

**2**

**Work with your trusted partners and their existing structures, processes and assets rather than creating new.**

**3**

**Setting windows for identifying new projects allows for co-ordination of resources (promotion, administration and evaluation).**

**4**

**A broad approach to awarding grants allows for both a greater reach into more sectors, services, and localities, and a more agile approach to changes in the landscape in which the fund works.**







03

# WORKFORCE AND CAPACITY BUILDING

## Related outcomes:

- *Increased connections between delivery organisations and business support services.*
- *Deliverers have a better understanding of young people's needs.*
- *Better use of digital technology tools across the programme.*

## Workforce Development

London Sport aims to build skills and confidence in the sport and physical activity workforce to ensure they are better equipped to support Londoners to be physically active. Aligned to this was Satellite Clubs' core objectives of creating positive experiences for young people and influencing the traditional sports sector to be more customer centric.

We developed a training package and resources for different phases of the Satellite Club cycle. The resources were designed to support deliverers to gain a deeper understanding of different audience needs, motivations and attitudes towards physical activity, as well as the issues being faced by young people. The resources helped turn this understanding into practical decision making and implementation.

### BEFORE PROJECT PLAN SUBMISSION

- Youth personalities online training developed by London Sport.

[\[LINK TO YOUTH VOICE\]](#)

### DURING DELIVERY

- Youth mental health first aid – supplied by Streetgames as part of the 21by21 campaign. APPENDIX M
- Reframing sport for teenage girls – supplied by Women in Sport.
- Youth personality toolkit [\[LINK TO YOUTH VOICE\]](#)
- Disability equality online training developed by London Sport.
- Monthly\* communications including links to external resources.

### BEYOND FUNDED DELIVERY

- Capacity building led by Sported

\*Increasing to weekly during the pandemic.





## Workforce Development

Before 2019, only **49%** of Satellite Clubs were sustaining their delivery beyond the end of the 30-week funding cycle. Up until this point our approach to sustainability was to offer Satellite Clubs **£500** to help the transition from fully-funded to unfunded delivery and of those who sustained, **75%** did so without this investment.

In 2018 London Sport completed a three-year club development project, Clubworks, that focused on capacity building. We used the learning from this work to inform our approach to developing the workforce to be able to sustain activities beyond the 30-week funding.

Clubworks found that bespoke support was required around four themes: people, finances, management and marketing; within which there were **23 sub-categories**. The Satellite Clubs programme couldn't provide the kind of bespoke support needed for clubs to continue beyond our initial funding.

To undertake this work we brought in Sported as part of the project team. Through their Capacity Measurement Tool and skilled volunteer workforce, Sported provide professional expertise, resources, and operational support to community groups that use physical activity to create a positive difference in young people's lives.

## The Process

As each Satellite Club approached 20 weeks of delivery they were asked to answer three questions that allowed London Sport and Sported to assess the level of need for each club to ensure their sustained delivery beyond the funded 30 weeks.

### FOR CLUBS TO RECEIVE SPOR TED'S SUPPORT THEY HAD TO MEET THE FOLLOWING CRITERIA:

- Delivering sport or physical activity for social outcomes or aiming to do this.
- Be interested in sport for development activities.
- Work with young people aged 11-25 facing disadvantage/marginalisation in their community.
- Complete an eligibility call with Sported to determine sport for development focus.

[\[LINK TO YOUTH VOICE\]](#)

Over a one to two month period, Sported's volunteers, who are trained in sustainability and strategic planning approaches, worked with the Satellite Club to create a sustainability plan using the five elements of their Capacity Measurement Tool to ground the Satellite Club's thinking.

The pandemic affected this process, as many clubs were unable to reach 20 weeks of delivery and sustainability took on a critical definition of organisational survival. As such, clubs were identified based on their answers regarding sustainability plans in their initial funding expression of interest.



## IMPACT

To date, London Sport has referred 32 organisations to Sported of which four groups were already members and ten did not engage.

