



Procuring a National Evaluation  
and Learning Partner for

## **Sport England's Place Investment**

Tuesday 16th April 2024

# Coming up



- Background to Uniting the Movement & Place Investment including:
  - i. Our Vision, Mission, and Values
  - ii. Sport England's Evaluation and Learning Approach for Uniting the Movement
  - iii. Overview of our Investment into Place-based Systemic working
  - iv. Shifting our Ways of Investing, Working, and Valuing
  - v. Evolution of our Place Evaluation and Learning Approach and Key Considerations
- The Place Evaluation and Learning Approach
- Key Objectives for this procurement
- Budget and timeline
- Next steps and Questions

# Background and Context

# Our vision is clear

We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity.





# Our mission

Too often the people with the most to gain from being active are the least able to take part.

That's why we're on a mission to address this injustice and transform sport and physical activity so that people and places everywhere can benefit.



# What we'll do

Sport England have three key objectives:

- Advocate for movement, sport and physical activity
- Join forces on five big issues
- Create the catalysts for change





# Sport England's Values



We are...  
Inclusive



We are...  
Collaborative



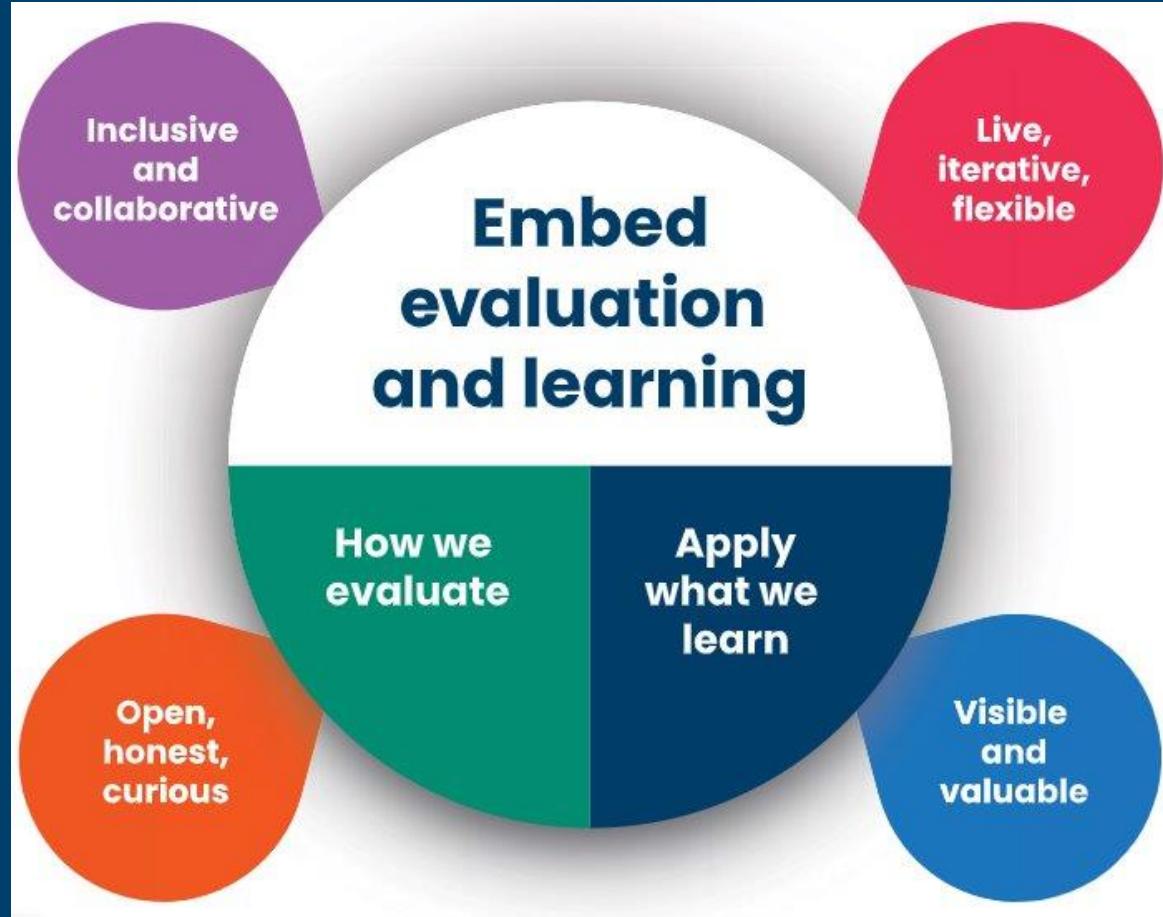
We are...  
Ambitious



We are...  
Innovative



# Ambitions for Evaluation and Learning for Uniting the Movement





# Expanding on the Guiding Principles



Being a National Evaluation and Learning Partner means working with Place Partnerships, Sport England, and wider partners to evaluate and learn, and this includes how we demonstrate impact over the course of our relationship. Our approach to how we work is aligned to our principles for evaluation and learning for Uniting the Movement:

