



**CORE MARKET
INVESTMENT GUIDE**

**HELPING THE ACTIVE STAY ACTIVE
WHEN LIFE CHANGES**
MARCH 2017



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INTRODUCTION AND THE FACTS

Almost 15 million people in England are regularly active, but we know we can't take their activity habits for granted.

Major changes in a person's life are inevitable and we know these changes get in the way of being regularly active – whether that's a serious injury or illness, children starting school, a new job, having a baby, moving house or retiring.

While some people find their way back into the routine, many find it difficult to get regularly active again given their changed circumstances.

We also know people that are under-represented in the core market are more vulnerable to these changes.

For these reasons we want to support people who are regularly active, helping them keep their activity habits, whatever major changes happen in their lives.

As we continue to implement our five-year strategy for 2016-2021, *Towards an Active Nation*, this investment guide for the Core Market fund – Helping the Active Stay Active When Life Changes – will give you more information on the core market, what we're aiming to achieve with this investment and if you think you can help, how to apply.

The facts:

- ▶ **Fund:** Core Market – Helping the Active Stay Active When Life Changes
- ▶ What do we want to achieve from this investment?
 - Keep active people active – the 'core market'
 - Focus on life changes
 - Help support those who are more prone to drop out – under-represented groups
- ▶ **Anticipated size of bids:** £50,000 to £500,000.
- ▶ **Anticipated project length:** up to four years
- ▶ **Opening:** 24 March 2017
- ▶ **Deadline for expressions of interest:** 5pm on 22 May 2017
- ▶ **Initial decisions from:** July 2017
- ▶ **Round one budget:** up to £10m

Please visit sportengland.org/coremarket to submit your expression of interest form.



WHY SUPPORT PEOPLE WHO ARE ALREADY ACTIVE?

Our research shows that a third of the adult population are already active. For these people, being active is a big part of their lives and identity. We call this group of people sport's core market.

This habit enhances their quality of life, giving them confidence, improving their wellbeing and helping to connect them to other people.

Yet we know that even when people have built a strong habit, we cannot take their activity levels for granted. Even for the most committed, big moments in life can get in the way of sport and activity habits. Serious injury or illness, children starting school, starting college or university, moving house, a new baby, changing jobs and retirement are all major practical and emotional parts of people's lives that can affect their habits.

Some people find their way back into the routine, but many find it tough to get active again in a way that fits their new circumstances.

There is under-representation in this core market – research tells us those who are from lower socio-economic groups, women, people with a limiting disability and those aged 55 and over are less likely to have a regular habit. We also know these people tend to drop out more. In short, the sector isn't meeting the needs of certain people.

It's for these reasons that we want to support active people. We want to work with, invest in and learn from partners to better understand what can be done to help these individuals stay active for as long as they want to, whatever happens in their lives.

WHAT DO WE WANT TO ACHIEVE THROUGH THIS INVESTMENT?

We want the projects that we invest in to lead to a reduction in the number of regularly active people who stop doing sport and physical activity as a result of major life changes.

Projects should be designed to achieve the aims of the fund and to also contribute to some or all of the Government outcomes that we think sport and physical activity can achieve. These are set out in the Government's sport strategy, *Sporting Future*: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

As a result, the aims for this fund are to:

1 Keep active people active – the 'core market'

Regularly active people are an important audience. We believe the habit they have enhances their quality of life, giving them confidence, improving their wellbeing and helping to connect them to other people. We must not be complacent about this group as they are at risk of losing their active habit when life changes.

2 Focus on life changes

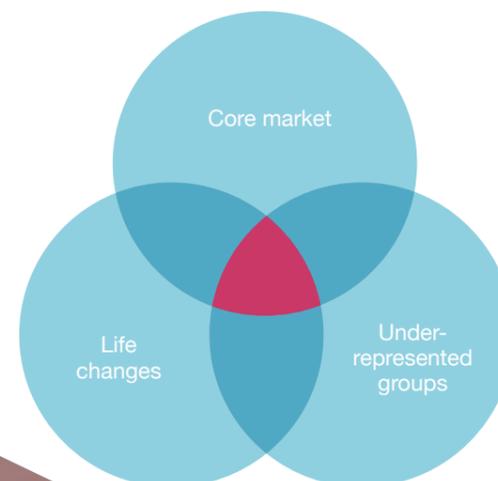
Changes in life are unavoidable, but what is important is that when circumstances change, people are supported to find the next opportunity that meets their new needs. This may mean an organisation that regularly supports people through major changes (e.g. GPs or student unions) can build this support into their service or advice, or those providing the activity are able to meet the changing needs of the individual.

