

## Getting Ready for the Games and Beyond

A proposal from London Youth  
to increase young Londoners' participation  
in sport and healthy activity





Lord Coe turned to young Londoners to deliver our 2012 bid, taking 30 young people from the capital to the final bid presentation in Singapore. Of them he said,  
*“What unites them is London. Their love of sport. And their heartfelt dream of bringing the Olympic Games to our city.”*

On winning the Olympics for London Lord Coe said,  
*“We have the opportunity to do what we always dreamed about,  
getting more young people into sport.”*

London Youth believe that we can help deliver this dream for young Londoners.

### **A message of support from Rt Hon Gerry Sutcliffe MP, Minister for Sport**

I am delighted to lend my support to this proposal from London Youth because I think it has great potential to encourage and enable more young Londoners to participate in and develop a life long love of sport.

London Youth's proposals are capable of achieving a clear, practical and lasting impact on the lives of young Londoners, their families and their communities. I hope that you will give London Youth your support.

### **A message of support from Rt Hon Tessa Jowell MP, Minister for the Olympics**

London Youth are to be commended on their approach to increasing sport participation amongst young Londoners and providing a new avenue of support via the 'Getting Ready for the Games and Beyond' initiative. I wish every success to London Youth and believe that this initiative will achieve its goal to build a strong culture of sporting participation and life long love of sport amongst the youth of London.

### **And from our partners in community sport**

We are delighted to lend our support to this proposal from London Youth.

We think it has great potential to encourage and enable more young Londoners to participate in and develop a life long love of sport.

And so we are pleased to commit to working in partnership with London Youth in a number of clear and practical ways to make it happen.

We think this programme will build lasting capacity across youth clubs, the wider voluntary youth sector and local networks, enabling them to increase the range and volume of structured sporting activity they provide. We also believe that in supporting this initiative we find a way of coming together as a collection of agencies encouraging grassroots participation across London. In doing so it will not only drive up participation in sport, but will also create significant volunteering opportunities and help foster the next generation of community sports coaches and referees.

Sangita Patel – London Community Sports Network

Brian Dickens – Sports Action Zone

Gary Stannett – London Active Communities

Ewemade Orobator – London Coaching Foundation

Kevin McPherson – Football Foundation

Josie Clifford – The Football Association

Brian Spicer – English Table Tennis Association

Steve Alexander – England Basketball

Lisa Williams – Basketball

Andy Sellens – Cricket 4 Change

Jim Atkinson – London Amateur Boxing Association

## **Executive summary**

- London Youth is a vibrant network of 400 youth clubs serving 75,000 young people
- The **aim** of this programme is to exploit the hopes and opportunities of London 2012 in order to encourage and enable *all young Londoners*, (whatever their background, interests or natural ability) to participate in and develop a *life-long love of sport* and healthy activities, thereby raising personal and social health, confidence and well being
- This will be achieved by two principal **objectives**. First we are building the *long-term capacity* of youth clubs to deliver an enhanced and diverse range of structured sporting activities - through a thorough and sustainable programme of development. Second we will deliver a *pan-London community sports festival* - enabling young Londoners of different backgrounds to come together and compete and collaborate, irrespective of natural ability. Within these principle objectives is contained a third - to *increase active citizenship* through (a) the development of a young leaders programme ensuring young people are placed front and centre of the development and delivery of the programme; and (b) the creation of both long-term and intensive, one-off *volunteering opportunities*
- The **distinctive feature** of this programme is that it is increasing habitual participation in sport *beyond talent and traditional boundaries*: we are working with a very diverse cross section of Londoners developing sporting activities in ways that make links with contemporary youth culture and accommodate the needs of differing interests, ethnicities and genders
- Our **methodology** is *evidence-based*. The work plan is based on *genuine partnership* with other key agencies and follows a *carefully staged and measurable* approach
- **Outcomes** will be to: significantly increase young people's *sustained participation*, developing a life-long love of sport and the healthy habit and working directly towards the 5 hour offer and 3x30 minute target; build *long-term capacity* in durable and community-led youth clubs beyond the shelf-life of fixed-term initiatives (directly helping local authorities to make good on their obligation under the Education and Inspections Act to secure sufficient educational and recreational leisure-time activities); *actively engage young people* in the management of a major pan-London programme *bringing young people together* of differing ethnicities and localities in competition and collaboration; *create volunteering opportunities* that establish a significant 'ripple-effect' leading to *a new generation of community sports coaches and referees*; *increase public support for London 2012*
- **London 2012** has set itself highly ambitious and impressive targets for creating a *lasting legacy*. All available evidence from previous games around the world indicates forcefully that to achieve a sustained increase in participation in sporting activity, investment must be made *beyond elite competition, traditional sports and the school gate*. For example, Sport England's Active People survey shows that 1 in 3 Londoners aged 16-19 do not even take part in 30 minutes of moderate participation per week
- **Community-led youth clubs** can be effective intermediaries driving up participation in the long run. Youth clubs are enduring, building high levels of social capital within their local communities. They are places where young people choose to go. Youth clubs can play a key role in helping make the legacy a reality. This programme can harness the excitement of the coming Games – practically and to lasting effect by working through trusted existing institutions in local neighbourhoods in every borough. London Youth has unparalleled reach and a strong track record in engaging young people in the delivery of programmes and in sports and volunteering development
- The political and social prize of increasing participation amongst young Londoners is high. A community development approach can bolster public support for London 2012 and divert young people away from anti social behaviour and social exclusion into purposeful social activity. We are tremendously excited about the prospect of helping deliver a truly Olympian legacy, for our Great World City

**Contents**

<b>Executive summary.....</b>	<b>5</b>
<b>Contents.....</b>	<b>6</b>
<b>1. Introduction and overview.....</b>	<b>7</b>
1.1 Aim .....	7
1.2 Objectives .....	7
1.3 Distinctive value .....	8
1.4 Impact .....	8
1.5 A collaborative approach .....	9
<b>2. Key Achievements so far .....</b>	<b>12</b>
<b>3. Why this programme is needed .....</b>	<b>13</b>
3.1 Sport as a tool for personal and social health, development and inclusion .....	13
3.2 The potential – and major challenge - of London 2012 increasing participation.....	14
3.3 Current plans for increasing participation – and the potential for complementary provision .....	16
<b>4. Why youth clubs and London Youth can and must deliver .....</b>	<b>18</b>
4.1 The unique potential contribution youth clubs can make .....	18
4.2 London Youth’s reach, expertise and track record in sport, volunteering and working in partnership .....	20
<b>5. Detailed programme description.....</b>	<b>24</b>
5.1 Objectives, deliverables and outcomes .....	24
5.1.1 Objective 1 - Capacity Building .....	25
5.2 Timetable of work by key milestones.....	30
5.3 Beneficiaries.....	31
5.4 Staffing and management.....	33
5.5 Measuring Success – monitoring and evaluation .....	35
5.6 Budget For 1 Sub –Region over 3 years .....	36
<b>Appendix 1 – Clubs providing in-depth analysis of need .....</b>	<b>37</b>
<b>Appendix 2 - References.....</b>	<b>38</b>
<b>Appendix 3 – Project partners.....</b>	<b>40</b>
1. National Governing Bodies .....	40
2. Delivery and other partnership agencies.....	42

## **1. Introduction and overview**

### **1.1 Aim**

The aim of this programme is to exploit the hopes and opportunities of London 2012 in order to encourage and enable all young Londoners, (whatever their background, interests or natural ability) to participate in sport and healthy activities, raising personal and social health, confidence and well being.

### **1.2 Objectives**

The proposed programme is ambitious yet simple.

We are working to build the long-term capacity of neighbourhood youth clubs to provide an enhanced and diverse range of structured sports and healthy activities for the young people they serve. Thus we are increasing participation both beyond the school gate and on into adulthood. We have created a carefully staged and clearly manageable approach. Clusters of youth clubs are enjoying access to taster sessions run in partnership with the National Governing Bodies and partner organisations, covering a diverse and contemporary range of sports. We are providing coaching packs and training opportunities for youth leaders and young people to run programmes within their own clubs and enabling them to become referees, umpires and sports officials. Linking them up with partners they will then get the opportunity to use these skills in local competitions and leagues. Specialist equipment is being provided to participating clubs. The Sports Development officers working in each sub-region (currently East and Central London) are facilitating local competitions between neighbouring clubs and creating volunteering opportunities within the wider community.

Crucially, Getting Ready for 2012 places young Londoners at the heart of development and delivery. This has been done through creating a Youth Sports Advisory Board; by building on the work of Dare London, our Youth Advisory board and our youth action and leadership programmes; and through continual contact with young people shaping day to day activity on the ground.

Through the programme we are also creating significant one-off and long-term volunteering opportunities for businesses, adults and young people to lend time and expertise to participating clubs in their local community as volunteer coaches and referees.

A partnership approach is imperative and we are working closely with other agencies, including the National Governing Bodies whose DCMS targets this programme can help meet.