**Inclusive and collaborative:** We want to encourage greater involvement and participation of key stakeholders within communities and parts of the systems in evaluation and learning. This can contribute to creating shared purpose for evaluation and learning within a place, improve how to evaluate and learn together, and experience the value and benefit of evaluation and learning in acting on inequalities within a place. Working in this way will result in higher quality outputs that can be used locally and by Sport England.

**Live, iterative and flexible:** We want to move away from traditional impact evaluation and create an evaluation and learning approach which is informed by local context, and supports regular and timely reflection, learning and adaptation. Adapting delivery, by reviewing and updating evaluation and learning as we go. Focusing on evaluation and learning in this way, will facilitate evaluation and learning as part of place-based systemic working.

**Open, honest and curious:** We want to encourage Place Partnerships, Sport England, and wider partners to engage in evaluation and learning in an open and transparent way, to represent the realities of the work, and share and learn from what has and has not worked. Alongside, using evaluation and learning to stay curious about the work, in improving outcomes for people and communities, and innovating how we evidence that.

**Visible and valuable:** Changing the perception of evaluation from something that 'has to' be done, towards recognising it as an essential part of how we work. What we are suggesting is that evaluation and learning is of value to all, in how we evaluate, evidence, understand, learn, and take action.

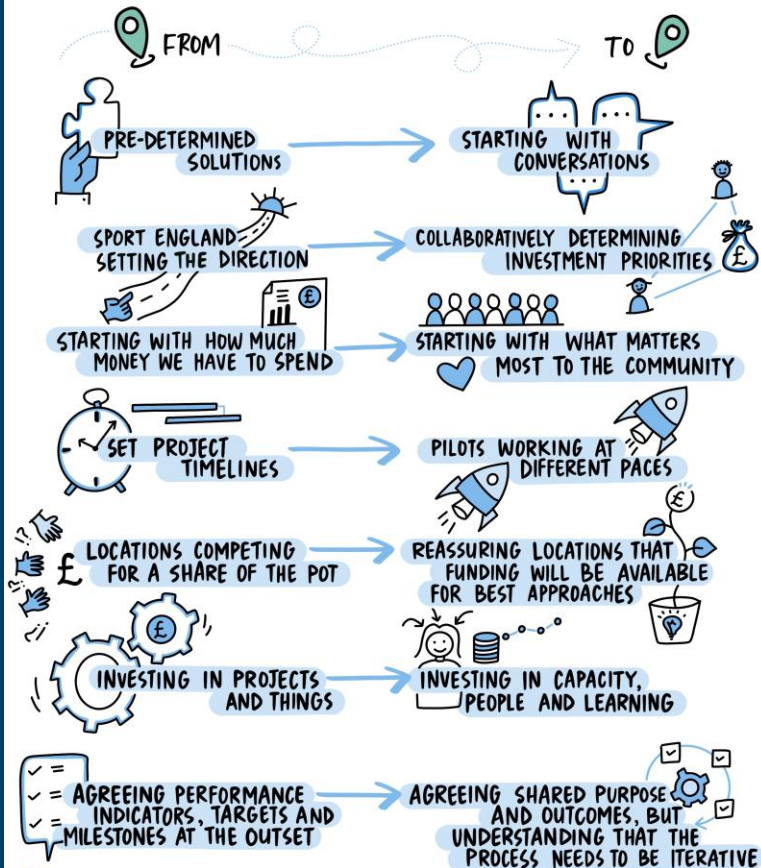
# Overview of our Investment into Place-based Systemic Working