3 Help support those who are more prone to drop out – under-represented groups

Those who are in lower socio-economic groups, women, people with a limiting disability and people aged 55 and over are the most likely to stop exercising regularly. Under-representation in the sector is a priority for us. We want a sport sector that welcomes everyone, meets their needs, treats them as individuals and values them as customers, so our priority will be in helping these people.

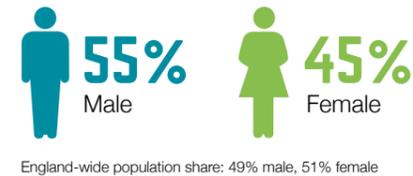
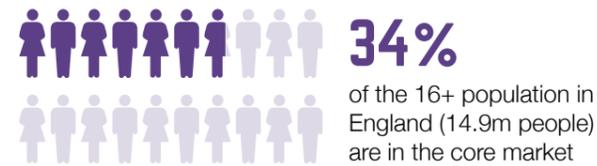
Any partner we work with will need to have a clear understanding of the lives of their customers. They'll need to demonstrate how their project will maintain an individual's active lifestyle when they're heading towards, or going through, a major life change.

We're keen to test different ideas and learn from our investments. The projects we invest in will need to help us learn more about how to keep active people active when life changes. For example, why some people from under-represented groups are able to maintain an active lifestyle when life changes and others can't, or how effective different interventions are in limiting the impact different life changes have on a range of audiences.

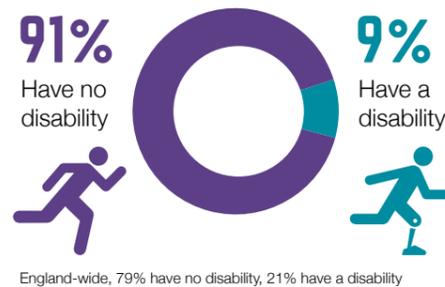


WHAT DO WE KNOW ABOUT PEOPLE WHO ARE ALREADY ACTIVE?

WHO MAKES UP THE CORE MARKET?

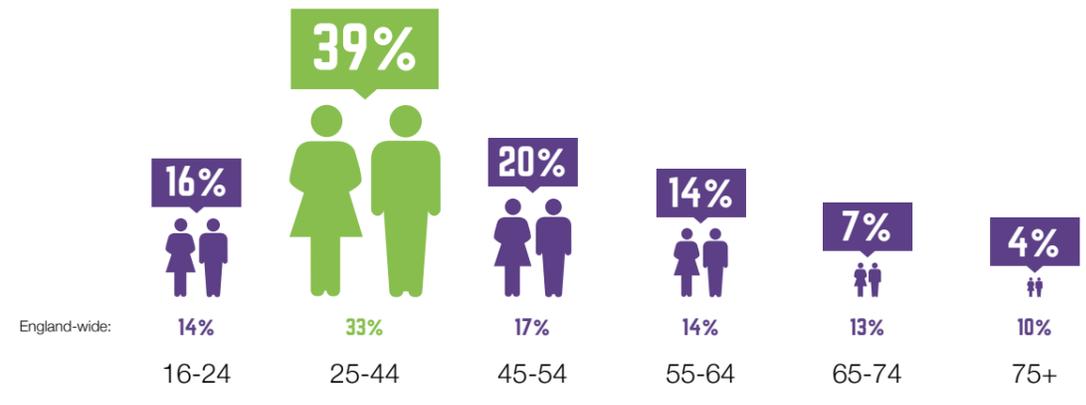


England-wide, 31% are in NS SEC 1-2



England-wide, 79% have no disability, 21% have a disability

Most likely to be aged **25 to 44**



Certain groups within this core market are less represented, and are more likely to stop being active



All figures are for the 16+ population in England

WHAT DO PEOPLE IN THE CORE MARKET DO?