This plan sets out a three year programme running until the summer of 2011. It is envisaged that activity will continue up to and through 2012 for a further three years until 2014. However, we believe that at this stage it is prudent to develop a three year initial programme whose lessons can then inform a second, possibly more intensive stage in the immediate run up to and legacy of London 2012.

The proposed programme is set out in thorough detail in section 4. Immediately overleaf we set out the programme's distinctive added value and long-term impact.

### 1.3 Distinctive value

We acknowledge and applaud existing plans for increasing young people's participation in sport in the build up to 2012 (and analyse this in more detail in section 2.3 below). This programme is complementary and distinctive to parallel initiatives because it is increasing widespread and habitual participation in sport...

- ✓ *Beyond the school gate* - exploiting London Youth's unique insight and reach into the lives of young Londoners who come together in free association in trusted, community-led youth clubs
- ✓ *Beyond talent* – creating access to competition for all young people within the London Youth network irrespective of natural ability
- ✓ *Beyond sporty young men* - developing a diverse programme of activities accommodating the needs of differing interests, ethnicities and genders as well as of disabled young Londoners
- ✓ *Beyond traditional boundaries* – making links with contemporary youth culture, starting with young people's own passions and aspirations and including not only established sports such as football and cricket, but equally new and global activities such as street dance and street athletics.

Building on these distinctive principles, the programme is creating carefully supported opportunities for young people to enjoy new experiences and develop new skills, at their own pace. It's about all sorts of young Londoners having fun, developing the healthy habit and finding a life-long love of sport. No other organisation has or is, to the best of our knowledge, planning to undertake an initiative of this nature.

### 1.4 Impact

We believe that the impact of this programme is to:

- *Significantly increase young peoples' sustained participation* in sport and healthy activity - known to be effective means of addressing many of the most pressing social concerns faced by young people, often diverting them away from crime and actively raising self esteem, aspirations and personal and social well being
- *Build long-term capacity* in the workforce of trusted, durable and community-led youth clubs to increase participation beyond the shelf-life of fixed-term initiatives
- *Bring young people of differing ethnicities and localities together* in local, sub-regional and pan-London competitions and collaborations
- *Create volunteering opportunities* establishing a significant 'ripple-effect', drawing in many more young people and adults to serve in their local communities in the build up to and legacy of London 2012 and increasing public support for the games
- *Create a new generation of community sports coaches, referees and officials*
- *Actively engage young people in the management of a major pan-London programme*, cultivating a new generation of active citizens fully engaged with London 2012, inspired and empowered in a way that is meaningful and powerful
- *Help deliver a truly Olympian legacy for a Great World City*

## 1.5 A collaborative approach

Partnership working has been key to the success of Getting Ready for the Games and Beyond. We are very aware that a number of key sporting organizations in London are working towards the same aim of getting young people involved in sport and increasing their opportunities. Rather than replicate similar work that may be going on we will work in genuine partnership with these organizations.

This is why, when originally working up these proposals we enjoyed detailed conversations with a wide number of potential partners to help us plan effectively and identify *specific and practical* ways of collaborating.

In addition to delivering in partnership with a diverse number of agencies we have been told by our partners how much they value us having brought them together around a table. As such we have used our convening ability and developed our partners as an expert advisory team to guide the programme as it develops. An ancillary benefit to Getting Ready has been bringing key players together on a regular basis.

The full detail of our partnership approach is set out in Appendix 3 and at the front of this plan we include a message of support from our partners.

In summary and specifically,

- We are working closely already with the *London Community Sports Network* by providing training to young people within our network through LCSN's training initiative. During the delivery of Getting Ready we have looked to expand this partnership as a means of delivering training for youth club leaders and volunteers. They have also run fundraising work shops which we have encouraged our youth clubs to attend, looking specifically at applying for funding from the Football Foundation, Awards for All and Sports Relief. Youth clubs are able to attend these for free and London Youth Sports Development Officers or Local Authority Sports Development teams will then offer support through the application process as appropriate.
- The delivery of taster sessions and coaching packs has received great support from the relevant *National Governing Bodies* and key partners in each sport that forms a part of Getting Ready and we have already run taster sessions and events in partnership with the English Table Tennis Association, Amateur Boxing Association, Parkour Generations, Cricket 4 Change, London Active Communities and London Youth Rowing, London FA and Sport Action Zone.
- We work closely in partnership with the *Pro-Active London* partnerships. We initially shared the detail of this plan with them and have purposefully designed Getting Ready in such a way that the 5 sub-regional development officers will work conterminously with the Pro-Active sub-regional officers development teams. Each partnership has facilitated a 'Community Sport and Physical Activity Network' (CSPAN) in each borough, which will benefit greatly from access to London Youth's networks. Youth leaders are being encouraged to attend CSPAN's and ensure that they are able to have a say in the way sport and leisure is run in their borough as well as accessing funding. Our Sports Development Officers for East and Central London both work closely with the Pro-Active teams (Pro-Active East actually host our SDO) and sit on the delivery groups and both have accessed funding through the Sports Unlimited and Recruit into coaching programmes.

- In both East and Central we have built relationships with *Local Authority* sports teams, and some are already providing sports coaches and venues for taster sessions and events.
- We have worked closely with the Head of Sport at the *Greater London Authority* to ensure that the programme runs in line with the Mayors London Legacy plan.
- The project has achieved the London 2012 Inspired by Mark and we have worked in partnership with the *London Organising Committee for the Olympic and Paralympic Games (LOCOG)* to promote the project, with young people blogging on the official 2012 website.
- We have also made plans to link our summer programme in with the *Street Athletics* events, which take place around London. This will give youth clubs the opportunity to take part in a London and then National running event supported by Linford Christie and Darren Campbell. Youth clubs do not often have use of an athletics track, but the point of street athletics is that it can be carried out anywhere.
- We are working in close partnership with the *Sports Action Zone* in Southwark and Lambeth, with our central Sports Development Officer being based in their offices. WE are working together to run sessions on estates as well as our holiday programmes.
- We will be working in partnership with London Youth Dance on their street dance initiative. This will mean the very successful girls street dance project will be able to develop across London. This includes girls attending street dance work shops, performance opportunities and work on body image and self esteem as well as taking part in the newly developed street dance level 1 award.
- We have already worked in partnership with *The Youth Sports Trust*, through *CYP* in order to pilot a programme with our member youth clubs in 3 areas of London. We offered sports sessions as part of the governments 5 hour initiative. This means that as well as receiving at least 2 hours of Physical Education at school young people can access 3 hours of quality Physical Activity outside of school.
- We are working closely with Sports Leaders UK, to provide every youth club working within the programme the opportunity to attend a tutor training course. This will then allow youth clubs to run their own Sports Leaders level one and Community Sports Leaders level 2 course for young people aged 16 plus. Sports Leaders UK are supporting our clubs through the process, from planning of the course to overseeing the delivery. This will help to maximize the number of young people benefiting from the programme.
- London Youth are an accrediting agency for the Youth Achievement Award; this is a National UK Youth programme that accredits young people working within youth clubs. Young people working within this programme will be able to put together a portfolio with support from their youth workers and London Youth Staff if needed and gain Bronze, Silver, Gold or Platinum Award.
- We are making good links with the *London Sports Forum and its sub-regional workers, as well as the English Federation of Disability Sport* (who have already run a course for our youth leaders) to ensure that we are working with the appropriate organisations to make sure that young Londoners with a disability will have access to the sports development plans and events.

- *Step into Sport* is already a successful schools programme where young people aged 14-19 years are encouraged to get involved in sports leadership and volunteering in their local community. Through the Pro-Active partnerships we have linked with schools running *Step into Support* and will place volunteers with the youth clubs involved in the Getting Ready Programme. We will aim to get them involved in a sports leadership and volunteering experience that will lead to them staying involved into later life. Too often people attend courses and sports training and then are not given the support needed to actually put these skills to use. Through the Getting Ready programme we will actively promote volunteering opportunities within youth clubs, placing volunteers and support them throughout the process. We have already worked with a team on a residential weekend to look at the benefits for grass roots sports and how 2012 will benefit the young people we work with.
- More widely, London Youth is engaged with the London 2012 agenda too through active membership of *London Civic Forum's* voluntary and community sector steering group '*The Big Opportunity*'.
- At a national level, we have a strong working relationship with the *Clubs for Young People*, *UK Youth* and the *National Council for Voluntary Youth Services* (NCVYS).
- It will also be important that we work with organisations that we can refer young people who have a particular talent or that would like to continue the sport on a regular basis. We work with the National Governing Bodies to do this as well as organisations and schemes such as street games, the 'Your Game' event and the 'Kicks' projects.