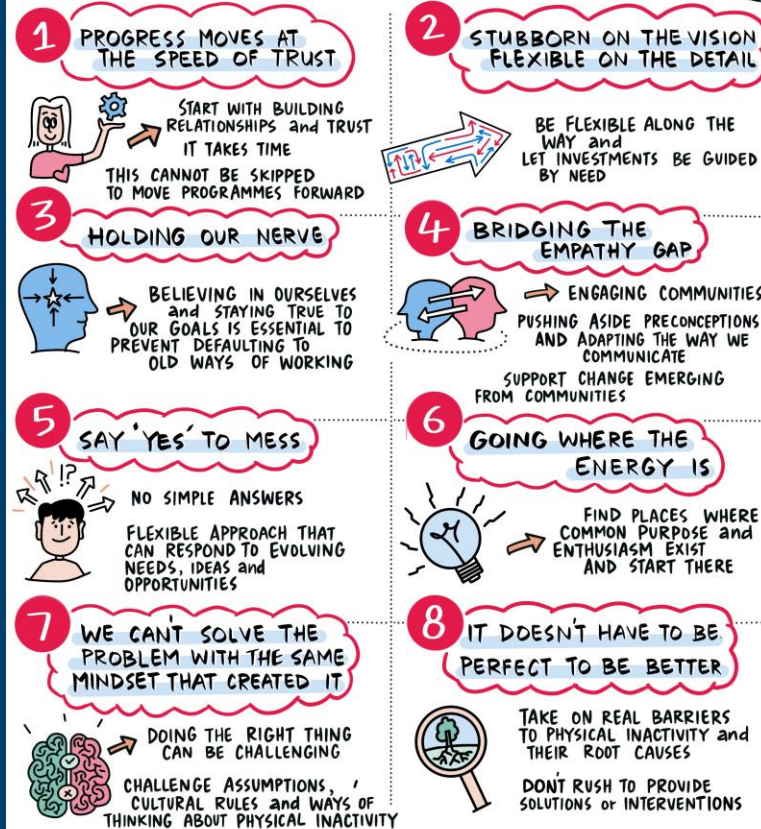
- In 2017, £130million was invested into 12 Local Delivery Pilots (LDPs)
- We wanted to try and understand how working with, and in, places, we could address the stubborn inequalities that exist among the least active, through whole-of-system solutions.
- In November 2023, we committed to investing a further £250million into our Place partnerships, investing in our 12 existing Place Partnerships (formerly LDPs), a further 9 places who had accessed investment as a Core City, Priority Place, or Navigating Local Systems partner, and a network of 43 Active Partnerships to identify 80 – 100 places of greatest need via our Place Needs Classification.
- Within those 80 – 100 places, partners will be taking a place-based systemic approach to acting on structural, systemic, and community, inequalities which impact on being able to move more and be physically activity, building directly on learning generated by our LDPs since 2017.
- We are also developing our Universal Offer to support Places not in direct receipt of Sport England investment to facilitate their place-based systemic approach.