It's easy to think these people only stick to one traditional club-based sport. Some do, but our research shows the majority will have a broad active lifestyle. They will get involved in a mix of sport, fitness and physical activities.

This could include competitive sport as well as going to the gym, attending fitness classes, running and walking – either in informal groups, on their own, indoors or outdoors. Their activity mix does change, but their active lifestyles are stable. Sport and being active is part of their identity – it's who they are.

People in the core market are resilient and will overcome minor changes in their lives, such as being late from work, a minor injury, or family visiting for the weekend, but we can't be complacent. Even for the most sporty and active, significant life changes will get in the way at some point and habits will slip.

WHY ARE LIFE CHANGES IMPORTANT TO FOCUS ON?

Research has shown that environment plays a particularly strong role in habits. Major life changes can lead to an individual's environment changing – this is where there is a risk to habits being broken.

Our research shows that certain changes in people's lives have a negative impact on sport and physical activity and are threats to the active habit that people in the core market have. Major life changes, like a serious injury or illness, have a negative impact on all demographics. Lower socio-economic groups are particularly affected by work demands increasing and their children starting school. Death of a close friend or relative and changing jobs seems to particularly affect older audiences.

Although major life changes pose a threat to habits being broken, research suggests they can also be an opportunity both to encourage new sporting habits and strengthen existing ones. For example, when someone has a baby, they may take up a new activity as part of their new social group.

HOW ARE HABITS BROKEN?

At the core of every habit is a simple cue, routine, reward loop.

Cue: something happens to trigger a behaviour. Cues can fall under the following categories: location, time, other people, emotional state, what we've just been doing, what we see. Examples include leaving trainers by the front door, running to the train station after work, or going to the gym before work.

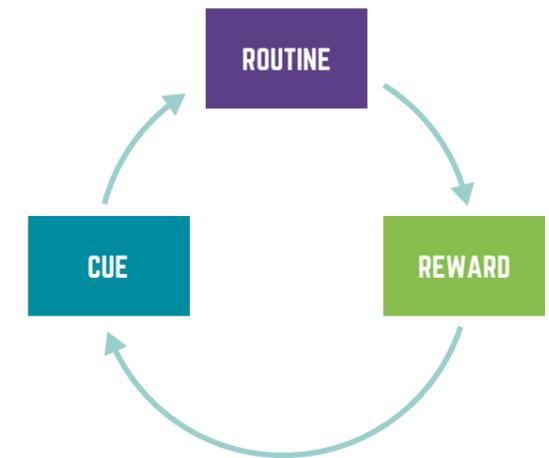
Routine: a habit becomes embedded simply through the act of repetition – doing an action over and over again – often in the same environment so that it becomes routine.

Reward: whatever the reward, the brain considers whether this experience was positive enough for the 'loop' to be worth remembering and repeating. For example a sense of achievement, the hormones that are released during and after exercise, or even feeling guilt-free when going for a meal out after a run.

Each of these elements combine to form a habit. Once built, it's difficult to stop or change. When any part of the loop is broken, the habit is at risk of being broken too.