## **2. Key Achievements so far**

- We have received £500k funding over 3 years from the Football Foundation, The Girdlers Company, National Sports Foundation and The Young Londoners' Fund to run the programme in East and Central London.
- We have recruited 2 Sports Development Officers who are based out in the community with our partners; Sports Action Zone in Lambeth (Central Region) and Leyton orient in the Community and Pro-Active East (East Region).
- The Getting Ready project has been awarded the London 2012 Inspired by mark.
- 56 youth clubs have signed up to Getting Ready.
- We had a very successful launch with over 80 young people taking part in parkour, street 20 cricket, non-contact boxing and indoor rowing. This was attended by key partners and sporting organisations such as LOCOG, ODA, GLA and Sport England.
- We are running two non-contact boxing tutor awards with 30 youth workers / volunteers / young leaders booked to attend.
- We are running two FA Level 1 courses with 36 youth workers / volunteers / young leaders booked to attend.
- We have purchased Sports equipment for 60 clubs
- We have run two Getting Ready residentials, with over 100 young people attending. The event was supported by step into sport volunteers and members of Dare London Youth Advisory Board.
- Sports unlimited contracts (through Pro-Active partnerships) have been won in both East and Central London, meaning we can provide funding for our clubs to run sports sessions over 10 weeks complementing the Getting Ready programme.
- We organised Summer programmes working across 10 boroughs for 2009.
- 'Recruit Into' coaching partnership has been set up meaning youth workers can access further sports training and development free of charge.
- We have organised a 'Sports Plus' event for young people with disabilities.
- We have run two Community Sports Leaders Level 2 Courses (for 30 young leaders)
- We have put in place a Comprehensive Monitoring and Evaluation with baseline data collected for all clubs.

### **3. Why this programme is needed**

#### **3.1 Sport as a tool for personal and social health, development and inclusion**

Evidence and experience indicate, overwhelmingly, the effectiveness and value of grassroots sport as a means of engaging young people of diverse backgrounds and abilities away from personal and social exclusion into communal and purposeful activity.

Sport is a powerful tool for helping to meet the first four objectives of Every Child Matters - for young people to be healthy, stay safe, enjoy and achieve, and make a positive contribution<sup>1</sup>.

Specifically, there is a pressing need to increase the physical health of young people. The Department of Health's obesity report in August 2006 found that amongst 2-15 year olds 19% of boys and 22% of girls are obese; these figures rise to 14% and 28% respectively in London. The Chief Medical Officer has offered the chilling prediction that young people today could become 'the first generation where children will die before their parents as a consequence of childhood obesity'<sup>2</sup>. And the 2004 report of the House of Commons Health Select Committee, in calling for more healthy and active lifestyles, concluded that two hours of physical activity a week provided at school is insufficient<sup>3</sup>. (It also noted the potential popularity and value of and 'non-traditional activities such as dance': this programme is based upon contemporary youth interests and includes, for example, street dance.)

It is also beyond debate that mental health problems persist amongst young people and that engagement in sport or physical activity can have a positive impact on an individual's mental health and feelings of self worth. For example, research undertaken by Youth Access has found that more than two thirds of young people making use of youth information, advice and counselling services self-identify as coping with mental ill-health; more than three quarters self-identify as living with depression<sup>4</sup>. Exercise has been shown to correlate with improved mental health as indicated by the relief of depression and anxiety. Mental health professionals are united in believing that we should embrace sport as a method of improving our young people's mental health for the long term.<sup>5</sup>

Government statistics have identified 25% of males and 15% of females aged 12-17 admitting to committing at least one offence in a period of 12 months<sup>6</sup>. Every Child Matters recognises that when young people 'are involved in activities and are busy they are less likely to drift into trouble, cause a nuisance or commit crime'<sup>7</sup>. And it is documented that a key contributory factor in young people engaging in criminal activity and anti-social behaviour is boredom – to which sport can be a powerful antidote and thus diversion from crime.

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<sup>1</sup> Every Child Matters: change for children a cross-government policy aiming to achieve better outcomes for children and young people. See [everychildmatters.gov.uk](http://everychildmatters.gov.uk)

<sup>2</sup> Department of Health.(2004), Report of the Chief Medical Officer – 'Five a week: evidence on the impact of Physical activity and its relationship to health',

<sup>3</sup> House of Commons Health Committee, Obesity, Third Report of Session 2003–04

<sup>4</sup> Youth Access (2004), *Breaking down the barriers: a strategy in development*, ([youthaccess.org.uk](http://youthaccess.org.uk))

<sup>5</sup> See, for example, Landers, M. (1996), *The Influence of Exercise on Mental Health*, (Washington: Council on Physical Fitness and Sports)

<sup>6</sup> DCMS and The Strategy Unit (2002), *Game Plan*

<sup>7</sup> Every Child Matters, *ibid*

For example, the impact of Newham's Summer of Sport is judged to have effected a 30% reduction in young offending with 97% of participants taking part in the evaluation stating that the programme had given them somewhere safe to go and positive to do<sup>8</sup>.

By way of a second example, we currently run Community Sports Leaders Level 2 to groups of young people aged 16-25 who are unemployed and not in education. Many participants are referred onto the programme through Youth Offending Teams and probation services. A young man who recently completed this course sums up the positive impact sport can have very well.

"If you had known me a week ago I wouldn't have been able to tell you where I was going or what I was doing, I took every day as it came and didn't have any plans for the future. After completing the course my confidence and ability has improved and I have now made arrangements to go to collage in September and start work as a coach".

In sum, increasing young people's access to a diverse range of sporting activity, by listening carefully to what young people want to do in their spare time and then equipping youth clubs with skilled workers and facilities, will have a positive impact on individual physical and mental health - and on the well being of the communities in which young people live and are a part.

### 3.2 The potential – and major challenge - of London 2012 increasing participation

Clearly the excitement and investment flowing from and into London 2012 creates unprecedented opportunity for encouraging and enabling more young people to engage *and stay engaged* in sport and healthy activity. However, for ambitious targets to be achieved we believe it will be essential to engage young people *in their communities*. Immediately below we set out why.

The London Bid claimed that the staging of the Olympics in London would lead to a 'step change in the nation's physical activity'<sup>9</sup> and contribute to the extremely ambitious target of 70% of the population undertaking 5x30 minutes of moderate activity per week by 2020 - as outlined in the Government's 2002 strategy for delivering its sport and physical activity objectives<sup>10</sup>. The London Plan for Sport and Physical Activity 2004-2008 now highlights the use of the 2012 Olympic and Paralympics bid to inspire Londoners<sup>11</sup>. And Sub-objective 4.5 of the 2012 Olympic and Paralympic plan is to: 'Maximize the increase in London participation at community and grass roots level in all sports and across and groups.'

Meanwhile Lord Coe, in his speech for the London bid, spoke passionately about hosting a game to inspire *young people*. The London Olympic Committee enabled 30 school children to go to Singapore to present the bid and hear the results. This showed commitment to young people and emphasised the importance of their involvement in planning and participation throughout the life of London's Olympics.

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<sup>8</sup> Wales, R and Turner, N. (2006), *Making the most of the Games: a local government perspective*, (The London Borough of Newham)

<sup>9</sup> London 2012 Olympic Bid

<sup>10</sup> DCMS and The Strategy Unit (2002), *Game Plan*

<sup>11</sup> Sport England. (2004 ), *London Plan for Sport and Physical Activity : working for an active and successful sporting capital 2004-2008*

However, in December 2006 Sport England's Active People Survey<sup>12</sup> found only 19.9% of Londoners aged over 16 took part in regular sport or related activity. 40% of young women drop out of physical activity by the age of 18<sup>13</sup>. Through our programme we are encouraging young females to become involved in a wide range of sports in a setting that is comfortable for them, particularly by offering them the opportunity to take part in the street dance programme. This has been designed specifically to target females not currently taking part in any type of physical activity. At the launch of Getting Ready in June 2009 over 30% of participants were female. The Active People survey shows that 1 in 3 Londoners aged 16-19 do not even take part in 30 minutes of moderate participation per week. We believe that by getting people involved in a sport that they enjoy from a young age, giving them positive sporting experiences and providing great role models and coaches in youth workers, then we can keep them involved through to adulthood. We are working closely with partners to ensure that London meets its 1% rise in participation levels year on year. When the young people we are working with move in to adult hood we will provide opportunities to volunteer and train as a sports leader, so that they are able to stay involved in sport if they no longer wish to participate. At present only 3.3% of Londoners volunteer time on a regular basis.<sup>14</sup>

And the truth is that previous Olympic Games have struggled to increase long term participation. For example, in the year following the 2000 Games (in sun-drenched, sport-loving Australia) although seven Olympic sports experienced a small increase in participation, nine declined<sup>15</sup>. MORI research into Manchester's 2002 Commonwealth Games found no measurable impact on overall sports participation in Greater Manchester.<sup>16</sup> Indeed, the UK government itself concluded in 2002 that 'it would seem hosting events is not necessarily an effective, value for money method of achieving sustained increase in mass participation.'<sup>17</sup>

But we believe Getting Ready for the Games and Beyond *can* and is harnessing the excitement of the coming Games – to lasting effect and very practically by working through trusted existing institutions in local neighbourhoods in every borough.