# Shifting our Way of Investing, Working, and Valuing

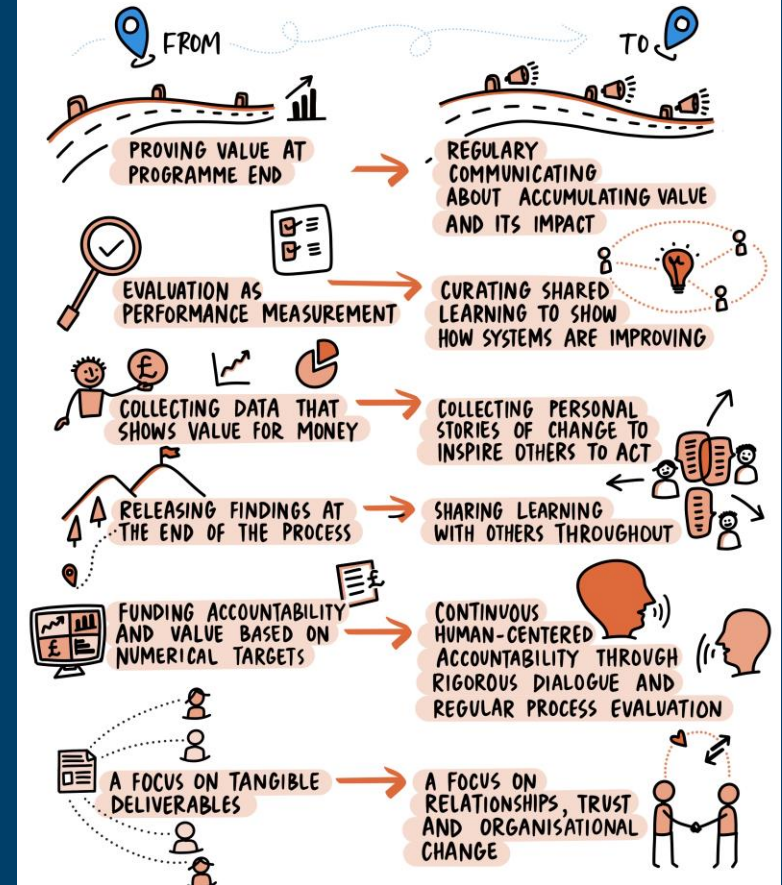
## MOVING FROM TRANSACTIONAL TO RELATIONSHIP-BASED INVESTMENT



## PRINCIPLES THAT HAVE GUIDED OUR LEARNING



## A SHIFT IN THE WAY WE THINK ABOUT VALUE





# Evolving our Approach to Evaluation and Learning



In 2017/18 we started with a National Evaluation Partner, working with Places to:

- Produce a Theory of Change
- Provide, and then thematically analyse 6-monthly process evaluation reporting
- Implement a set of national measures, supplemented by local measures, to demonstrate impact

From September 2021 we moved to a National Evaluation and Learning Partnership, working with Places to:

- Review and update their Theory of Change
- Adapt the Process Evaluation to 6-monthly Evaluation and Learning Reporting, with a focus on in-depth explanatory accounts, supported by local data.
- Develop, and participate in, Comparative Configurational Analysis (Qualitative Comparative Analysis methodology)
- Develop, and participate in completing a System Maturity Matrix, and System Maturity Survey
- Facilitate local learning and action, learning between places, and Sport England's learning about place-based systemic working, and broader outputs.