Sported asked group leaders to rate the support they received from the volunteers which scored a

**★ 4.5/5** satisfaction rating.

Below are some quotes from clubs on their support:

*The support has made it easier to access tailored funding for our organisation. In addition, the support has also added value in terms of creating a solid sustainable plan in supporting young people"*

*– Derrick from MEM Academy CIC*

*"It has held us accountable to completing tasks and offered us the assistance of someone who could find out information that I couldn't or didn't even know where to start."*

*– Kieran from Sport Fun All*



Following on from Sported's initial sustainability support, several clubs became Sported members. This meant they were able to access further support around strategy, planning, funding, and grant applications. A range of resources and guides are available through their Your Sported Network. See an example below:

#### PROJECT YOGI

Joined Sported in April 2020. Has accessed several different resources and guides through Your Sported Network. Currently receiving specific support on writing an effective funding application and governance requirements.

Delivery volunteers were able to develop positive relationships with group leaders, meaning they would be keen to support sessions in the future. Sported asked the volunteers who had supported the Satellite Clubs to rate their overall satisfaction with the programme showing a:

★ **4.75/5** satisfaction rating.

## Reflection

Passing sustainability to an expert agency opened up London Sport's capacity to allow us to focus on our core role. Sported were open to collaborating to build a process that worked for both organisations and established processes with minimum changes.

Including Sported as a member of the project team meant when changes to the agreed process were required, they could be made. They also added to the wider programme, bringing their expert knowledge of the youth sport for development sector. This led to better decision-making including challenges to our expression of interest process to create something easier for small agencies to complete and deciding which issues to focus our funding on either through open calls or commissioned cohorts. As we moved into late 2020, Sported had begun to seek out organisations through their networks that could benefit from Satellite Clubs' investment.

## Challenges and Missed Opportunities

Having seen the success of providing training focused on promoting activity to less active groups, we would include training focused on other under-represented groups within the youth population e.g. LGBTQ+ community. We would look to provide other training linked to challenges faced by young people including the impact of Adverse Childhood Experiences (ACEs).

## Workforce and Capacity Building Recommendations

- 1 Allocate budget to providing training and resources.
- 2 Consider the support provided at each stage of the cycle not just at a delivery phase. Review regularly to make sure it's still fit for purpose.
- 3 Use external expertise and resources where they exist, especially linked to specific challenges.



04

**YOUTH VOICE**



## Related outcomes:

- *Increased connections between delivery organisations and business support services.*
- *Deliverers have a better understanding of young people's needs.*
- *Better use of digital technology tools across the programme.*

In 2015, Sport England released their 'Under the Skin' research exploring the lives of 14-25 year olds. The research looked at their hobbies and habits, relationships with friends and families, their beliefs, ambitions, and fears. It also considers the emotional and rational ties that young people associate with physical activity and how this effects their willingness and enthusiasm for being active.

Six personality types were identified from the research ranging from the most active (Sports Enthusiasts) to the least active (Cautious Introverts). Understanding the Youth Personalities would help community organisations to design sessions that created positive experiences for the young people attending.

Although the research and the tools we'd built to complement it were available from 2017, the research did not become required learning until 2019 when it became part of the development and monitoring for all Satellite Clubs.

## Embedding youth personalities into general programme delivery

Before applying for Satellite Club funding, deliverers were asked to complete online training on each of the personality types. As an introduction to the research, these were short videos which gave deliverers enough understanding to identify which is the main personality type they would like to target within their Satellite Club. We hoped this would support deliverers to recognise that activities did not need to be all things to all people and that a better experience is achieved by focusing intention.



By week 10, each Satellite Club was asked to complete the youth personalities toolkit with their participants. The toolkit was built by London Sport and tested with London Youth before being used across the whole programme.

Completing the toolkit meant deliverers could generate a breakdown of the attendees at the session, creating a picture of not only the predominant personality segments in attendance but also the motivations driving the group's attendance. The toolkit provided tips for enhancing the experience for those young people.

Although all deliverers completed the online training, only a small amount of clubs completed and returned the toolkits. Initially this was down to no obvious incentive to the deliverer to return them. However, London Sport used the results to:

- Provide support to Satellite Clubs struggling to attract less active participants and to improve the capacity building support provided through the Satellite Club programme.
- Explore how clubs reaching the least active personality segments were creating experiences that resonated, turning them into written and video case studies to inspire others.

#### APPENDIX F – VIDEO CASE STUDIES

#### LINK TO WRITTEN CASE STUDIES

Pre-2018 the youth personality toolkit was completed whenever we undertook a session visit.