As evidence is clear that the model of behaviour change underpinning the aspirations in the Olympic bid requires careful translation into practical, grass-roots initiatives if persistently under participating groups are to be moved to participate and drive up fitness and health. For take up sport stagnated in the 1990s; take up rates of many sports remain class-determined; women's participation remains lower than men's and popular sport continues to be restricted to a narrow range of activities. <sup>18</sup>

Further, there has been a move away, especially in youth culture, from traditional sporting activities such as those included in the Olympics to ones which are flexible, individualistic and non-competitive – such, for example as dance (contained within our programme).

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<sup>12</sup> Sport England. (2005), *Active people survey-Interim results, October 2005-April 2000*

<sup>13</sup> Research by the Robertson Trust 2006

<sup>14</sup> Sport England. (2005), *Active people survey-Interim results, October 2005-April 2000*

<sup>15</sup> Veal A, J. (2003) Tracking Change: Leisure participation and policy in Australia, 1985-2002 *Annals of Leisure Research* 6.3, 245-277

<sup>16</sup> MORI (2004) *The Sports Development Impact of the Commonwealth Games 2002:*

*Final report* Research Conducted for UK Sport in Greater Manchester, Blackburn, Congleton and Liverpool MORI

<sup>17</sup> DCMS and The Strategy Unit (2002), *Game Plan*

<sup>18</sup> Coalter, F. (2004), "A sustainable sporting Legacy" in *After the Gold Rush*, Ed Anthony Vigor. A, Mean.M and Tims.C.

Research also indicates the value of sporting events before and after the main event<sup>19</sup> – hence the synchronicity of our proposed capacity-building programme leading into a major community sports festival.

The delivery of the Olympics must therefore be folded into programmes starting well before 2012 and possibly continue well after if the games are to provide a successful 'Olympic Effect' and act as a catalyst to improve provision and uptake.

Simply put, if London 2012 is to meet its own laudable and challenging aspirations to create an Olympic legacy in terms of a habitually healthier nation, there is a clear body of evidence indicating the need and opportunity of increasing levels of participation in future adult generations. But for this to become a reality, barriers will have to be overcome beyond investment in schools and elite competition in traditional sports and settings. On this, youth focused, community based sports programmes can deliver.

### 3.3 Current plans for increasing participation – and the potential for complementary provision

Sport England has created Pro-Active to increase participation in the build up to 2012. Although the importance of young people's participation in physical activity is highlighted by Pro-Active, their primary target is to increase activity in those ages 16+. 2012 provides an ideal opportunity to motivate young people of *all* ages and abilities to take part in physical activity. This programme is working in partnership with the Pro-Active projects to encourage sustainable involvement in sport.

The London Youth Games and UK Schools Games, though without doubt valuable initiatives, are designed for the most talented and skilled sports people. In the London Youth Games, each borough is invited to enter a team of young people to compete in a large variety of sports though those young people entered into the competition are those judged by their teachers or local authorities to have the best chance of winning; Many already compete at a high level in other championships and are involved in regular sports training, much privately financed at significant, and potentially prohibitive, cost to parents or sponsors.

In examining the link between sporting excellence and mass participation the Government's own evidence uncovers several, in practice, unconnected, 'worlds of sport': sporting events (driven by political and economic imperatives); sporting excellence (driven by talent identification and specialist sports science); recreational sport (driven by pre-existing enjoyment and sociability); and the use of sport for social inclusion (used for instrumental purposes such as crime reduction or health improvement).<sup>20</sup> The conclusion and reality would appear to be that different tools are required for inclusion of marginalized young people than for excellence, spectacle and recreation. This programme can be that tool.

There is currently no other joined up initiative exploiting and combining the reach of London's voluntary youth clubs, nor any pan-London programme for driving up participation amongst, and enabling competition between, young Londoners with different interests irrespective of ability.

Throughout 2005 London Youth's Sports Development Officer consulted with youth workers and participants in our existing sports programme assessing the relevance and success of the

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<sup>19</sup> Vigor, A et al. (2004), *After the Gold Rush*, (London: IPPR/Demos)

<sup>20</sup> Coalter, F. (2004), "A sustainable sporting Legacy" in *After the Gold Rush*, Ed Vigor, A, Mean.M and Tims.C. (London: IPPR/Demos).

programme on offer. (A list of clubs providing in-depth analysis of their needs is included as Appendix 1.) Clubs were asked to suggest improvements and alternatives where necessary and provide candid feedback and evaluation. Whilst high levels of satisfaction were recorded key findings were the need for:

- A more structured programme, evolving away from the provision of one-off competitions to a more developmental approach building long-term capacity within youth clubs (a lack of expertise, equipment and confidence being major inhibitors to greater sporting activity being put on in clubs)
- Facilitated local opportunities to compete and collaborate with other clubs (with transport and travelling being major obstacles to participation)

These findings are re-iterated by wider evidence which makes clear that to achieve their potential in increasing participation, youth clubs require support and investment in the form of training, equipment and access to local competitions.<sup>21</sup> Specific needs, each systematically addressed in Getting Ready, include the need for:

- Capacity building of non traditional clubs working in marginalized areas
- Accredited training and the development of coaches in the community

'Getting Ready for the Games and Beyond' responds directly to this demand. Initial responses to it have been overwhelmingly positive and met with genuine excitement.

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<sup>21</sup> Sport England (May 2006), *Consultation for 2012 Olympic and Paralympic Sub-Objective 4.5 'Maximize the increase in London participation at community and grass roots level in sport and across all groups.'*

## **4. Why youth clubs and London Youth can and must deliver**

### **4.1 The unique potential contribution youth clubs can make**

#### *What youth clubs are...*

Youth clubs have great potential to play a significant *and sustainable* role in driving up participation amongst young people.

Youth clubs deal with many of the most pressing concerns faced by young people today. Youth clubs are open outside school hours in venues where young people feel comfortable and safe. They are places where young people are involved, take charge of what they do and find an opportunity to realise their full potential and become responsible citizens. Young people are not obliged to attend youth groups; they do so because they choose to. Many young people benefiting from youth clubs are those who may be struggling with formal education. Much of the work which takes place is based on mutual trust and respect and is dependant on good role models in youth workers that young people can relate to.

Youth clubs are also trusted neighbourhood institutions: typically they are run by trained youth workers and volunteers who themselves are either of, or enjoy a strong relationship with, the immediate community. Many clubs are based in areas of deprivation, target socially excluded young people and those viewed as most 'at risk'. Further, London Youth has 25 member clubs who work specifically with young people who have disabilities and many more generic clubs with members who have a disability. Social inclusion policies which attempt to use sport for instrumental purposes have often been provided through youth workers and youth clubs.

#### *Why their involvement is essential if the Games are to succeed in increasing participation...*

London Youth believe that a key enabler of grass roots participation is exploiting the often hidden potential of youth clubs. Sport is a fundamental part of the offering made by youth clubs to their young members: more than 90% of clubs in our network participate in sport of some kind. Most sporting activity in youth clubs is built on 'play' or ad hoc opportunities for a game of football or basketball. This programme will utilise the uniqueness of informal education to support and develop structured opportunities to take part.

Evidence shows that strategies for increasing sports participation succeed where programmes harness opportunities for informal learning and behavioural change and where gender and ethnicity are factored in considerations of relevance – the very principles on which youth clubs and this programme are founded. Simply put, the need to adopt a community development approach shines brightly in the evidence base.<sup>2223</sup> Clubs for Young People's Participation Project<sup>24</sup> demonstrated that through investment 'out of school gates clubs' can produce 45% increase in sporting activity, 185% increase in the amount of young people receiving coaching and 40% more young people volunteering in sports events.

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<sup>22</sup> Coalter, F. (2004), "A sustainable sporting Legacy" in *After the Gold Rush*, Ed Anthony Vigor. A, Mean.M and Tims.C.

<sup>23</sup> Club for Young People's "Sport and Physical Activity Programme" increased participation by 45% in 6 youth clubs in South Yorkshire

<sup>24</sup> Clubs for young people report (2005) "Sport & Physical Activity – How clubs for Young People is responding to Government agendas, increasing participation in physical activity and addressing obesity and health issues.

Furthermore, research has also examined the role that National Governing Bodies can play in encouraging and enabling participation following major sporting events. Findings are that a failure to increase participation is attributable not just to a lack of demand but equally supply-side failures. 'Trickle down benefits from Olympics are not automatic' and national sporting organisations must engage trusted intermediaries at a local level if their expertise is to be effectively leveraged to foster popular as well as elite participation.<sup>25</sup>

To convert interest into sustained participation a focus on grass routes sports is crucial. And for local communities to fully benefit there is the need for an investment in community capacity and ownership.

*And why youth clubs are well placed to build active citizenship through the Games and this programme...*

Volunteering is also clearly an aspect of major events with the potential to contribute to social regeneration and the strengthening of social capital. For example, a study of the 2002 Commonwealth Games in Manchester found that 23,000 people applied to be volunteers with 9,000 selected of whom 25% had no previous experience and over half were under 45<sup>26</sup>. However, research indicates that the volunteering effect is likely to be geographically limited. Youth clubs depend upon and create lasting opportunities for flexible and in many cases; life-long volunteering.