# Key Considerations informing our future Place Evaluation and Learning approach?



**1**

**How to build from existing approaches to evaluation and learning across local places and nationally**

**2**

**How evaluation and learning aligns with principles and values of Uniting the Movement and place-based systemic working**

**3**

**Future evidence requirements for Place-based systemic investments and KPI reporting**

**4**

**Meetings with DCMS and the Senior Evaluation Advisor to the DCMS from the Evaluation Taskforce about evaluation, and evidence, of complex investments**

**5**

**Internal discussions between the System Partner evaluation and other investment requirements and reporting**

**6**

**How to ensure that the evaluation and learning approach can work across different place contexts.**

**7**

**How evaluation can fulfil a range of purposes and requirements both locally and nationally**

**8**

**A proportionate approach to evaluation, ensuring it is reasonable and resourced in ways which does not burden the work itself**

**9**

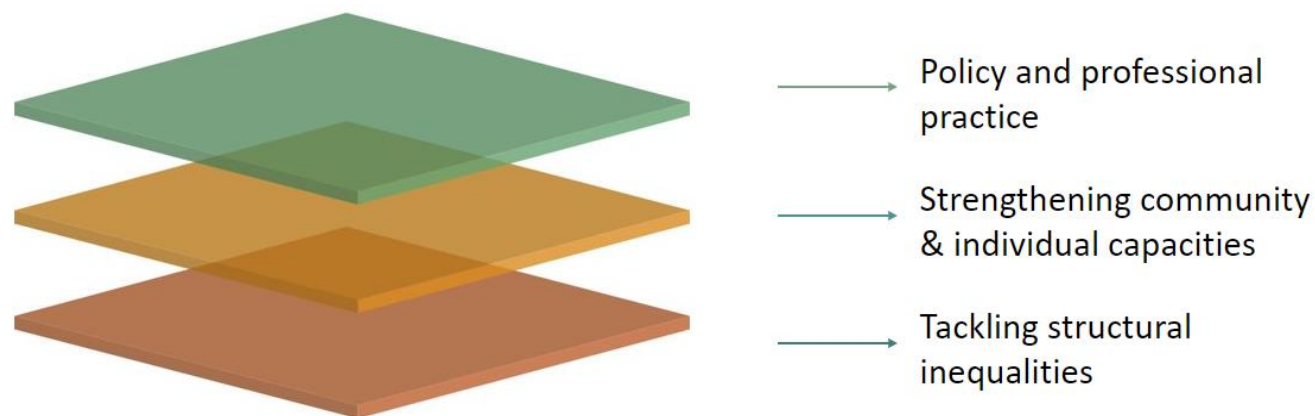
**How the evaluation corresponds with updated guidelines on evaluation best practice**

# Place Evaluation and Learning Approach



# Place Conceptual Framework

Drawing on the experiences and data of different locations and wider evidence, the conceptual framework has been developed to aid understanding of whole-system approaches and place-based working. The framework identifies three interconnected layers where action to encourage physical activity may take place. Within the framework there are 10 cross-cutting conditions for addressing physical inactivity inequalities. For places, the conceptual framework provides the scaffold to aid understanding and inform the development of their place-based systemic approach