OVER  
**1,500**  
YOUNG PEOPLE  
COMPLETED THE SURVEY

Clubs would get reports to ensure they had a clear picture and recommendations on delivery styles.

From 2018 we asked clubs to complete a toolkit during delivery, but it wasn't until mid-2019 that returning the toolkit by week 10 of delivery became a requirement of receiving the mid-point payment. Return rates began to improve until we entered the pandemic, during which we suspended this requirement as part of our drive to reduce pressure on our deliverers at a time of crisis.

## Embedding youth personalities into targeted delivery

To give us a deeper understanding of the factors involved in creating a positive experience for young people from different segments we decided to dig into our understanding of three areas:

1. The role and style of the facilitator/coach
2. The environment where the activity is taking place including supplementary settings e.g. changing rooms.
3. Elements within the delivery e.g. focus on skills, competition etc.





## We established three approaches to achieve this.

# 1

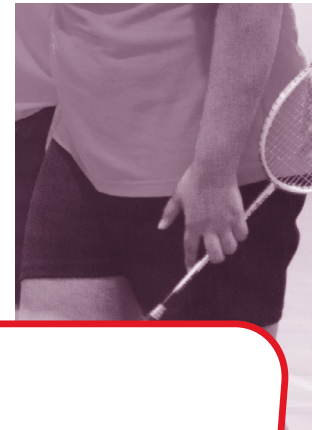
Peer research looked at training a cohort of less-active teenage girls to develop and undertake research via session visits. This was aimed at sessions that were successfully reaching either cautious introverts, thoughtful improvers, or confident intellectuals. Unfortunately this work was cancelled due to the pandemic.



A selection of trusted partners including Harlequins Foundation and CSM Foundation (the non-profit subsidiary of Centric Sports Management) were funded to create Satellite Clubs targeting a specific segment by adapting their sports delivery, which is traditionally suited to sports enthusiasts and ambitious self-starters.

APPENDIX K - CASE STUDY - CSM FOUNDATION

# 2



To test if the youth personalities could be used before activities were planned rather than adapting an already identified activity, London Sport collaborated with Sutton School Sport Partnership. Working across 10 schools in the borough, Year 9 students were surveyed in the summer term to plan an extra-curricular programme for the following academic year. This approach requires an additional layer of administration and is only suitable where an audience is already identified.

APPENDIX I - Sutton School Sport Partnership

# 3



## IMPACT

For the majority of clubs, the personality type that was identified at the project development stage was not the segment that the club actually attracted. By introducing the requirement to return a toolkit by week 10 of delivery, a deliverer could adapt their planned approach to better match the needs of the young people in attendance at sessions.

An increased awareness of personality types and their differing motivations and needs meant London Sport saw a shift in who engaged with Satellite Clubs pre and post 2018, with a decrease in the most active segments and an increase in the segments that are less active.

### AMBITIOUS SELF- STARTERS



### SPORTS ENTHUSIASTS



### THOUGHTFUL IMPROVERS



### CAUTIOUS INTROVERTS



### CONFIDENT INTELLECTUALS



### EVERYDAY YOUTHS







## Challenges and Missed Opportunities

Encouraging clubs to be youth-voice led was at the core of Satellite Clubs. However, we recognise that more could have been done to integrate youth voice throughout the whole programme. This could have been through consultation on themes of open rounds, having young people be part of scoring expressions of interest, or delivering co-design workshops focused around using physical activity to achieve non-sport sector outcomes.

Another area we feel was a missed opportunity was linking the Satellite Clubs and participants to other London Sport project areas. This could be through providing young people with additional opportunities to be active, or to build leadership or coaching skills so young people could inspire peers and family members to be active. Alternatively, it could be working with existing infrastructure, working with schools, colleges, or universities, to develop more clubs in their settings, or helping community organisations to source new funding.

Having to shelve the peer research approach to impact measurement management affected our ability to learn more about gaining insight through the lens of recipients, and prevented us testing how to bring deliverers and young people together to provide feedback and co-design improvements.

## Youth Voice Recommendations

1

The voice of the audience should be central to decision making and considered at all stages from planning through delivery and beyond.

2

To break traditional thinking it's important to supply practical tools that aid the process.