London Youth has significant expertise and experience in facilitating volunteering as set out below and opportunities on offer as part of Getting Ready fit firmly within Sub-Objective 3.2.4 of the London 2012 Olympic and Paralympic plan.

Further, Every Child Matters highlights key challenges, including 'how to engage more young people in positive activities and empower them to shape the services they receive'. Research from the Carnegie Young People's Initiative evidences the fact that meaningful participation adds value by increasing confidence and self-esteem; makes services more responsive to real needs, especially marginalised groups; and contributes to developing active citizens<sup>27</sup>.

Many youth clubs enjoy both formal and informal mechanisms for giving young people a meaningful say in how clubs are run and activities are structured. Working through youth clubs therefore enables any work to be grounded in young people's own interests and aspirations. This programme exploits these pre-existing mechanisms and expertise contained in clubs and London Youth, as well as developing its own advisory teams of young people. Getting Ready will be run by young people for young people. We believe it is important that young people are able to take a lead on projects in their youth clubs and in wider programmes it has been proven that when young people are given ownership they are more likely to continue to stay involved, a good example of this is the Camden Unity Cup, run by *Fitzrovia Youth in Action*, a youth club within our network. They train a group of young people and then hand the project over to them; this has been a great success and the young people really benefit from becoming involved.

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<sup>25</sup> Hindson A, Gidlow B and Peebles C. (1994) The 'trickle-down' effect of top level sport: Myth or reality? A case study of the Olympics *Australian Leisure and Recreation* 4.1, 16-24.

<sup>26</sup> International Centre for Research and Consultancy for the Tourism and Hospitality Industries (ICRCTHI) (2003) *Sports Development Impact of the Commonwealth Games: study of volunteers (pre-games)* UK Sport.

<sup>27</sup> Culter, D.(2003), *Standard!: Organisational Standards and Young People's Participation in Public Decision Making*, (London: CYPI)

The *British Council* run a similar project called Dreams + Teams aimed at developing young leaders through sport. Young people aged 15-20 attend a 5 day workshop to help them run a sports festival in their community. Giving young people ownership of the project has proven to be extremely successful and they have engaged up to 150 people in the local community. The Getting Ready plan will aim to give young leaders support throughout the programme in order to develop the individuals, the youth clubs and grass roots sport.

## **4.2 London Youth's reach, expertise and track record in sport, volunteering and working in partnership**

### *Sports*

London Youth has a long and successful track record for running sports events at both a local and pan-London level.

For example, in 2008, over 1,500 young people took part in our sports programme, which involved 30 events including traditional sports such as football, cricket and table tennis, but also including less well known sports such as fencing and street dance. Since Getting Ready was launched participation rates at our events have increased, particularly from Getting Ready clubs, showing us that the programme is reaching the young traditionally 'non sporty' target that it is aimed at.

For the past 103 years London Youth has hosted, in close collaboration with the London Amateur Boxing Association, an annual boxing championship, which includes up to 30 boxing clubs attracting almost 1,000 supporters and spectators. Recently we have developed a range of less traditional, more inclusive sports activities, focusing particularly on participation from girls – for example 'Fab and Fit' with more than 100 young women participating.

Meanwhile, our major rowing initiative creates opportunities for young Londoners to take part in a sport typically enjoyed only by economically privileged young people. Last summer 350 young Londoners enjoyed a week long rowing camp across three different locations in inner London. We also run an extensive indoor rowing programme, placing Concept 2 ergos in schools and youth clubs delivering 2,900 units of use each week.

We understand and advocate for the regular consultation of young people in the youth work process and take their diverse needs into consideration wherever possible, ensuring that our events are inclusive.

Getting Ready will also work with the London Sports Forum and other partnerships as appropriate to endeavour to involve disabled young people. We have experience of related work through two adapted programmes for young people, Activenture and London Youth Rowing. Both projects offer specialist support and opportunities for young people with disabilities in activity holidays including canoeing, climbing, swimming, indoor and outdoor rowing. We have organised a 'Sports Plus' event specifically for those with more severe disabilities.

### *Volunteering*

London Youth's Youth Action Team creates opportunities for young Londoners to design, deliver and reflect on their own projects and activities, enabling them to take on leadership roles that benefit themselves and their communities. Our Head of Youth Action has developed a number of innovative projects that work both directly with young people and increase the capacity of youth-workers to support Youth Action. These projects are underpinned by a commitment to embracing London's diversity and are delivered by a highly-skilled team. Historically, London Youth managed the largest (and multi-award winning) Millennium Volunteers project in the capital, working across 14 boroughs, providing a diverse range of volunteering opportunities to over 1000 young people a year. Our highly experienced team has a keen, practical understanding of methods to overcoming inhibitors to volunteering (which can include lack of confidence and negative peer pressure – barriers youth clubs and workers are well-versed in breaking down.<sup>28</sup>). We now work closely in partnership with involved teams.

### *Partnership working*

The genuine partnership approach on which Getting Ready is built, sits on top of London Youth's well-established track record of working closely and effectively with other agencies. Supporting Every Child Matters' move to 'involve a wide range of organisations from the voluntary, community and private sectors in order to increase choice, secure the best outcomes and build on the best of what is currently provided', we understand the need to work in partnership and have reaped the benefits of pooling resources and experience.

[Please see section 1.5 above and Appendix 3 for details of how we shall work in partnership with local and national organisations in order to provide the best possible project for the young people of London.]

## **4.3 The programme team**

London Youth has a team of highly motivated and committed experts with experience of working with difficult to reach and disenfranchised young people.

Getting Ready for the Games and Beyond is managed by Louise Cross, Head of Sport at London Youth. Louise brings academic and practical experience to the role and has a strong track record in delivery. A talented sportswoman in her own right (as a swimmer, netballer, athlete and gymnast competing at national level) Louise has a degree in Sport and Physical Education and has developed her specialist sports knowledge working with young people for nine years. Previous roles have included working as a Sports Development Officer for The Epping Forest and Nacro Project. Focusing on disadvantaged young people she has seen the positive effects that sport can have on a young person's life. At London Youth, Louise has redesigned the sports programme, more than doubling membership participation by building new relationships with sports partnerships and developing sports volunteers and students. Louise is passionate about her work and, through her enthusiasm for sport and her willingness to listen and understand what young people want, able to inspire youth workers and young people to become involved in physical activities.

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<sup>28</sup> Institute of Volunteering Research. (2006), *Generation V: Young people speak out on volunteering research*. (London: IVR)

Louise has recruited a talented Sports team to run the Getting Ready programme.

*John Jones* is Sports Development Officer for Central London. John joined London Youth in January 2009. He graduated from De Montfort University in 2006 in Sport, Media and Culture, followed by a 2 year period with Nacro as Bedford SCORE Project Co-ordinator. John brings to this role first hand experience of what can be achieved through sport, both from his own personal sports background as well as with Nacro. This role involved working with young people from across the most disadvantaged areas of Bedford, engaging and motivating them to achieve, where others had just written them off. John is still actively involved in a wide variety of sports, and in the past achieved county honours in rugby, football and squash as well as Welsh School Boy Honours in cricket. His playing days are far from behind him, but he is now branching out into coaching and already has gained a variety of NGB coaching badges. John's practical experience of sport at a high level and his grassroots involvement with young people has provided an ideal platform for him to benefit the youth clubs and young people in Central London. His commitment to achieve in partnership fits well into the ethos of Getting Ready and that of London Youth as a whole.

*Jas Hothi* is Sports Development Officer for East London. Jas also joined London Youth in January 2009, having gained a HND in Sports Science and Business Management he then progressed to Coventry University where he graduated with a Sports Science Degree. Jas brings 5 years of sports development / youth work experience that he gained working for DOST. DOST is an organisation that works with extremely disadvantaged young people who live in Newham. Jas worked closely with a local adolescent mental health team where he used sport to help tackle mental health issues in young people. DOST has worked closely with London Youth for a number of years with Jas achieving his level two in youth work with us. The experience that Jas gained as a sports development officer and youth worker is ideal for Getting Ready. He has the ability to understand the complex needs of individuals and youth clubs, thus helping them to shape a positive, inclusive and fun sports programmes that fit with the ethos of Getting Ready for the Games and Beyond.

Getting Ready is supported by Sports Development Officer *Zoe Mellis*. Zoe joined London Youth in 2003 as Sports Officer for the Millennium Volunteer team and later became Head of Volunteering. She then worked for Sport England where she spent 6 months as a development manager for the London region. This gave her valuable experience in the sports delivery system in London and valuable partnerships were made. Zoe has been involved in sports from the time she could pick up a racket. Aged eight she was winning national tennis championships and her talent was recognised by the Lawn Tennis Association - she joined their school of excellence at Bisham Abbey aged 12. There followed a career on the professional tennis circuit which took her to all parts of the globe and she attained a best world ranking of 602. After leaving the tour behind she joined the University of Georgia to read Psychology and whilst there was part of the winning NCAA state championship team. Zoe has also won national titles at short tennis, squash and racquetball.