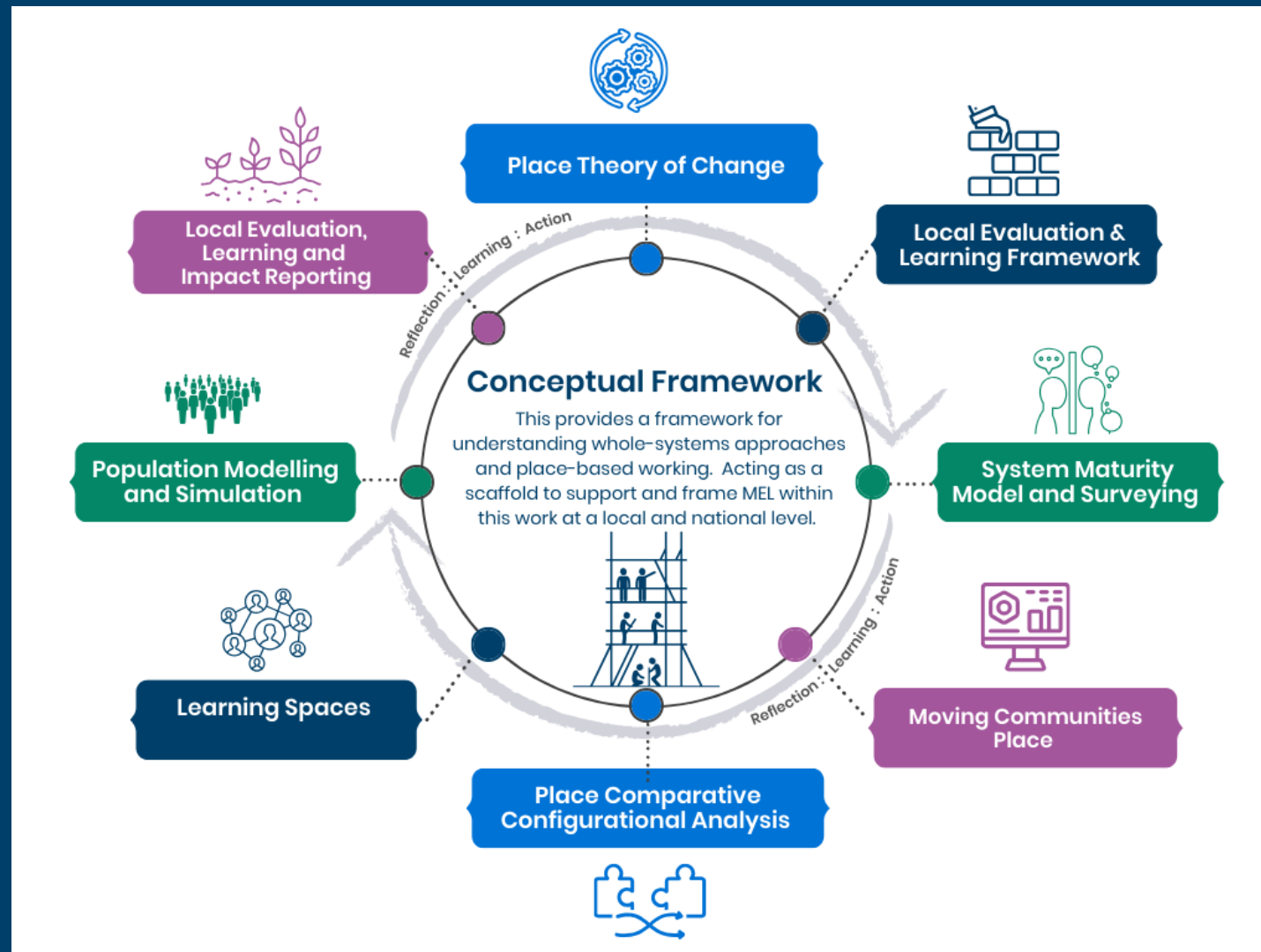


## 10 Cross-cutting conditions for addressing physical inactivity inequalities

1. Identifying the barriers and enablers of physical activity in the local context
2. Distributed and collective leadership
3. Collaboration within and across organisations
4. Capacity and capability across the workforce, volunteers and in communities
5. Facilitative processes for agile, collaborative working and proportionate, representative governance
6. Co-production, local people-led initiatives (community power)
7. Addressing inequality and intersectionality
8. Cultures and practices for wellbeing and physical activity
9. Physical environments that enable wellbeing and physical activity
10. Cycles of learning and action

# Place Evaluation and Learning Approach

The combination of the components together enables local places and Sport England to causally understand progress, change, and outcomes, at a local, programme, and population level over time.



# Place Evaluation and Learning Approach



In summary the Place Evaluation and Learning Approach contributes to:

- More consistent, high-quality, and usable evaluation and learning occurring within places.
- Positively shifting the behaviours and attitudes, and practices, relating to evaluation and learning.
- Using evaluation evidence to improve practice and inform decision-making.
- More rigorous evaluation evidence which meets both local and Sport England priorities and enables us to better demonstrate progress and impact at a programme and population level in relation to Sport England's four strategic outcomes.