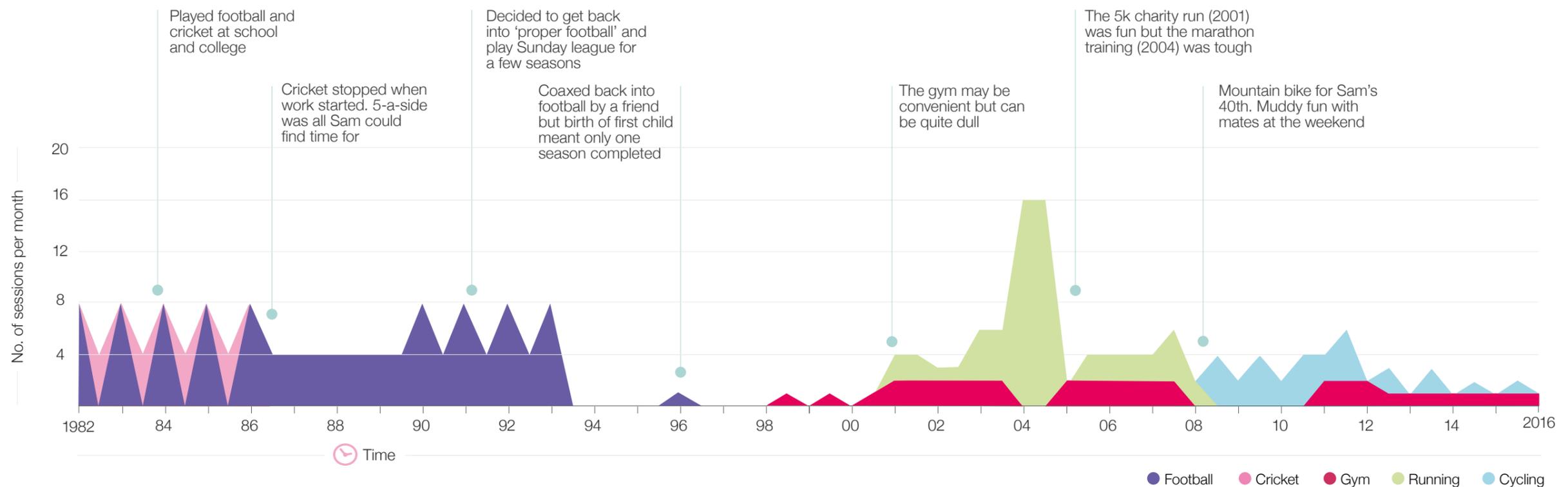
Major life changes that cause significant environment changes can disrupt this habit loop. For example, starting a new job may mean a different finish time, a serious injury or illness may mean you can't get involved in your normal activity and moving house might mean a new location which doesn't have the same familiar sports club or gym.

Our challenge in this fund isn't to prevent major life changes happening, but to support active people as they experience them.



SAM'S SPORTING LIFE

Even people seen as sporty can fall in and out of sport and try a variety of activities as their lives change. Major life changes can be where active habits are broken as this illustrative look at Sam's sporting life shows.



WHO DO WE WANT TO WORK WITH?

We're interested in working with a range of partners which can engage with active people when life changes and help people from under-represented groups stay active. We're looking inside and outside the sport industry. We won't just fund sports bodies or activity providers.

Tackling under-representation in sport and activity is a key priority for us. Partners which have the ability to work with under-represented groups are particularly relevant for this fund, especially those working with people from lower socio-economic groups.

Examples of potential partners could include health professionals supporting people who have a serious injury or illness to find an activity that fits their current situation. Partners could also be colleges and universities supporting people who are starting a new phase of education, or housing associations supporting those moving house find new activities in their local area.

We want this fund to be innovative and bold. As well as investing in those who might already have a strong track record of keeping active people active, we may also invest in organisations with new ideas which may require some 'seed' funding to prove or test concepts, who can help us learn something new.

We'll be encouraging collaborative bids, where organisations want to work together to help support people find the next opportunity.

Examples of collaborative working could include helping those with sport-related injuries find another activity that keeps them active and helps them recover, or supporting new parents to find activities that fit with their new responsibilities.

We're not looking to fund more of the same existing activities, or interfere where something is already successful and thriving.

All partners that we invest in will need to meet the appropriate tier of our [Code for Sports Governance](#) by the time an award is made. Good governance is vital in order to ensure public funds are being used effectively and appropriately. Support can be given to organisations that we wish to fund who don't meet these at the time of submitting an expression of interest. The necessary changes will need to be made by partners within agreed timescales.



INVESTMENT PROCESS AND TIMESCALES

At the expression of interest stage, you won't need a fully worked-up project. We'll need to know a little about your organisation, your understanding of the audience you want to work with and your initial ideas on how you might support people when their lives change. This needs to be done using our [online expression of interest form](#) and submitted to us by 5pm on 22 May 2017.

