

**LOCAL
DELIVERY
PILOTS**

**FREQUENTLY ASKED
QUESTIONS**

We hope these frequently asked questions are helpful as you consider whether to submit an Expression of Interest. They have been developed from and following the recently held Local Delivery Pilots workshops.

Please also refer to the:

- The slides used at the workshops
- The key messages film from Jennie Price our Chief Executive
- The EOI and guide released before the workshops
- The initial information released on the 19th December

All these can be found at <http://www.sportengland.org/localdelivery/>

If you have any queries about the process or applying then please contact: localdeliverypilots@sportengland.org

CONTENTS:

General	3
The application stages.....	4
The number of pilots, the overall mix and the number of bids from one area	4
Expectations at Expression of Interest Stage	5
Assessment of Expressions of Interest.....	6
Stage two	7
Size/scale/audience	8
Partnerships/lead partners/which organisations can be involved?	10
Funding.....	12
Alignment with other service programmes	14
Role of Sport England / other national organisations	14
Definitions	15
Measurement	16
Learning	17
Monitoring/Evaluation	18
Sustainability	19

GENERAL

Q: Why are we doing this?

We need to see if it's possible to create a major step change in engagement in sport and physical activity. The pilots are the key plank of our strategy and we want to test whether a behaviour change approach in a place can significantly increase activity levels. This increased activity needs to come through growth in the inactive and underrepresented groups. There are currently no blueprints for this sustainable, replicable and systematic growth in activity at population level.

Q: Is this about the whole system working together in a place?

Physical activity is driven by a wide range of influences at multiple levels. Interventions succeed when they operate on a number of levels – individual, social environment, physical environment and policy levels. So change at all levels will be needed. We need to understand how making changes at all levels of the whole system model could deliver sustainable increases. This is not about individual interventions at a project level. We need something broader at greater scale to drive change in engagement in physical activity.

Q: What help is available?

In order to remain fair to everyone we will not be providing bespoke support to any place in the lead up to submitting an Expression of Interest (Eoi). Key information and materials such as the presentations from the workshops are available on the website.

Q: How were the timeframes of the programme determined?

The timescales reflect those that have been set for Sport England by Government. Sporting Future, the Government strategy for sport, looked at the timeframe in which scale changes have been attempted in other countries and our investment approach has been set for the next four years.

Q: What are partners expected to achieve in the eight years / what are the expected outcomes?

In the long term by 2025 we need to have learned lessons from the pilots and applied them nationally - in order to demonstrate a step change in population level engagement.

In the medium term, by 2021, we need this programme of investment to provide us with enough quality learning to inform the level of change needed and our aim is that the group of pilots outperform national trends.

Short term outcomes are focussed on indicators of success – i.e. the things that we feel will give us confidence the pilots are moving in the right direction, such as building greater understanding of audience needs.

Q: If you haven't been to a workshop, can you submit an Eoi?

You can still submit an Eoi without having attended a workshop. We increased the number of workshops to 16 with over 700 delegates attending. We do not plan to schedule further workshops.

Please have a look at the information on our funding section and review the workshop materials on the website. This information should help you with understanding what the local delivery pilots are.

Q: Is there a phase 2 of the pilots?

No. We are only running one selection process for pilots.

THE APPLICATION STAGES

Q: What are the two stages and what happens at each stage?

Stage 1 is the development and submission of the Eol form. This flows directly from the workshops that interested places have attended. You have until March 31st to complete the Expression of Interest form and submit it to us.

Those submissions will then be assessed over approximately an 8 week period. Stage 1 will complete when we have selected from those submissions a number of places which we want to work with to further develop their proposal. Any places which are not chosen at Stage 1 will also be informed at this point. This should be completed by the end of June 2017.

Stage 2 is the development phase where places invited to go forward will work closely with Sport England to develop the understanding, insight and ideas that can be tested. The time taken for this phase may vary from place to place. This may continue to be a competitive process and it may be that not all stage 2 places go on to become pilots.

THE NUMBER OF PILOTS, THE OVERALL MIX AND THE NUMBER OF BIDS FROM ONE AREA

Q: What is the final number of pilots you will select – is it 10? You mentioned 3 or 4 may be selected early – what did you mean?

It is correct that we referred to a figure of 10 pilots in our Strategy. We want to keep an open mind as we do not know what number of Expressions of Interest we will receive and the variation in them. So the options after the assessment are that:

- Some places that are invited to stage 2 may be well placed against the criteria and may only need to develop some aspects in this stage, but this could be quick and an early decision on pilot status confirmed. This could allow us to implement some of the pilots early within 2017/18 in order to show progress.
- Some places that are invited to stage 2 may need more development work and may take longer in this stage before we can confirm or otherwise if they will become pilots.
- We cannot specify how many will be prioritised in these ways as it will depend on the quality and breadth of what we receive. In both the above instances the process may remain a ‘competitive’ one and even if successful at stage one there is no guarantee of funding in stage 2.
- Some places will not be invited to stage 2 but there are some interesting aspects of their bid we would like to discuss/support. This might link to other funding or programmes we have available.
- Some places are not invited to the second stage.