*Christine Gray* is Sports Coordinator for the Sports team. Christine has worked at London Youth for 33 years, for 27 of these years she has provided administrative support to the sports team and in the past 2 years has taken on further responsibility as a coordinator, organising events, promoting these and liaising with clubs. She has expertise in data management and has recently developed our comprehensive database enabling us to carry out a thorough monitoring and evaluation system.

The project is supported by our Director for London, *Rosie Ferguson*, (previously Head of Youth Action) who brings considerable specialist expertise in methods of effective engagement of young people in all stages of programme design and delivery. Rosie joined London Youth in 2005 and was responsible for London Youth's accredited volunteering and training programmes (including Youth Leadership and Youth Action) and our London-wide Youth Advisory Board 'Dare London'. Before joining London Youth, she worked for the British Council, as an English teacher in Moscow and as a project leader and trainer with the Alliance of European Voluntary Service Organisations. She was previously chair of UNA Exchange, a youth-led international volunteering organisation based in Wales. She is completing a Masters degree in Voluntary Sector Management.

London Youth's Chief Executive, *Nick Wilkie* provides oversight at approximately two days a month. Nick has a strong track record in leading innovation and managing major contracts and relationships at senior levels between government, the third sector and business. He has helped set up the Young Foundation, been Head of Sustainable Funding at the National Council of Voluntary Organisations and run a major charity trading subsidiary. He has served as a Director of the Home Office's £125million Futurebuilders fund, the UK Social Enterprise Coalition and on a number of ministerial advisory groups for the third sector.

## **5. Detailed programme description**

### **5.1 Objectives, deliverables and outcomes**

Getting Ready for the Games and Beyond is breaking down barriers to young people's participation in sport and healthy activity by:

- Working with 60 youth clubs and young people from East and Central London, many of whom do not currently enjoy the opportunity of getting involved in a diverse range of sporting activities or pan-London competitions due to their economic or social background or sporting ability. (The aim is to run across all sub-regions of London)
- Training the workforce in sport-specific and community sports leader awards
- Involving young people fully in the preparation, development and delivery of the programme, (including acting as sports umpires and officials for sub-regional and pan London events further highlighting the fact that it is a community event, run by young people for young people)
- Creating related volunteering opportunities
- Offering a diverse and contemporary programme of sports and related activities starting squarely from the tastes and aspirations of young Londoners including, basketball, boxing, football, parkour, table tennis, street athletics, indoor rowing, cricket and street dance.

Getting Ready for the Games and Beyond is ambitious yet simple. The proposed programme is set up in such a way that objectives, deliverables and outcomes are clearly measurable and manageable. We believe it is precisely this clarity and practicality which makes the programme attractive.

### 5.1.1 Objective 1 - Capacity Building

Our main objective is to build the long-term capacity of youth clubs and leaders to increase the volume and diversity of sporting activity for young members. This will be achieved through a carefully staged approach comprising the following secondary objectives. You will see in the table below targets for when the programme is fully running in all 5 sub-regions of London.

Secondary Objective	Explanation and rationale	Planned outcomes	Key deliverables
<i>Cluster youth clubs</i>	London will be divided into five sub-regions (using the same boundaries as Sport England and Pro-Active partnerships). Between 25 and 30 youth clubs will engage in the programme in each sub region. Sub-regions will divide again into groups of five or six youth clubs, clustered by geography and the sports in which each will participate.	(1) Establishment of a clear, manageable and measurable structure in which work can be effectively sub-divided (2) Creation of local networks of clubs enabling team and peer-to-peer support and sharing of expertise, thereby sustaining a critical mass of interest and involvement (3) Creation of a strong, pyramid-like platform for building up local activity and competitions into inclusive pan-London competition and collaboration	<ul style="list-style-type: none"> <li>• 150 youth clubs recruited and divided into 5 sub-regions and again into 5 or 6 local clusters, all of approximately equal numbers</li> <li>• Named Development Worker takes responsibility for each sub-region</li> </ul>
<i>Deliver taster sessions</i>	Working with each National Governing Body, experienced coaches will offer taster sessions in local clusters across each sport and activity. This collaborative approach creates a funnel, wide at the top, to draw large numbers of young people into contact with a new experience before committing resources to more intensive development. It thereby creates value for money at the same time as casting the net widely.	(1) Young people experience a new sport under the tutelage of a committed sport-specific specialist (2) Youth leaders exposed to new potential activity	<ul style="list-style-type: none"> <li>• 6000 individual exposures to taster sessions [1 taster session per local cluster per sport each attended by an average of 30 young people]</li> </ul>

<p><i>Develop coaching packs</i></p>	<p>Coaching packs, written and produced with the support of National Governing Bodies, will be available to all clubs to enable youth workers to apply theory to practice and create session plans and activity sessions. These will also provide sign posting to local events, contacts, specialists and other relevant information. This provides practical 'bite-sized' take-always for youth leaders to build their own toolkit for increasing participation.</p>	<p>(1) Youth leaders run new and/or enhanced sports activities within their clubs                  (2) Youth clubs make new contacts with third party sports providers further developing their offering to young people</p>	<ul style="list-style-type: none"> <li>• 1200 coaching packs distributed [8 separate coaching packs - tailored to each sub-region - distributed to 150 youth leaders]</li> </ul>
<p><i>Provide equipment to youth clubs</i></p>	<p>Basic but professional equipment will be provided for participating clubs to enable them to run the specific sport sessions (for example, table tennis rackets or basketballs etc.) This means young people will be able to get involved properly and not rely on rusty old kit.</p>	<p>(1) Increasing diversity, volume and take up of sporting activity within youth clubs</p>	<ul style="list-style-type: none"> <li>• Audit of equipment distributed and usage statistics gathered</li> </ul>

<p><i>Train youth leaders and young people to become community sports coaches</i></p>	<p>Each club involved will have the opportunity to access Level One training or the equivalent for each sport or activity throughout the programme. This will enable youth leaders and young people themselves in clubs that want to develop a fuller programme in a particular sport or activity to do so, helping them gain further knowledge and skills to support their members. We will also run in house Sports Leader Tutor training. This will enable youth workers to become tutors for the Community Sports Leaders Award (level 2) and Sports Leaders Level One course. The programme will subsidise the cost of this training, making it accessible to all. In addition, sub-regional Development Workers will be on hand to support youth leaders deliver within their own clubs. Volunteering opportunities will be actively promoted during and after each Sports Leaders course to ensure that these new learnt skills are used and that young people receive the benefits. We will, in addition, and where feasible attempt to link newly qualified sports leaders with mentors from National Governing Bodies.</p>	<p>(1) Better planned and structured sporting activity delivered within clubs                  (2) Greater diversity of sporting activity offered in clubs beyond traditional sports catering for differing interests</p>	<ul style="list-style-type: none"> <li>• 300 training units delivered [based on the assumption of 150 youth leaders undertaking two sports training programmes each]</li> <li>• Sports Leaders UK tutor courses run in each sub-region for Youth leaders.</li> <li>• Young people training as a Community Sports Leader in their own youth club.</li> <li>• As a result of the Sports Leaders courses we will place trained volunteers into youth clubs to support the sports programme within the youth club</li> <li>• Ongoing in-club support provided to youth leaders</li> </ul>
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<i>Create volunteering opportunities</i>	Young people and adults will be encouraged to volunteer throughout the programme in a variety of ways. Add progression for volunteers. Volunteering opportunities will be created and supported by London Youth's robust volunteering experience and network. Too often people attend courses and sports training and then are not given the support needed to actually put these skills to use. Through the Getting Ready programme we will actively promote volunteering opportunities within youth clubs, placing volunteers and support them throughout the process.	(1) Businesses, adults and young people participate in a pan-London programme (2) Increased public support for London 2012 and belief in the reality of an Olympic legacy	<ul style="list-style-type: none"> <li>• 300 ongoing volunteering opportunities created [2 ongoing, 'meaningful' opportunities created in each participating club]</li> </ul>
<i>Recruit and develop new referees, umpires and officials</i>	Provision of training and the creation of volunteering opportunities will also go some way to addressing the current shortfall in community sports officials, referees and umpires	(1) Enhanced employment prospects for relevant individuals (2) National Governing gain qualified officials	<ul style="list-style-type: none"> <li>• 50 new and additional qualified officials</li> </ul>
<i>Facilitate local and sub-regional competitions</i>	Sub-regional development workers will organise sub-regional competitions (one off tournaments and ongoing leagues) in each sports or activity. Young people will be able to represent their youth club in their chosen sport, progressing to pan-London competitions and National events.	(1) Young people irrespective of natural ability and pre-existing inclination enjoy the thrill and personal development opportunity of representing their club and competing against others (2) Young people from different ethnicities and localities, often divided by suspicion and territorialism are given the opportunity to come together and overcome inhibitions and prejudices	<ul style="list-style-type: none"> <li>• 40 sub-regional competitions [1 in each sub-region for each sport]</li> <li>• 50 local 'leagues' [average 2 per cluster]</li> </ul>

<p><i>Truly involve young people in local design and delivery</i></p>	<p>Throughout, the programme's development and delivery, London Youth's Advisory Board (made up of a 15 young people from across London and run in partnership with the mayor of London and Summer Uni London) will facilitate youth forums where young leaders and young people from our membership can attend to monitor, review and help guide progress. Young leaders will receive opportunities for training and accreditation. In addition, the sub-regional Development Workers will continually engage with young people through pre-existing mechanisms within clubs. We will also work with the Pro-Active partnerships to enable the Youth Advisory Board to present to local CSPANS so that professional working in the sports industry in each borough can hear from young people.</p>	<p>(1) Getting Ready for 2012 is responsive to the needs, likes and aspirations of young people  (2) A second, possibly more intensive stage running 2010 until 2013 is thoroughly informed by young people's evaluation of stage 1  (3) Young people gain skills and confidence through participation in a high-profile pan-London programme  (4) Young people gain AQA accreditation</p>	<ul style="list-style-type: none"> <li>• Advisory Team meets four times a year</li> <li>• Accredited training provided to young leaders</li> <li>• Youth Advisory Board presents ideas to local CSPANS</li> </ul>
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## 5.2 Timetable of work by key milestones

Key milestones for each region are set out below by quarter.