The details you provide in your expression of interest form will be assessed against the criteria outlined in this guide, in order to determine which organisations are invited to submit a full application.

Following this, successful organisations will be invited to develop their project in July and August 2017. Applicants at this second stage will be required to supplement the information provided within their expression of interest by providing full details of their project, partnerships, delivery plans, budgets and approach to monitoring and evaluation. We'll also need details of how the project outcomes will last during and beyond the investment period.

There is no guarantee of funding for applicants invited to submit a full application, which will be assessed against clear criteria.

The partnerships we decide to progress can, if needed, be offered a small development grant to develop their projects – for example gathering more insight, securing the right partners or piloting ideas before being awarded a project delivery grant. We aim to make investment decisions in October 2017, unless we find great ideas that are ready to go sooner.

March 2017

- 24 March – fund and investment guide launched and expression of interest (EOI) stage opens.

May 2017

- 5pm, 22 May – applicant deadline for EOI submissions.
- Sport England to assess EOIs.

July 2017

- Selected organisations invited to enter Stage 2 of the application process.
- Unsuccessful organisations informed of decision.

August 2017

- Sport England will work with applicants to develop applications.

October 2017

- Decisions on all applications and applicants informed.

FURTHER GUIDANCE

PROJECT AWARDS AND VALUE

In order to make an impact on the target audience, we anticipate the awards we make will be in the range of £50,000 to £500,000. However, you may apply for less than £50,000 if you're confident your project can make a significant measurable contribution in keeping active people active. In exceptional circumstances, awards of up to £1 million may be considered where insight and evidence suggests this is appropriate.

PROJECT LENGTH

Achieving success in supporting the core market will take time, as will learning and evaluating what works.

We therefore anticipate we'll invest in projects that are up to four years in length. This will allow sufficient time for the project to establish itself fully before beginning to test and learn what works, evolving and adapting as required over time. But we'll consider shorter or longer terms of investment as appropriate.

REVENUE AND CAPITAL

We anticipate that most requests for investment from this fund will be for revenue funding. However, we will consider investing capital funding where appropriate. For example, we could fund the purchase of equipment, or the modest adaptation of an existing facility to better meet the needs of the customer. We will also consider projects which have a mix of both revenue and capital funding.

You'll need to ensure the ideas you have for capital investment clearly meet the criteria of this fund, as set out in this guide, and there is a clear link to our goals.

EXPENDITURE THAT IS NOT ELIGIBLE

We won't invest in the following:

- General running costs of your organisation
- A service or project which is already running or where funding has recently been withdrawn
- Projects which we have funded before
- Goods or services purchased before an award is made
- The purchase of motor vehicles
- Items that can only benefit an individual
- One-off events
- Activities that focus on promoting religious beliefs
- Endowments
- Loan repayments
- Foreign trips.

Please note this isn't an exhaustive list. If you're unsure whether your project could be funded, please contact our funding helpline on 03458 508 508, or email funding@sportengland.org.

PARTNERSHIP FUNDING EXPECTATIONS

Partnership funding is an important way applicants can demonstrate both their and other partners' commitment to the project. We encourage applicants to explore opportunities for partnership funding support in addition to Sport England's funding. Whilst some of this may be in kind, we'd like to see a level of financial partnership funding which is appropriate to your organisation and any partners who may be supporting the project.

MONITORING AND EVALUATION EXPECTATIONS

As set out in *Towards an Active Nation*, we'll ensure there is a clear line of sight between each investment we make and the contribution it makes to our overarching outcomes, such as mental wellbeing and individual development, as well as the key performance indicators we're seeking to deliver.

Partners who receive investment through this fund will ultimately need to show us the project has resulted in their target audience staying active through a life change.

We want the projects we invest in to be designed around some or all of the Government's outcomes from *Sporting Future: A New Strategy for an Active Nation*. To do this they must have:

A target audience: you must have identified the right people to target, i.e. active people living in social housing who are going through a major life change.