All of the above categories will be invited to join the ‘learning community’ we referred to at the workshops.

Q: You stated you wanted an overall mix of projects – what is this?

We will look at the overall strengths and weaknesses of each submission. We are aware that there are likely to be many submissions which provide a compelling case against all five criteria. This means there are other aspects which will inform our final decisions so we can ensure there is maximum value from the whole Local Delivery Pilots programme. These aspects are:

- The need for a mix of different types, scale and location of places
- A mix of different approaches so we are testing different variables
- Ensuring the programme as a whole sufficiently reflects our wider key investment priorities around tackling inactivity and targeting under-represented groups

Q: Is there a limit on the number of bids in an area? Can you have two applications for the same geography?

Two or more bids in an area would indicate that the ability of the leaders of place to prioritise a particular approach is limited and that genuine partnership working may not be strong or possible. We would expect effective partnerships that are well joined up to be submitting just one bid for the area – however defined. We encourage anyone thinking of submitting an Expression of Interest to engage with your place leaders locally.

EXPECTATIONS AT EXPRESSION OF INTEREST STAGE

Q: How much can you adapt your initial idea?

At Stage 1 we are deliberately not asking you for detailed ideas or proposals. At Stage 2 you will work with us and other external experts to develop ideas. These are more than likely to evolve and change.

Q: How far can we scale up existing ideas or projects or do our proposals need to be brand new?

At Stage 1 we are deliberately not asking you for detailed ideas or proposals. The ambition of these pilots is very challenging in providing evidence of effecting population level change. It is unlikely that a small existing project will be of sufficient scale and reach to be able to do this without substantial modification. We will however need to start with an understanding of the current assets within a place. We will need to understand existing projects, investment and assets. We will need to discuss and understand existing effectiveness and impact. Existing projects which are very well developed may not give us the flexibility to collectively design and develop the whole system approach with interventions at all levels needed.

Q: What is the word limit for the EoI?

There is an overall word limit for any completed Expression of Interest form of 10,000 words. This limit is designed to allow you to answer all of the questions with sufficient detail but based on your feedback will give you flexibility to answer some of the questions with more detail where you wish. Most word processing software such as Microsoft Word contain a simple word count option which will allow you to keep track of your word usage as you develop your answers. You can include tables. These are included in the word count.

Q: Do you need letters of support for the Expression of Interest, or some local buy-in?

We do not require letters of support for the Expression of Interest. Local buy-in particularly from your place leaders is absolutely essential if you are to be successful. We will be testing the strength and depth of this as part of Stage 2 for those getting through.

Q: What level of commitment are you expecting by the end of March? (It is a short time period to get partners on board)

As explained at the workshops we are not assessing either partnerships or commitment at Stage 1. This means you only need to give us an outline indication of who is committed to support the project and who you will work with. We will test this in more depth at Stage 2 if you are invited to proceed when we will ask you to undertake more work to firm up arrangements in this area.

ASSESSMENT OF EXPRESSIONS OF INTEREST

Q: What is the process for deciding on which Expressions of Interest get taken forward?

All Expression of Interest will be assessed by an experienced group of Grants Managers to identify strengths and weaknesses against the five initial criteria. This will also draw upon internal and external intelligence including demographic profiles of your place.

All of this information will then be reviewed by senior colleagues at Sport England to create a shortlist of potential places. This shortlist will then be reviewed by an expert panel involving key partner agencies and others. The final decisions as to which places are successful at Stage 1 will then be taken by Sport England.

Q: Will you be encouraging people to pool together if there is a similar bid?

At Stage 1 we expect partners to have those discussions locally between themselves. At Stage 2 we may seek to do some brokering where there is a clear case that this will benefit the pilot and there is strong potential that it will work. Even at Stage 2 effective partnerships have to be built by the organisations themselves but we can help and support.

Q: How will the potential quality of a project idea be decided?

At Stage 1 we are deliberately not asking you for detailed ideas or proposals. It is important that you do not think of your submission as a 'project' at this stage. At this stage we are not looking for this level of detail; we are more interested in the quality of approach, the story of your place and the significance of this agenda to it. By this we mean; what thinking have you done; how have you responded to the pilot opportunity; what research and knowledge have you already obtained; what is the vision and outcomes you are seeking; and where are you on the whole system journey.

Q: Is there a scoring system for assessing the Eols?

There is no numerical scoring system for the Eols. The decisions we take will be based on the testing and scrutiny of what you have submitted and taking into account all of the best evidence and intelligence available in order to reach a final judgement. This evidence must be robust and supported by facts.