**Increasing  
Physical Activity**

**Decreasing  
Physical  
Inactivity**

**Narrowing  
Inequalities**

**Improving Children's  
Experiences**



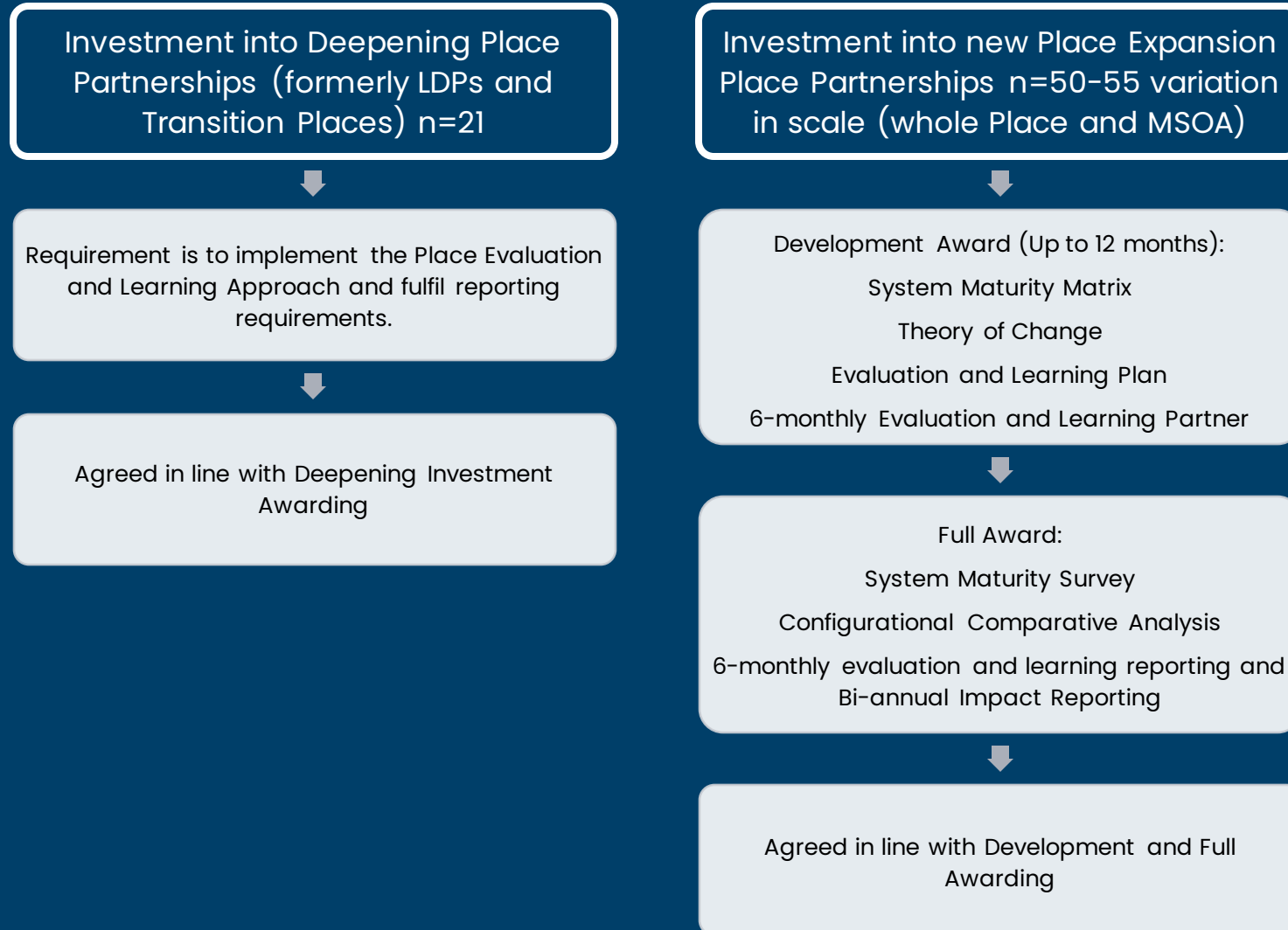
# The Objectives for a National Evaluation and Learning Partner (NELP)