### *Q1*

- Recruit Induct new staff
- Establish sub-regions and local clusters
- Recruit Advisory Team (young leaders)
- Start recruitment and placement of volunteers into youth clubs
- Introduce external evaluator and proposed evaluation techniques to participating clubs
- Deliver initial taster sessions

### *Q2*

- Intensive delivery of taster sessions
- Training and residential weekend for young leaders
- Develop coaching packs
- Commence training for youth leaders
- Advisory Team meeting monthly
- Evaluation process up and running

### *Q3*

- First round of taster sessions completed
- Coaching packs into clubs
- Equipment placed in clubs
- Intensive delivery of training for youth leaders

### *Q4*

- Local competitions begin
- Sub-regional tournaments held in each sport

### *Year Two*

- Detailed evaluation report on Year 1
- Ongoing development programme and support to clubs
- On going taster sessions /coaching packs /sports training / sub regional competitions for each sport

### *Year Three*

- Evaluation report of Year 2
- Detailed project planning for stage 2 running 2010-2013
- Capacity-building programme ongoing

### 5.3 Beneficiaries

Partners and beneficiaries of the Getting Ready for the Games and Beyond programme include:

#### *Young Londoners*

London Youth's network of almost 400 youth clubs serves approximately 75,000 young people across the capital. It is comprised of a diverse cross-section of specialist, cultural and generic agencies offering a range of sporting and other development activities to young people. Developmental opportunities are vast and focus essentially on the personal and social development of young people as well as their health and mental wellbeing.

Working with 30 clubs in each sub-region will enable us to engage approximately 7,500 young people, 6,000 directly through capacity building and 1,500 through the Community Sports Festival. The wider impact of capacity-building clubs will be far larger. On average, clubs work with 150 young people each; working with 150 clubs will mean that 22,500 young Londoners will see the benefits of the programme. Of participating young people, approximately 60 % will be of black or minority ethnic background and approximately 30% will be female.

#### *Young leaders*

The programme also offers young people openings to become peer leaders and trainers within the network, acting as role models and mentors to peers who may lack confidence or strong relationships. We offer a range of accreditation avenues for training and volunteering. Many young leaders become active community volunteers and youth workers.

#### *Youth workers*

Youth club leaders and workers are often local residents who play an active role in advocating for young people within the community. Given the training and capacity building options in this programme they can up-skill themselves and transfer learnt skills to young people. The Government has pledged that all youth workers should be qualified by 2010 – this programme can contribute directly to that aim. It can also add credibility to youth workers' CVs. We believe that encouraging young people to lead enhanced lives, through sport, is empowering as well as refreshing for those youth workers who take the opportunity to build on existing skills and share these with others in their cluster groups.

*National Governing Bodies*

Youth workers and young people will be able to access courses and coaches, with the support of NGBs, to grow their skills and life experiences. This will open up our wide network to the NGBs and to the further development of and advocacy for sport in the community. Our networks will attract volunteer capacity both for this programme and very possibly more widely to the benefit of the NGBs. Partnership work will also generate a pool of coaches, much needed officials and enthusiasts for future and sustainable sport-specific development.

*Schools and Local Authority Youth and Sports Development Services*

Getting Ready for 2012 will seek to work closely with school and local authority partners supporting sports development teams, and where appropriate, making links with business and employment sector development teams in each borough.

Getting Ready will directly enable local authorities to make good on their obligation to meet Clause 6, section 507b of the Education and Inspections Act placing a duty of care on local authorities to secure sufficient educational and recreational leisure-time activities.

The Extended Schools initiative also provides opportunities for collaboration: for example, one of our member clubs that will participate in Getting Ready for 2012 is the Salmon Centre in Bermondsey which is already a great example of how youth club facilities can be used by local schools. By linking the voluntary and statutory sectors in this programme we will create a cohesive community opportunity to develop young people from dependence to independence as active citizens with good health and positive attitudes. For example, we are currently working in close partnership with the London Borough of Newham to provide coaching opportunities and sports sessions for young people.

*Pro-Active partnerships*

Funded by Sport England and working in five sub regions, the partnerships are in the process of writing area specific sports frameworks. Having been given a 1% sports participation improvement target, achieving a strong, practical working relationship with the voluntary sector and youth groups will be essential. Another key target identified has been sports volunteering, which is an area of London Youth's expertise from which they can benefit.

#### *The business community*

For businesses who may wish to support Getting Ready for 2012 we believe that a number of significant business benefits can accrue to both the corporate community involvement and employment and skills agenda – set out as key objectives in the joint London First, CBI and London Chamber of Commerce 'London 2012 Business Opportunity Prospectus'<sup>29</sup>.

We offer the opportunity to partner a pan-London initiative creating a range of differing sponsorship opportunities from coaching packs to the community sports festival and reaching every community in every borough. As well as recognised brands, Getting Ready for 2012 can offer opportunities to local businesses, who typically may not engage in corporate social responsibility at a strategic level, to partner local clubs and thereby take part in a much wider programme than they could otherwise access.

Beyond employee volunteering and corporate community involvement, we believe that the provision of training, skills development and accredited recognition for sports participation, coaching and volunteering can support a better equipped labour force. We are keen to explore, with potential business partners, how specific links might be made between Getting Ready and employability programmes and have made initial links with East London Business Alliance and the London Chamber of Commerce.

## **5.4 Staffing and management**

Seven full-time staff will eventually work on Getting Ready for the Games and Beyond.

The Programme Manager is London Youth's Head of Sport, Louise Cross whose skills and range of experience is set out above. Louise's primary responsibilities will be for:

- Ensuring deliverables are met on time and to budget
- Budget management
- Staff management and development
- Developing and maintaining key external partnerships
- Ensuring the project is fully evaluated and that lessons are learnt in order to inform a potential stage 2 running 2010-2013

Five sub-regional Sports Development Workers (2 whom have already been recruited) will be recruited with qualifications in sports or leisure to degree level or equivalent. Each will require experience of working with young people and understand their diverse needs. Each will be responsible for a sub region and likely work out of a local office.

Primary responsibilities will be:

- Managing relationships with participating clubs, Pro-active Partnerships and local sports development teams
- Delivering taster sessions and developing coaching packs in partnership with the National Governing Bodies
- Facilitating coaching for youth workers and leaders
- Facilitating local and sub-regional competitions

The team is supported by a full-time administrator.

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<sup>29</sup> 'London First, CBI London and London Chamber of Commerce.(January 2007), *London's 2012 Business Opportunity Prospectus*

The programme will also draw on temporary staff and external agency support in the delivery of the community sports festival and for evaluation and capturing learning.

The team is managed within and benefits from membership of London Youth's programmes department (which also houses our volunteering, training, performance improvement and youth action teams). The Head of Sport line manages all posts and is line-managed by London Youth's Director for London (Rosie Ferguson, see above)

The Project will also draw upon the collective and individual advice of its expert Advisory Team made up of a diverse range of practitioners and young leaders. The Project staff will meet with the Advisory Team quarterly. In addition to meetings, the Advisory Team may also meet in smaller groups to discuss specific areas of work in detail as need emerges.

## 5.5 Measuring Success – monitoring and evaluation

We are working in partnership with NCVO so that we can measure the real impact the programme has on the youth clubs involved and the young people they work with. We will undertake a range of quantitative and qualitative analysis to assess the impact of the Programme and have clear targets and outputs for all areas of activity. Critically, evaluation will be undertaken as the project unfolds and not in the manner of an end of term report card, thus enabling real-time learning.

Baseline data has been collected on each participating club at the outset to re-confirm the ethnic, social, age and gender make up of each club and current levels of sporting activity put on within each club. This has formed a detailed base against which end-point analysis can be conducted for both each club and the programme as a whole and increasing provision and take up be measured.