We will look at the overall strengths and weaknesses of each submission. We are aware that there are likely to be many submissions which provide a compelling case against all five criteria. This means there are other aspects which will inform our final decisions so we can ensure there is maximum value from the whole Local Delivery Pilots programme. These aspects are:

- The need for a mix of different types, scale and location of places
- A mix of different approaches so we are testing different variables
- Ensuring the programme as a whole sufficiently reflects our wider key investment priorities around tackling inactivity and targeting under-represented groups

Q: Do we get the feedback?

All applicants will receive a letter determining the outcome. If any place wishes to receive specific feedback on their Expression of Interest and the reason for the decision then we will aim to fulfil this request but given the likely volume expected we may not be able to do this for every locality.

We are committed to share the learning from the pilots quickly and effectively.

STAGE TWO

Q: What might happen at the end of the Expression of Interest stage?

In line with our overall approach we will keep an open mind but these are the potential scenarios:

- Some places that are invited to stage 2 may be well placed against the criteria and may only need to develop some aspects in this stage but this could be quick and an early decision on pilot status confirmed. This could allow us to implement some of the pilots early within 2017/18 in order to show progress.
- Some places that are invited to stage 2 may need more development work and may take longer in this stage before we can confirm or otherwise if they will become pilots.
- We cannot specify how many will be prioritised in these ways as it will depend on the quality and breadth of what we receive. In both the above instances the process may remain a 'competitive' one and even if successful at stage one there is no guarantee of funding in stage 2.
- Some places will not be invited to stage 2 but there are some interesting aspects of their bid we would like to discuss/support. This might link to other funding or programmes we have available.
- Some places are not invited to the second stage

All of the above categories will be invited to join the 'learning community' we referred to at the workshops.

Q: At each stage our application could evolve – how much tolerance will there be if it moves away from the EOI?

At Stage 1 we are deliberately not asking you for detailed ideas or proposals. All we require is some indication of what we could pilot and learn in your place. We do not require any detailed plans.

At Stage 2 you will work with us and other external experts to significantly develop ideas. These are more than likely to evolve and change.

Q: You say that you will work with us in stage 2 if we get through – what would this look like?

You will have a defined senior point of contact at Sport England who will work with you at several key points during the scoping and development elements of Stage 2. We may also bring in other internal and external expertise to assist at this point.

Resources will be made available to help develop your thinking and ideas at Stage 2. This may involve some provision of internal and external expertise, possibly even funding to provide key insights.

Q: How long will stage 2 be?

Some places that are invited to stage 2 may be well placed against the criteria and may only need to develop some aspects in this stage but this could be quick and an early decision on pilot status confirmed.

Some places that are invited to stage 2 may need more development work and may take longer in this stage before we can confirm or otherwise if they will become pilots.

We cannot specify how many will be prioritised in this way as it will depend on the quality and breadth of what we receive. In both the above instances the process may remain a 'competitive' one.

Q: What is the start date?

The formal start date will depend on how quickly a place can progress through Stage 2 and receive a formal funding offer from us. This will vary from place to place. Getting the correct planning in place is essential and we will give each place sufficient time to do this. All pilot projects will need to be underway by March 2018.

SIZE/SCALE/AUDIENCE

Q: It would help us to have an idea about the size of place that you are looking for?

We are deliberately not stating an ideal or optimum size. The size of your place should come out of the logic of what you are trying to address, with who and where. It does not have to use existing place boundaries e.g. local authority but the definition and identity of the place chosen needs to make sense both to the population involved and to local leaders and influencers.

A key outcome for a pilot has to be an ability to test scalability to a population wide level. We are looking for transformational change in a way that tests the whole place or whole system approach, tackles under-representation as an issue. Size in many ways will be linked to where the issues are found, where people connected with those issues are found, and where there is ability to influence using geographical identities and structures.

The above is not likely to be found in a place that is focused on very small scale area e.g. one estate. However, if within a wider place identity you wished to focus a pilot on 10 estates this would make more sense. Likewise a large region or area may not work because of the complexity and number of leaders and partners who would have to be aligned.

You should have the outcomes clearly in mind when you consider the size and scale of your proposed place. Remember the focus is in growth through the inactive and underrepresented groups.

Q: How should we define our place?

We really need your place to make sense in terms of how your audiences relate to it, engage with it, how you come together in your place to make decisions, set policy, and influence the lives of those that live in it, Please think carefully about this, about how your definition of place is the best it can be to collaborate on the change we are seeking to achieve. It's got to be a size and scale that gives us the best chance of working in a whole system way to effect population scale change.

Remember people's subjective boundaries may not be the same as organisational boundaries we want to hear the story of your place and why the challenge of tackling inactivity and addressing the stubborn inequalities in participation are important. So in thinking about how you define your place some key questions for you may include:

- What change do you want to bring about?
- What are the most important local issues to tackle?
- What do you want to test and learn?