# Objectives and Role



- We are seeking proposals for a national evaluation and learning partner to implement the Place Measurement, Evaluation, and Learning Framework (referred to as the Evaluation and Learning Approach).
- The requirement of the National Evaluation and Learning Partner is to work with 80–100 places, to:
  1. Lead and manage the application, and fulfilment, of the Place Evaluation and Learning Approach
  2. Build and strengthen local capacity and capability to understand evaluation and learning through and from evaluation.
  3. Facilitate learning and use of the data/findings being generated within, and across, places, both locally and nationally.
  4. Manage the analysis and synthesis of data reported by Place Partnerships
  5. Produce routine reporting on progress and impact based on the evaluation evidence.
  6. Establish Developmental Priorities based on evidence needs/priorities as they emerge [locally-nationally] through the duration of the contract.
  7. Work with other National Evaluation and Learning partners to manage interdependencies, enhance coherence across approaches to evaluation and learning, and avoid duplication of resourcing.

# Places: Investment Process & Reporting Requirements





# Volume and Frequency of Data from Places



Volume and Frequency of Data for Analyses, Syntheses, and further Use				
Data Source	Type of Data	Sample	Frequency	Note
System Maturity Matrix	A quantitative assessment informed by local data and understanding	80-100 places	Annually, September reporting	
System Maturity Survey and follow-up Interview/Focus Group	A quantitative assessment informed by local data and understanding, and qualitative data.	80-100 places	Annually, September reporting	
6-monthly evaluation and learning reporting	Consisting of qualitative accounts and a high-level indexing in relation to the 10 cross-cutting conditions.	80-100 places	6-monthly, March and September reporting	
Bi-annual impact reporting	A text-based report, supplemented with infographics, and consisting of both qualitative and quantitative data.	80-100 places	Every two years, next cycle for reporting is between January to June 2025. *See Note	*Bi-annual impact reporting will be required from the 12 Place Partnerships (formerly LDPs)
Configurational comparative analyses	Extracted from 6-monthly evaluation and learning reporting System Maturity Survey Additional local data National data sets From follow-up interviews/focus group	80-100 places *See Note	Annually, process to commence from October and report in March.	*This could include multiple-case studies from within a place, and from places not in direct investment from Sport England
Data Modelling and Simulation	*See note Supplier to share data and work with Supplier for this contract	80-100 places	Annually. *See note	*The data requirements for this is being determined, and the timeframe and process will be agreed during the Mobilization of the contract.
‘Developmental Priority’	*See note	To be determined	*See note	The type, volume, and frequency, of data is contingent upon what the priority is and what it requires.

# Budget and Timelines

# Budget and Timeline



- Contract value is £3.4m over 4-5 years: 1st April 2025 – 30th September 2028, with the option to extend by a further six months to 1st April 2029.

- Invitation to Tender live for 30 days from Early May

- Deadline for ITT submissions: Early June

- Presentations: Between: July 2024

- Contract award: End of September 2024

Contract start: November 2024

# Next Steps



# Next steps and further information



- Interested suppliers can sign up for 1:1 sessions with Sport England colleagues today / tomorrow a, where you can:
  - Hear more about the work and ask questions
  - Provide feedback to inform the final brief
- If you haven't already, you can book your place by following the instructions on Contracts Finder
- After this session we will finalise and publish the brief early May
- All other details will be confirmed in the final Invitation To Tender documentation – We will notify you via the Portal if any of this information changes following this Market Engagement Session and early May 2024.

**Thank you, on behalf of Sport England's Evaluation and Learning and Place Relationships Teams**

**Any Questions?**