Outcomes designed into the project: a clear rationale for how your project/intervention will contribute to the objectives of the fund and against some or all of the outcomes for those people, i.e. increase in happiness, reduced anxiety, management of medical conditions etc. It's not enough to plan to deliver activity and expect broader outcomes to happen naturally as a by-product.

Been planned for the long term: a plan for how you will bring about sustained long-term changes in behaviour, not just short-term effects.

We'd like to work with all organisations who receive funding to identify the most appropriate evaluation and measurement priorities and type and level of evaluation, so the results and learning can be of benefit to both parties. The evaluation will need to be robust to enable us to determine the effectiveness of the interventions.

You'll be required to submit a monitoring report at regular intervals that we agree with you if you're successful in your application. This will enable you to provide a commentary of the progress you're making against the targets you've set out in your application and learning from the approaches you're taking.

SCALABILITY AND SUSTAINABILITY

We're investing in these projects to:

- Learn about what works (and what doesn't) to support individuals to stay active
- Develop a better understanding of the behaviours of different demographic groups and why some people can maintain a habit and others can't
- Develop a detailed understanding of how effective different interventions are in limiting the impact different life changes have on a range of audiences
- Find successful approaches which can be scaled up in future years.

While we understand projects are in the early stage of development and it might not be appropriate for all projects, we'll want to understand how the project approach could be sustained over the longer term.

We'll want to know your initial thoughts on this at the expression of interest stage. We encourage you to be creative in your thinking and to consider how what you'll learn can be used to create positive change in service delivery in the longer term.

SUBMITTING YOUR EXPRESSION OF INTEREST FORM

You will need to complete and submit your expression of interest by 5pm on 22 May 2017 via sportengland.org/coremarket.

You don't need a password to complete or submit it. You'll need to complete all of the fields and adhere to the word count limits.

A Word version of the form can be accessed via our website to help you in planning your application. You can cut and paste this into the online form if you prefer.

Please remember that at this stage we're not expecting fully worked-up project ideas, but we'll expect you to explain what you intend to do, with who and why. Be clear on what we're looking for as described in this document and take a note of the assessment approach.

You don't need to submit any supplementary documentation at this stage of the process.

When you submit your form, you'll receive an email confirming we have received the submission. Please keep this for your records.

HOW YOUR EXPRESSION OF INTEREST WILL BE ASSESSED

The details you provide in your expression of interest (EOI) form will be assessed against the key criteria below. We'll use this criteria to determine which partners are selected to proceed to the next stage of the application process.

- 1. A clear target audience:** A strong EOI will describe the characteristics and needs of your target audience, demonstrate that they have an existing regular activity habit and identify that the life change(s) you intend to focus on is relevant for your target audience. In addition, there is clarity in what additional insight is needed (if at all).
- 2. A clear need for the project:** A strong EOI will evidence that the project is needed by the target audience, is aligned with the priorities of you as the applicant organisation and its partners and meets an identified gap in provision.
- 3. Outcomes are designed into the project:** A strong EOI will provide a clear understanding of why the project is needed and how the project idea will help us achieve the aims of this fund. In addition, the project will be designed to contribute to some or all of the outcomes set out in the Government's sport strategy *Sporting Future*: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.
- 4. A relevant track record:** A strong EOI will demonstrate that you as the applicant and/or your partners have a demonstrable track record of experience of successfully influencing the behaviour of your target audience, or you have experience of working with a specific life change. It will be clear how this experience has been used to shape the project idea and why you think it will be successful.
- 5. Planned for the long term:** A strong EOI will demonstrate how you as the applicant are planning to bring about sustained long-term changes in your target audiences' behaviour rather than short-term effects. You as the applicant organisation and your partners are committed to sustaining the project approach beyond Sport England's investment term.
- 6. Learning, replicability and scalability:** A strong EOI will clearly set out what the project is seeking to test and learn and identify how this will help Sport England learn more about how to keep active people active when their lives change. For example, why some people from under-represented groups can maintain an active lifestyle when life changes and others can't, or how effective different interventions are in limiting the impact different life changes have on a range of audiences.





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