Q: Is it acceptable to pick different geographical areas within an area to focus upon?

If there is a clear connection and rationale for this e.g. a focus on improving inclusivity in areas of particular inactivity then you may want to consider different areas. You should have the outcomes clearly in mind when you consider this. The focus is in growth through the inactive and underrepresented groups. We think applicants will be best placed to know and understand their place and audience.

Q: Is there a tension between 'population level change' and 'driving change through under-represented groups'?

By 2021 - we want to have proven that it is possible to change the activity levels of under-represented groups in a place. But we have to have done that at a scale that shows up at the population level of their place. i.e. not just a well performing project somewhere that evaluates well but would not show up in representative survey data.

It's then our collective job by 2025 to translate that to a wider more 'homogenous' whole population approach across the country.

We need to learn how to achieve change at scale amongst the under-represented groups during these pilots based on the logic that we learn how to do the toughest job first and then about how to apply learnings to other audiences and behaviours i.e. those that are more likely to be active or indeed are active already.

The idea is that we've got 4 years to test and learn and scale up what works and shut down what doesn't. This means that there will be 'piloting within the pilots.'

Remember the outcomes and where we want to see the scale change by 2021.

Q: Will overlapping areas potentially be considered if they address different audiences?

It is possible we might receive these but we would expect any overlapping areas to have been considered in the relevant Expressions of Interest.

Q: Is there any guidance on the 'audience' – do the pilots need to cater for everyone in a place or just focus on particular groups such as the inactive?

You should have the outcomes clearly in mind when you consider size and scale. A key outcome for a pilot has to be an ability to test scalability to a population wide level. The focus is in growth through the inactive and underrepresented groups.

Ultimately there needs to be sufficient focus in any pilot on tackling inactivity and improving inclusivity. Whether this is done in a place through direct explicit targeting of particular groups (sub sections of the total population) or through a population wide approach (everyone living in the locality) will vary – there is no particular preference as both have advantages. We are likely to test both approaches.

It may be helpful to think about the concept of 'proportionate universalism' which is used within public health circles. This would mean that any audience focus can include everyone in a place but then the resourcing and delivering of any interventions is done at an intensity proportionate to the degree of need.

PARTNERSHIPS/LEAD PARTNERS/WHICH ORGANISATIONS CAN BE INVOLVED?

Q: Can Sport England help in getting people together and point out that other people are thinking of the same thing but have not spoken together?

At the Expression of Interest stage we will not be doing this. We expect interested places and organisations to make their own connections and have conversations with relevant partners. The ability of the place to do this is a key element in demonstrating there is effective leadership in the place which has a strong overview and presence within all networks.

We have circulated the list of delegates who attended the workshops so partners can see who else attended the workshops from their area.

At Stage 2 we could play a more active role in bringing partners into pilots where this makes sense and has the clear support of both ourselves and those leading the pilot.

Q: Is there scope for pilots to be linked together if they are geographically close?

We hope that neighbouring places will have identified the possibilities of this and explored it before submitting an EoI. We don't want to create artificial connections based on proximity if a culture of collaboration is not well evidenced. We will however bring the pilot network together to share approaches and learning on the journey which will aid cross fertilisation of knowledge.

Q: Who should lead the pilot application?

There is no formal requirement at this stage as to who leads the pilot application. We ask a question in the EoI (3a) to explain why the organisation who is leading has been chosen to do so. We expect any application to explain their role in the place, working with the particular audiences and how they can provide leadership to the pilot as a whole.

Where this organisation is leading on behalf of a partnership then you can make this clear when answering Question 3a.

There is scope later on in the process at Stage 2 to change the lead organisation so this should not be seen as a firm decision at this stage.

Ultimately we will need a legally constituted body to receive funding as a pilot so if the partnership is not legally constituted then an accountable organisation will be required who will be responsible for adhering to the terms and conditions of our funding.

Q: What about existing partnerships and relationships?

We know that many areas have long standing relationships with Sport England. No place is given preferential treatment and nowhere has been preselected as a pilot. Each submission will be judged solely on its merits.

Q: Does the lead partner need to be a sports organisation?

No, the lead partner does not have to be a sports organisation. It is about who is the best partner to lead the process. We want the pilots to be about working with new or expanding partnerships.

Q: Does an EoI need the support of the Local Authority?

We are looking for Expressions of Interest to show they have the support of place leaders (question 3b in the EoI). We would normally expect a pilot application to have support of the relevant Local Authority as they are very often seen as the 'strategic leader for place'. If there is a reason this is not possible then give an explanation in the EoI submission.

Q: What is the role of the County Sports Partnership?

County Sports Partnerships have been asked to provide brokerage and support to all places within their boundaries considering applying.