05

# RESPONDING TO COVID-19





## Related outcomes:

- *Increased investment into programmes tackling issues faced by young Londoners.*
- *Improved processes underpinning investment through sustaining delivery of physical activity.*
- *Better use of digital technology tools across the programme.*

When the pandemic restrictions first hit in March 2020 there were Satellite Clubs who were part way through delivery and others about to start having successfully secured funding in January 2020. This presented a range of problems for both deliverers and participants and London Sport wanted to act in a considerate, flexible, simple, and reliable manner. Some actions were immediate, and others came over time as the situation became clearer and London Sport could better understand the issues clubs were facing.

## London Sport's reactive response

London Sport's response to the pandemic developed over time across two main themes:

- 1** Sustaining existing organisations to allow them to survive and remain connected to their participants (March 2020 onwards).
- 2** Develop new opportunities for young Londoners to be active (September 2020 onwards).

## Sustaining existing organisations and connections

Initially, London Sport looked for ways to reassure clubs in unprecedented times by increasing communication, removing the conditions of funding, and unlocking financial support.



## Increasing Communication

Throughout the first nine months of the pandemic there was a lot of confusion about what was/wasn't permitted. To increase deliverer's confidence and understanding, London Sport increased email communication with clubs from monthly to weekly.

Emails were carefully curated to reduce overload but still provided clarity relevant to the specific moment in time. They included links to relevant guidance from government, clear updates around what was permitted and not, our expectations, top tips, risk assessments and resources, and, as restrictions lifted and activity returned, reminders to share monitoring and evaluation documentation. Throughout, deliverers were encouraged to reach out and ask questions.

As a result of the increase in our communications, clubs became more upfront and open with how they were managing and the barriers they faced. This informed our future communications and internal decision making on what services and support to offer.

Increasing communications and being empathetic to the challenges caused by the pandemic strengthened relationships between London Sport and the Satellite Club deliverers. Delivery to participants was also increased due to more sessions being delivered online and ensuring that safety regulations/guidance were being followed.

Despite London Sport's increased flexibility, clear guidance, and funding towards online or alternative delivery, as restrictions lifted in November 2020 many clubs had not restarted. To understand this, a deep dive was conducted with all Satellite Clubs who had not returned an updated risk assessment.

65 clubs were contacted, with 14 returning risk assessments and indicating their return dates. Of the remaining 51 clubs, 45 completed the survey.

From their responses, it became clear that the main barrier to restarting was access to facilities, especially school sites. This was closely followed by lack of clarity around Covid-19 guidelines which reduced deliverer's confidence.

*"Limiting uptake is the uncertainty and not knowing what our residents can and can't do in line with Covid-19 restriction procedures."*

*"Venue size to accommodate activities for young people and staff."*



Session providers also identified that there were many barriers for participants including concern/fear, particularly high for parents, weather restrictions, access to online resources, cost and travel.

*"A lot of parents also informed us that due to fear of their children contracting Covid, they were uncomfortable allowing their children to attend."*

When asked if they had any other comments, many stated a need for additional funding, online delivery and the appreciation of London Sport's flexibility.

## Removing Conditions

At different points throughout 2020-21, London Sport lifted conditions of funding including removing participation targets and communicating that clubs should follow their governing bodies' guidance on social distancing and group sizes. To make it easier for clubs to find the correct guidance, London

Sport built a one-stop shop for all national governing body guidance that was updated weekly.

Over time this resource has developed into a 'Return to Sport and Physical Activity' guidance page and included over 60 National Governing Bodies' advice. It also included disability inclusion guidance from Activity Alliance, workforce guidance from CIMSPA, and club support guidance from Club Matters. In one year, the page had 10,818 views of which 9,455 were unique. The page was also the fourth most viewed page on the London Sport website.

A link to the page has also been included in a joint statement from Sport England, the Association of Directors of Public Health, the Local Government Association, and Public Health England to encourage Local Authorities to support Return to Play. Sport England are also considering replicating something similar for their website.

Whilst clubs were encouraged to consider alternative ways of delivering sessions, this was not a requirement of the existing funding agreements, and instead additional funding was found (see financial support).

Although requirements on monitoring participation were lifted, as 2020 came to a close, clubs who had delivered any number of sessions were asked to submit monitoring information so it could be recorded. Returning monitoring information did not affect the release of grant payments.