Output monitoring will be measured against the targets set out clearly in this plan and collated in detailed quarterly activity reports. This will include numbers of young people participating in taster sessions and local and sub-regional competitions, and numbers of youth workers receiving coaching packs and attending training sessions. Information will be segment-able by sub-region, locality and potentially, the differing social backgrounds of participating young people to allow detailed analysis to be undertaken by each target segment and thus learn lessons about what works for each.

Outcome assessment will be undertaken both within individual outputs and across the programme as a whole through key interviews and macro-analysis of output data as set out immediately above. For example, before a taster session, participating young people and youth workers will be asked to fill out pre-event evaluations assessing their current levels of enthusiasm and understanding of the sport to be tasted. This can then be set against post-session evaluation to track value-added. Follow-up surveys of selected samples can then track the medium and long-term impact of specific interventions. This work will be supplemented by key interviews and an ethnographic, 'field-based' approach centred upon a representative sample of participants.

Evaluation work will thereby embed evaluation within the core activity of the programme and provide:

- A critical evaluation tool to inform future strategy and design of a possibly stage 2, running through 2013
- A detailed evidence base to inform other agencies and initiatives seeking to drive up participation beyond elite competition and the school gate

### 5.6 Budget For 1 Sub –Region over 3 years

<b>Item</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
Project staff	44	45	46	135
Management	5	5	5	15
Direct running costs – capacity building	31	25	32	88
Accommodation, office and back office costs	7	7	8	22
<b>Total</b>	<b>87</b>	<b>82</b>	<b>91</b>	<b>260</b>

Rounded to nearest £1k.

Please note that a very detailed budget has been prepared and can be made available.

## **Appendix 1 – Clubs providing in-depth analysis of need**

Copenhagen Youth Club - Islington  
London Gypsy and Traveller Unit - Hackney  
Jump Youth Club – Lewisham  
Streatham Youth - Streatham  
Peabody Trust, Tachbrook – Westminster  
Westminster House – Southwark  
Chelsea Youth Club –Kensington and Chelsea  
Danson Youth Club – Bexley Heath  
City YMCA – City of London  
Charis Project – Barking and Dagenham  
Edmonton Eagles Youth Project – Enfield  
London Tigers –Westminster  
Project Dost – Newham  
The Duke Centre – Bromley  
Fitzrovia Youth in Action – Camden  
Elite Youth – Tower Hamlets  
Samuel Montagu Youth Centre – Greenwich  
The Lion Club – Hackney  
Fulham Youth club – Hammersmith and Fulham  
Ebony Horse Club - Lambeth  
St Boniface Youth Club - Wandsworth

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## **Appendix 3 – Project partners**

### **1. National Governing Bodies**

#### **Amateur Boxing Association**

##### **Our contact**

Jim Atkinson – adviser and former board member

London Youth have a long history and relationship with both Jim Atkinson and the ABA and for the past 103 years we have run the Annual London Boxing championship with the ABA. The ABA has developed a national strategy that has a 5 stage development programme to get non-specialist-boxing clubs involved in the sport through awards to run non-contact boxing sessions. This links in with exactly what we are trying to do with our youth clubs, youth workers and volunteers. The ABA will run coaching sessions specifically for London Youth clubs. We will also link participating youth clubs with specialist boxing clubs creating a progression route for those Young people who wish to move onto full contact boxing.

#### **England Basketball**

##### **Our contact**

Steve Alexander - Manager for London

Lisa Williams - Basketball Development Officer - London

##### **How we envisage working in partnership**

We will use their coaching packs and hire Basketball level 1 trained coaches to run taster sessions. We will also use them to facilitate training courses for us. They will also consider putting in professional coaches to clubs alongside or instead of training up youth workers.

### **Football Association - London**

#### **Our contact**

Josie Clifford – Regional Development Manager

#### **How we envisage working in partnership**

We will use FA coaching packs and coaches to run taster sessions. The FA will facilitate training courses for us.

### **English Table Tennis Association**

#### **Our contact**

Brian Spicer - Regional Development Manager

#### **How we envisage working in partnership**

ETTA has previously partnered London Youth set up and run competitions. In Getting ready, we will use ETTA coaching packs and coaches to run taster sessions and facilitate training courses. We will also continue to work closely with them to run events and provide Junior Umpire training.

## **2. Delivery and other partnership agencies**

### **Pro-Active Partnerships**

#### **Our contacts**

Jason Fergus - East Director  
Christine Double - South Director  
Simon Lister - West Director  
Angus Robertson - Central Director  
Adrian Ledbury - North Director

#### **How we envisage working in partnership**

We expect to work very closely in partnership with the Pro-Active London partnerships. Getting Ready in such a way that the 5 sub-regional development officers will work conterminously with the Pro-Active sub-regional officers' development teams. We have met with each partnership individually and presented to the board.

We have also made contacts with sports development teams in Newham (Leon O'Shaun) (with whom we already deliver a programme funded by Sports for Communities) and Waltham Forest (Jon Widdows, 2012 Manager). Through our work with Pro-Active Partnerships we are meeting with Sports CSPANS, which will involve meeting and presenting to every Sports Development team in each sub-region. It is proposed that the Sports Development Officers working on Getting Ready will sit on the CSPANS. As such in the detailed delivery of Getting Ready we will be well placed to ensure the programme joins up on the ground at the local level with the work of the Pro Active Partnerships, local authorities and CSPANS. .

### **London Youth Rowing (LYR)**

London Youth Rowing is a newly independent organization that has grown out of a joint venture between London Youth and The Royal Albert Docks Trust (RADT). The chair and chief executive of London Youth are Directors of London Youth Rowing. LYR runs indoor rowing and week long summer camps at the London Regatta Centre, Lea Rowing club and Barn Elm boat house.

Getting Ready will build on this partnership facilitating taster and training sessions and loaning equipment to clubs to increase the uptake of indoor rowing.

LYR has proved already that this style of working gets clubs and young people involved in new sports.

### **LCSN (London Community Sports Network)**

#### **Our contact**

Sangita Patel – Project Manager

#### **How we envisage working in partnership**

We have constant contact with Sangita and already link in with LCSN Sprint project. We will build on this partnership to help deliver additional training as part of Getting Ready.

### **London Coaching Foundation**

#### **Our contact**

John Herbert – Chief Executive  
Ewemade Orobator – Development Manager

#### **How we envisage working in partnership**

LCN run introductory athletics events for young people across London with the support of national coaches and athletes. The groups that we are working with will link into these events and we will explore with LCN the possibility of accessing famous athletes and coaches at our events.

### **LCCA (London Community Cricket Association)**

#### **Our contact**

Andy Sellins – Programme Director  
Tony Joseph

#### **How we envisage working in partnership**

LCCA will run coaching sessions in Tape Ball Cricket for our youth workers as well as helping with the organization of tournaments for young people we will work with

## **London Civic Forum**

### **Our contact**

Miriam Haywood – VCS 2012 Project Co-ordinator

### **What do they do?**

London Civic Forum's VCS 2012 project is the strategic voice for the voluntary and community sector on the 2012 Games. Louise Cross sits on the VCS strategic group and we have been involved in the planning for 'The Big Opportunity' which is a initiative set up to insure that voluntary and community organizations are seen as an important part of the 2012 development. If such an organization was to run a sports or community event to promote this then they would use 'The Big Opportunity' logo. Though not a sports or in fact a delivery agency as such we will look to London Civic Forum for promotion and profiling of our work as good practice in securing a living and lasting legacy for London 2012

## **London Sports Forum for Disabled People**

### **Our contact**

Stewart Lucas – Chief executive

### **How we envisage working in partnership**

We will look to co-ordinate our approach with the Forum and identify and broker partnerships with specialist disability organizations to make sure that there are opportunities for young people with disabilities to take part in sport.

## **Sports Action Zone – Southwark and Lambeth**

### **Our contact**

Brain Dickens – Project Director

### **How we envisage working in partnership**

London Youth clubs will link into their existing programme whilst we work to develop these services. In particular we will work closely with the Nike dance project to develop this as a pan London project for young females.

## **Sports Leaders UK**

### **Our Contact**

Helen Cazelet & Chris Toner – Regional managers, London

### **How we envisage working in partnership**

We will work with Sports Leaders UK in order to provide in-house Tutor training for the Community Sports Leaders Level 2 and Sports leaders Level 1 in order to provide tutor training for youth clubs so that they are able to run these courses to staff, volunteers and young people. They will offer support to clubs running these courses and promote the add-on courses for sports. We will then actively place those that have trained on the course in to sports volunteers positions.

## **Youth Sports Trust**

### **Our contact**

Andy Martin – Head of Olympic and Paralympic Development

### **How we envisage working in partnership**

Although Youth Sport Trust work in schools potential areas of collaboration identified include:

- Ensuring their schools sports partnership development managers know about our programme as a point of referral beyond the school gate
- Working with London-based national competition framework managers if we were to progress the games element
- Providing placements for volunteers coming through their Step into Sport programme (apparently there are plenty of volunteers but a scarcity of appropriate placements, especially in London)

We are already working with them to run a pilot of 2 + 2 hours of sports activities.