Q: If you are not a leading organisation, or part of a partnership, how do you register an interest in a specific place at Stage 2?

Where it makes sense to bring in other partners with a national, regional or local remit at Stage 2 we will do this but only with the support of both ourselves and the potential pilot area. We still need to look at ways to capture organisations who would still like to be involved if the discussions show that they clearly have a role to play.

FUNDING

Q: If you have other Sport England funding, does that disqualify you from this?

No it doesn't. Obviously, if we choose to go ahead with you, we will want you to think about the resources and assets you have which might include existing projects that we are funding. We would expect you to consider how we make most effective use of any existing investment to support the pilot outcomes. We would definitely want you to show how you will bring the learning you have taken from any existing or previous funded projects into your approach.

Q: Can you fund beyond the 4 year period to support pilots up to the 8 year time horizon?

We can give a commitment to fund to the end of 2021. We understand there may be aspects that still need further testing after 2021 but as a general approach we won't be looking to continue funding pilots after 4 years. If the local system has been transformed then the need for Sport England funding may well not be there.

Our current strategy runs from 2017-2021 and our investment for this period is planned of which the pilots are key. They may influence the investment approach in the next four years from 2021.

Q: How much will each pilot get?

Our total budget for the pilots is £130million but this doesn't mean it is going to be £13 million a place. Depending on the size and the level of challenge, we may well invest different amounts in different pilots. Investment will be needs led and based on a joint understanding of the current needs and future aspirations. Budgetary requirements are not an expectation at the EOI stage.

With the overall budget of £130 million, please don't give us a vision that will cost £50 million of Sport England funding. To secure over £10 million a place will have to be doing extraordinarily well, but it's not impossible. Similarly there would be no point trying to do system change on the basis of £1 million. We also want to consider what investment is made but test out new and different ways in how to invest.

Think about how the money could be strategically deployed as you go along. So if you think in your particular place, there is a piece of capital investment that would massively enhance the way people feel about and engage with sport and physical activity, that might not come along until you have done your first two years work of audience engagement, co-creation, putting some of your softer infrastructure in place. Thinking in that order compared to building a new leisure centre, would be much more compatible with our way of thinking.

Q: Is money allocated according to population or outcomes?

Money is not allocated on the basis of population size or audience. We will identify the investment need in a place once we have determined what the ambition of that locality is, what transformational change looks like and what the related investment requirement is to help achieve this. The focus will very much be on outcomes.

Q: Do we need to provide match funding?

We haven't stipulated a level of match funding for the pilots but we would expect given the nature of what we are trying to achieve that those that are successful pilot areas will bring with them a level of resource to support their ambition. Partnership investment from you will be needed. If we are to achieve transformational change and significantly impact on inactivity levels in a place it is highly likely that you will need to challenge the way you currently do things and how you currently allocate resources. So it might be as much about being flexible and adapting how you and your partners use your current funds as any new.

As a reminder, we are not looking for details of funding at the Expression of Interest stage. We would in due course expect the whole system in a place to "corral" resource with us so together with can deliver the change needed. It would be strange to think of a system where all those partners in a place aren't contributing either in cash or in-kind, pooling resources such as people's time, staffing as well as budget.

Q: What can the money be used for?

We are flexible in how the budget we have available is spent so long as it falls within our lottery regulations so it may be revenue and it may have some capital elements. We fully expect in some places to have to fund insight work, capacity, and training alongside the transformational change model as we go along. The key point will be understanding the need in the locality first, the conversation of what and how any investment can be spent will follow after.

We expect to test the boundaries of what we can and can't fund through the pilots as this emerges.

Q: Clustering of other unhealthy life factors - smoking, weight, a holistic package of health management - is it going to be allowable to have this in a package for a bid to address these other factors, should this be through match funding?

We would look at holistic lifestyle approaches but would expect partners to be resourcing elements of this that delivered wider outcomes beyond tackling inactivity. We are keen to be flexible with our funding and be able to fund anything that is allowable and appropriate, but we have a legal obligation of how we spend lottery money which we need to take into account.

We need to be careful of not replacing statutory funding and the role of others in the local landscape. We will not be able to fund ideas that break our financial and policy regulations for funding.

Q: As the budget is not being worked on until later on, would the ideas expressed in the Expression of Interest be scalable based on a budget that isn't actually known?

We are not looking for project ideas/solutions at the EOI stage. What we are really trying to drive at through the EOI is 'here is the place', 'here is why we think this is the place', 'here are the issues', 'here is how we think activity can address them', 'here are the audiences that might relate to', 'here are the people we might bring with us'.

With the overall budget of £130 million, please don't give us a vision that will cost £50 million of Sport England funding. Similarly there would be no point trying to do system change on the basis of £1 million from Sport England

Q: Is it a capital or revenue programme, or both?