*"The most comprehensive collection of safety standards we know of."*

*- Sport England*

## Financial Support Provided:

**Advanced payment** - Clubs who were already delivering by March 2021 were given an advance on their next instalment regardless of where they were currently with their delivery.

**Hygiene Budget** - Due to the increased safety precautions introduced due to Covid-19, clubs faced additional costs which they would not have originally foreseen. Therefore, an additional £50 was provided to all clubs next instalment to help them meet government and other relevant guidance.

**Additional funding** - To sustain connections with participants there was additional funding; this became the satellite clubs at home funding

APPENDIX N - Satellite Clubs at Home Fund

## Developing New Opportunities

The work undertaken with existing clubs during the first few months of the pandemic showed that there was uncertainty on how to effectively deliver activities in a volatile situation where permissions could change within 24 hours. Resilience was the sought-after skill required for Satellite Clubs to establish and deliver activities. The Satellite Clubs at Home Fund showed that deliverers were struggling to problem-solve.

London Sport decided to build creative problem-solving workshops into the process

of developing new Satellite Clubs, giving deliverers the skills needed to think creatively and make choices that would enable them to navigate potential scenarios of the near future (October 2020-April 2021). Triple Double were commissioned to develop these workshops.

APPENDIX O - Triple Double

Across England activity levels dropped during the pandemic. However, there were some notable differences in children and young people where the Active Lives research showed activity levels dropping by over **6%** compared to the previous years. Girls adapted better than boys to the challenges though, during the same period, girls activity levels increased by **2.4%** with increases concentrated in teenagers and the youngest girls.

London Sport drew on the sport technology sector and paired this with the knowledge of the youth personalities to develop digital offers that would appeal to different motivations for being active. One of these was developing the Teamsportz offer; a tool for skill development across team sport which predominantly met Ambitious Self-Starter motivations around skill acquisition and competing with their self.

APPENDIX P - Teamsportz

## Challenges and Missed Opportunities

In hindsight, the speed of bringing in the Satellite Clubs at Home Fund and weekly communications could have been swifter, however the most practical elements were done as soon as they became apparent.

## RESPONDING TO CRISIS RECOMMENDATIONS

1

**Stay aware of the big picture to respond to needs effectively and efficiently.**

2

**Communicate frequently with consistent and clear messages.**

3

**Remove the 'nice to haves' and focus on must dos.**





**CONCLUSION**



London Sport efficiently managed a **£1.2 million** delivery programme across London that has been, to a greater or lesser extent, successful in achieving all 11 outcomes identified in the theory of change.

Our varied approach to developing new partnerships and delivery models, workforce and capacity building, and use of youth voice showed the desired effect of increasing opportunities and increasing engagement from most of the target demographics (except for female participation which remains at a lower percentage than the general female population across London). Our understanding of why this occurred was curtailed by the pandemic restrictions, leading to an incomplete picture of the impact of the different types of delivery models and partnerships.

## Our recommendations

Throughout the report and case studies we've included recommendations and reflections on each area of work, and whilst each of these is specific to that partner, participant, or product there are common threads running through the final two years of delivery.

1

**Consider the resource required to ensure successful delivery and then seek to source this through colleagues and stakeholders. Looking beyond the lead organisation strengthens the delivery approach. Review regularly as the big and small pictures change, and the programme should be responsive to needs which can effect the skill-set required.**

2

**Invest in tools and resources that provide support to each stage of the process both internally and externally. Look for opportunities to save capacity committed to functions that can be achieved at least equally as efficiently by using products.**

3

**Applying a test and learn approach allows for flexible, adaptive delivery that leads to improved ways of working round on round. It also ensures learning is created and shared throughout, strengthening the success of later delivery.**

APPENDIX A - GRANT MANAGEMENT SYSTEM



# Thank you

The delivery of this Satellite Clubs programme, and the impact it has on the lives of young Londoners, is only possible with the incredible support of Sport England and our partners Sported, London Youth, CSM and many more that, unfortunately, we cannot list here.

## SUPPORT LONDON SPORT

More than half of children in London do not meet the recommended levels of physical activity every day. Help us to give all young Londoners the opportunity to form a positive physical activity habit for life. We'd love to hear from you:

*[info@londonsport.org](mailto:info@londonsport.org)*



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