Whilst we must operate within the rules of public expenditure, we are keeping an open mind and have the flexibility to invest in capital (new and improvement) and revenue approaches. The most important thing is that it is based on identified need and insight and is scalable in its impact to deliver population level behaviour change.

ALIGNMENT WITH OTHER SERVICE PROGRAMMES

Q: Given that this is about whole system change and place, to what extent are projects expected to connect with other major projects and funding?

We fully expect in the EOI's we receive for places to tell us about why we should choose them to work with, what their story is. Within this places should set out what other significant projects they have going on. This would include funding from other national bodies as well as Sport England.

Q: If you're investing in a place based pilot, what happens if other people are investing in this place?

We would want you to set this out in your EOI and explain how you think this would join up to enhance the outcomes we are seeking.

ROLE OF SPORT ENGLAND / OTHER NATIONAL ORGANISATIONS

Q: What is different about Sport England's approach/support?

Sport England is offering a resource as an organisation – both expertise and people. It is a wrap around and holistic service – we want to act as one team, working alongside you. We want it to be an iterative process. The point is development – there will be a need to develop continuously over the 4 years – we don't want to step back but to be embedded with you. This is very much about collaboration and co-creation. Do think about whether you are genuinely keen to work in that way with lots of transparency and outside scrutiny and sharing of success and failure.

Q: How much risk is Sport England willing to take with this?

We fully accept that this is a pilot testing process we are embarking upon and we will need to take risks along the way. These will be measured, calculated risks based on the insight and evidence of need but we expect not all approaches will work and inevitably in finding some

solutions we will make some mistakes or find things that are not successful. It will be important to learn from these and share that learning elsewhere. If we establish true collaborative partnerships then we will be sharing the risk.

Q: How hands-on will Sports England be? Will there be additional resource for the local area?

Once we have a shortlist of places from the EOI process we will provide further advice and support at stage 2 of the process as set out elsewhere in this FAQ document. Once localities have been through stage 2 and been designated a pilot place we will sit down and work out a plan with each pilot going forwards. It is our intention to be fully engaged in the thinking, analysis and problem solving process with you, providing resources both human and financial to make the progress required.

Q: Are Public Health England aware of this?

At a national level we are working very closely and sharing intelligence, locally some workshops included PHE colleagues. We will be discussing the EOIs and shortlist with them at the right time. We are working in partnership with PHE on this but are also engaging the thoughts and ideas of a number of other national organisations and government departments. We will be talking to PHE about how they can help with the selection process.

Q: Which other national partners are you speaking to?

We ran a workshop for national partners/stakeholders in January which included over 50 delegates from government departments, health bodies, national charities and governing bodies. We will continue to engage in this wide national network as appropriate.

Q: Is SE trying to influence other central government departments?

As above, we will be seeking the input from a number of national organisations and government departments as we progress on the journey. We will need to feed learning back up and out (to both government and partners across the country in real time) in order to effect wider change long term.

DEFINITIONS

Q: Are SE defining inactivity or are they using a national measure?

Sport England are aligning with Public Health England in terms of the definition of 'inactivity' which is: Over the course of a week, those who do not achieve a total of 30 moderate intensity equivalent (MIE) minutes of physical activity. A 'moderate minute' is where you raise your heart rate and feel a little out of breath. Any vigorous activity, where you're breathing hard and fast and your heart rate has increased significantly (you won't be able to say more than a few words without pausing for breath) counts as 2 moderate minutes. Therefore 15 minutes of vigorous intensity activity is the equivalent of 30 minutes of moderate intensity activity. The 30 MIE minutes can be achieved in one go or through a combination of physical activities, each of which must last for a minimum of 10 minutes. The only difference between Sport England's definition, and Public Health's definition, is that Sport England's does not include gardening.

Q: What is the ultimate question? What is the question the pilot is trying to answer?

The strategic question at the heart of the Local Delivery Pilots is ‘what range of investments, within what processes and set of conditions, can lead to sustainable population-level change within a place?’

Q: Is it necessary to use a behaviour change framework to design the pilot?

Evidence suggests that the use of behavioural frameworks provides structure and rigour to an approach, and the use of recent and relevant behaviour change frameworks when designing solutions is linked to success. Ultimately, we want all local delivery pilot investment to be based on an understanding of what will change behaviours. We understand that – for some pilots – there will be extensive knowledge of behaviour change frameworks within the proposed team, whereas in others there may be a need for some additional capability and capacity in this area.

Q: Are you wedded to the use of the Transtheoretical Model (Stages of Change) or are you open to the use of different behaviour change models?

We are open to different models. We have referenced the Transtheoretical (Stages of Change) model in our strategy, because it is a helpful communications vehicle to convey some fundamental principles around behaviour change, and some important messages around the re-profiling of our investment from those people with strong established habits to those people who may need the most support to get started, or to overcome disruptions without stopping. We do appreciate, however, that the Transtheoretical model is not the only behaviour change framework out there, and indeed there are other models well placed when it comes to thinking about how to change behaviours. We are not wedded to any particular models or frameworks, but would say that Sport England’s view of the relevant and useful model in terms of diagnosing behavioural challenges, and designing potential behaviour change techniques, is Michie ET. Al’s ‘COM-B’ model and the related ‘Behaviour Change Wheel.’ This is a very practical tool, and was designed to bring together the aspects of all the other major behaviour changes models that are well evidenced and effective.

Q. Do you have any examples of other countries/places that have used whole system working and had successful outcomes (evidence of behavioural change)?

Recent examples include; national tobacco control / smoking cessation approach (to reduce smoking), WRAP’s ‘Recycle Now’ strategy (to increase recycling), Anglian Water’s ‘Love Every Drop’ strategy to decrease water waste (especially their ‘Keep it Clear’ strategy to change a region’s behaviours around waste water).

MEASUREMENT

Q: Is measurement until 2025 or just until 2021?

We can only commit at this stage to providing funding support for the Local Delivery Pilots for measurement until 2021. We imagine that Local Delivery Pilot locations will want to continue to measure their own success into the future, after the pilot period comes to an end.

Q: You talk about significant decreases in the number of people that are inactive are you able to quantify that?

Not at this point in time – other than the fact that any changes in activity levels would need to be statistically significant at the very least. In terms of the actual scale of change, we want to agree that with each pilot partner depending on their baselines, place and population sizes, target issues and audiences, and the historical trend / direction of activity levels in their place.

Q: Will the Active Lives survey be the measure of pilot success?

The Active Lives survey may well be part of the measurement picture, but will not be the only measurement tool. Whilst it will be a possibility to boost the Active Lives sample in some places, other places may be too small to boost a sample, and others may cross the boundaries that Active Lives is currently designed around (Local Authority boundaries). Each pilot will need to commission a local evaluation, which will be tasked with measuring impact – and of course this is not just about scale of change, but also diversity in terms of who is active. Any measure of success has got to be robust and reliable.

Q: Where your presentation talks about improved inclusivity, is there a baseline where we can show that has happened?

We would expect potential pilot partners to have a good understanding of their baselines as part of their Expression of Interest and subsequent bid. We do appreciate that, depending on your choice of place, there may not be neat matches in terms of the major data sources that are readily available (e.g. Active Lives is collected at a Local Authority level) so a smaller place would have to use additional local data sources or make sensible estimates based on the data that is available. It is worth pointing out that Sport England is currently working on 'small area estimates' based on Active Lives data, that will enable pilot partners to get a more robust sense of a baseline of a small area. This information will be available in the summer, so would be able to contribute to sensible baselines for most Local Delivery Pilots. Some pilots may need to work with their pilot evaluator to establish baselines at the outset of pilots.

LEARNING

Q: Is there an opportunity for those who don't apply, or aren't successful, to take part in the learning?

Yes, certainly. We are determined to make sure that the learning that is generated by the Local Delivery Pilots is shared with a wider group of interested people and organisations, including delegates from the 16 Local Delivery Pilots workshops who want to remain involved.

Q: How can we share our learning from the pilot if we are successful – what will the process look like?

Part of the responsibilities of a Local Delivery Pilot partner will be the sharing of actionable and replicable learning, as it emerges in real time. It is impossible for Sport England to understand the pilot learning, unless pilot partners (and their evaluators) are proactively capturing and sharing. Sport England will create a national mechanism that sits across the Local Delivery Pilots, to make sure that it's easy for pilots to share what they are learning. The exact process for this will be developed by Sport England's national evaluators, who are soon to be procured, and will be in place before the Local Delivery Pilots commence. We also hope that pilot partners will be willing to share their updates and learning in person at key moments in time

(e.g. conference etc.), so that the learning comes from within the community, rather than always cascaded from Sport England.

Q: How often will the good practice be shared?

The honest answer is that we don't know the answer to this question yet – but we are working on a process for sharing learning in response to the amount of interest that was stated by delegates at the Local Delivery Pilot workshops. What we do know is that we want to be sharing information regularly, and not sitting on learning that is valuable for the sector at large, but we only want to share when valuable and good quality information is available (rather than arbitrarily committing to monthly updates, for example).

Q: Are there any gaps in Sport England knowledge and learning that you are looking to be answered through the Local Delivery pilots?

There are certainly gaps in Sport England's knowledge, and this primarily centres around how to achieve sustainable impact at scale in terms of increasing activity levels, and how that relates to quantifiable change in wider social outcomes. We are especially keen to learn how activity levels can be increased amongst those parts of the population who are under-represented in physical activity.

As we covered in the Local Delivery Pilots workshops, there is a lot of existing good practice to be harnessed when it comes to small scale interventions that have an impact at individual / small group levels, but very little (if any) evidence around investment that leads to significant impact at scale.

The information that Sport England does already hold on activity levels and how different parts of the population engage in activity, and also increasing insight into the needs, expectations, motivations and barriers of different parts of the population is all available on Sport England's website.

MONITORING/EVALUATION

Q: Will there be a national evaluation which overarches all the pilots?

Yes. Sport England will soon be inviting bids for the national evaluation. This will provide an overarching evaluation, across all the Local Delivery Pilots. It will create a framework for each pilot to connect into with its own local evaluation, and will connect in with local evaluators to monitor process and impact on an ongoing basis throughout the pilot period. The national evaluation will be in place from the start of the pilots.

Q: How will pilots be asked to monitor success?

It is crucial that each Local Delivery Pilot is responsible for capturing its own success and learning. Therefore, local evaluations must be commissioned at the outset of each pilot. Allowance for local monitoring and evaluation can be built into pilot awards if necessary. The national evaluators commissioned by Sport England (please see response above) will be providing a framework for local pilots to design their approach around, to ensure the necessary consistency across different places, whilst providing each pilot with a degree of local flexibility.

Q: Is this about proving we're doing things differently? Or can we build on what has already worked in the past?

The whole Local Delivery Pilots approach of creating joined-up, multi-layered, interventions within the confines of a place, designed around the people who most need support to be active is - in itself - a matter of doing things differently. Within this, we very much expect that pilots would build on existing successes, assets, and evidence. All pilot activity should be designed around the needs of the individuals and communities who need support to be more active, and not from a perspective about what new approaches or activity could be adopted for the sake of doing things differently. The measures of success will not be how different the approach is, but how much it impacts on activity levels in the place, especially amongst the groups who are under-represented.

Q: What type of scrutiny of the pilots can be expected?

In order to be responsible investors, and to fully understand the impacts and learnings of the pilots, we need to closely evaluate each pilot. Good evaluations should involve measurement and evaluation of what is happening as a result of the pilot activity (e.g. activity levels, who is active, the benefits being experienced as a result of increased activity etc.), as well as monitoring and evaluation of the process that pilot partners are following (e.g. what processes or frameworks are being put in place to guide activity, how is planning being conducted, who is working together in what ways, how are decisions being reached and made, is the delivery activity in line with the planned activity, where have plans had to be changed and why, etc.?). Understanding the process of the pilot will help us make sense of the impact of a pilot. We would expect most of this scrutiny to come from the pilot evaluation team, and their findings must be shared transparently with Sport England (and ultimately other pilot partners / interested parties). In addition to the evaluation activity, Sport England will be working closely with pilot partners in terms of key decisions, and will be scrutinising the rationale and evidence for decisions on an ongoing basis.

SUSTAINABILITY

Q: How can we ensure sustainability?

The answer to this question will vary by place. Answering this question is part of the pilot process. All the pilot activity should be undertaken with an eye on what is sustainable, and what is replicable by others. We will have to think about a wider definition and concept of sustainability at the start of the pilot and before interventions commence.

Q: What happens in a pilot if there is reduction of funding which means assets disappear and the champions of the project may no longer be in place. What safety mechanisms can you put in place to make sure that doesn't happen in a changing environment?

This is why we have been stating that this Local Delivery Pilot needs to be a top priority for a pilot place, and actively engage leadership from across the place. If the future of the pilot depends on the assets of a singular department, or the enthusiasm of a single leader, then there is a real risk that this could be seriously disrupted. If a number of organisations come together, to align resources to shared ambitions, and a number of leaders are willing to share the risk, then it's less likely that the pilot will be derailed by unforeseen circumstances. Ultimately though, we will simply not be committing to spending millions of pounds in a place up front. We will be releasing funds based entirely around evidence of need, and proportionate

to the commitment of the pilot partner. So if major disruption were to occur, we would not commit further money, and would seek to extract the learning gained so far.

Q: What if the pilot goes well – what is Sport England’s vision afterwards? Are applicants supposed to sustain it?

If we get this right, in the 4 years of the project, your whole delivery system is going to be transformed. If we want to reach the next stage in terms of population level change, you would have to do this, and we would absolutely be interested in remaining involved. What we wouldn’t be interested in, is ‘here is a set of revenue investments supporting a particular delivery model that is only successful if supported by that revenue investment.’ That is not system transformation, so that wouldn’t go on any longer.

Q: What happens after the pilots? What is the national programme that will be rolled out, if we don’t get the pilot we could be interested in what happens next? If it is proven to work could it be core funding?

The whole purpose behind the Local Delivery Pilots investment is to learn what the best model for investment into physical activity for 2021-25 will be. This doesn’t mean that Sport England will necessarily ‘roll out’ a national programme to replicate the pilots, but would instead build the pilot successes into the building blocks of future investment.