SPORT ENGLAND

UNITING THE MOVEMENT

PLACE PARTNERSHIPS UPDATE

SPORT ENGLAND UNITING THE MOVEMENT

Our 22-25 IMPLEMENTATION PLAN SAID..

EXPANDING PLACE PARTNERSHIPS

...to focus our investment and resources on the communities that need it most, we'll significantly increase the number of places across England that we partner with and invest in, building the movement from the ground up by working with organisations and communities to understand the issues and barriers facing people to get active, and working together to develop local solutions..."

PLACE PARTNERSHIPS

Commitment

£250m over next 5 years to expand our place partnerships to 80-100 additional places via the network of people in our existing LDPs and Active Partnerships alongside a universal offer that all places can benefit from and deepening in the existing pilot areas.

Delivering impact against our 4 key outcomes:

- **Increasing Activity**
- **Decreasing Inactivity**
- **Tackling Inequality**
- **Providing positive experiences for children and young people**

How does that breakdown?

£225m of revenue and capital investment to further develop our current Place Partnerships and to grow to a further 80-100 new ones by 2025

£25m for Place-based components of a place universal offer and a common approach to measurement and evaluation across the whole of our place work

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WHAT DO WE MEAN BY SYSTEMIC PLACE BASED WORKING?

PLACE PARTNERSHIPS

DOING THINGS DIFFERENTLY

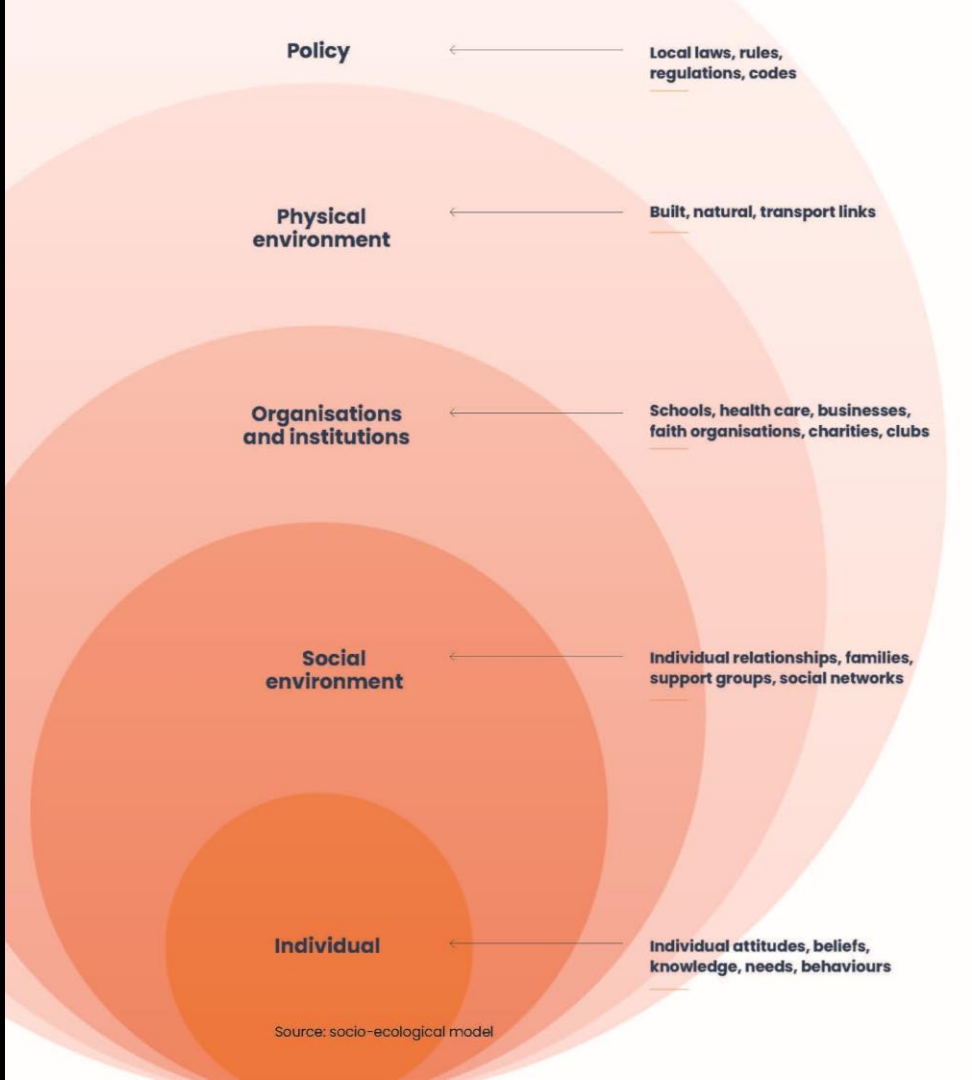
Working in a defined geography and responding to community need

Understanding and better connecting the system that shapes how we live

Moving from transactional to relationship-based investment

Test and learn approach

Working with a common purpose and distributed leadership



Source: socio-ecological model

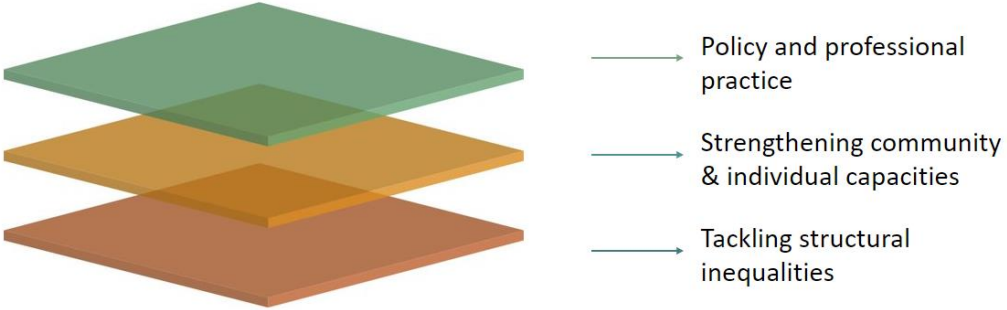
We have captured lots of learning…

People & Places shares the story and learning of the local delivery pilots. Click here to find out more

Conceptual Framework

What Is It?

- 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.



What This Means For Your Place?

- The conceptual framework provides the scaffold to aid understanding and inform the development of your 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

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How will we prioritise where our Place Partnerships will be?

Place Partnerships

Proportionate Universalism

PLACE PARTNERSHIPS

OUR GUIDING PRINCIPLES

When we choose where to spend time, energy and money, we'll be guided by three principles built into the way we operate.

They represent the biggest commitments to change for us as an organisation. In many ways, this strategy is an evolution of what we do, but a revolution of how we do it. We'll start applying these principles right away, but in reality we know it'll take time to be expert at these, and we'll need to learn from others:

1. Investing most in those that need it most

We'll follow the established concept of "proportionate universalism" in the work that we do, balancing targeted and universal provision in a way that's proportionate to the level of need.

The right thing to do is ensure we all have what we need to be active, regardless of who we are, how we earn a living or how much we make. For some this needs relatively little from us, but for others far more work, time, energy and investment is needed. We'll no longer say this is too difficult, but instead live up to our values, keeping fairness and equity front and centre.

Place Needs Classification (PNC)

For expanding our place-based partnerships, we will classify a place as somewhere of greatest need when data indicates there is *both* "sport and physical activity need" and "social need".

Sport and physical activity need

This data speaks most directly to our mission to increase activity, reduce inactivity and reduce inequalities

+

Social need

Data that describes places where outcomes are less favourable

Place Needs Classification (PNC)

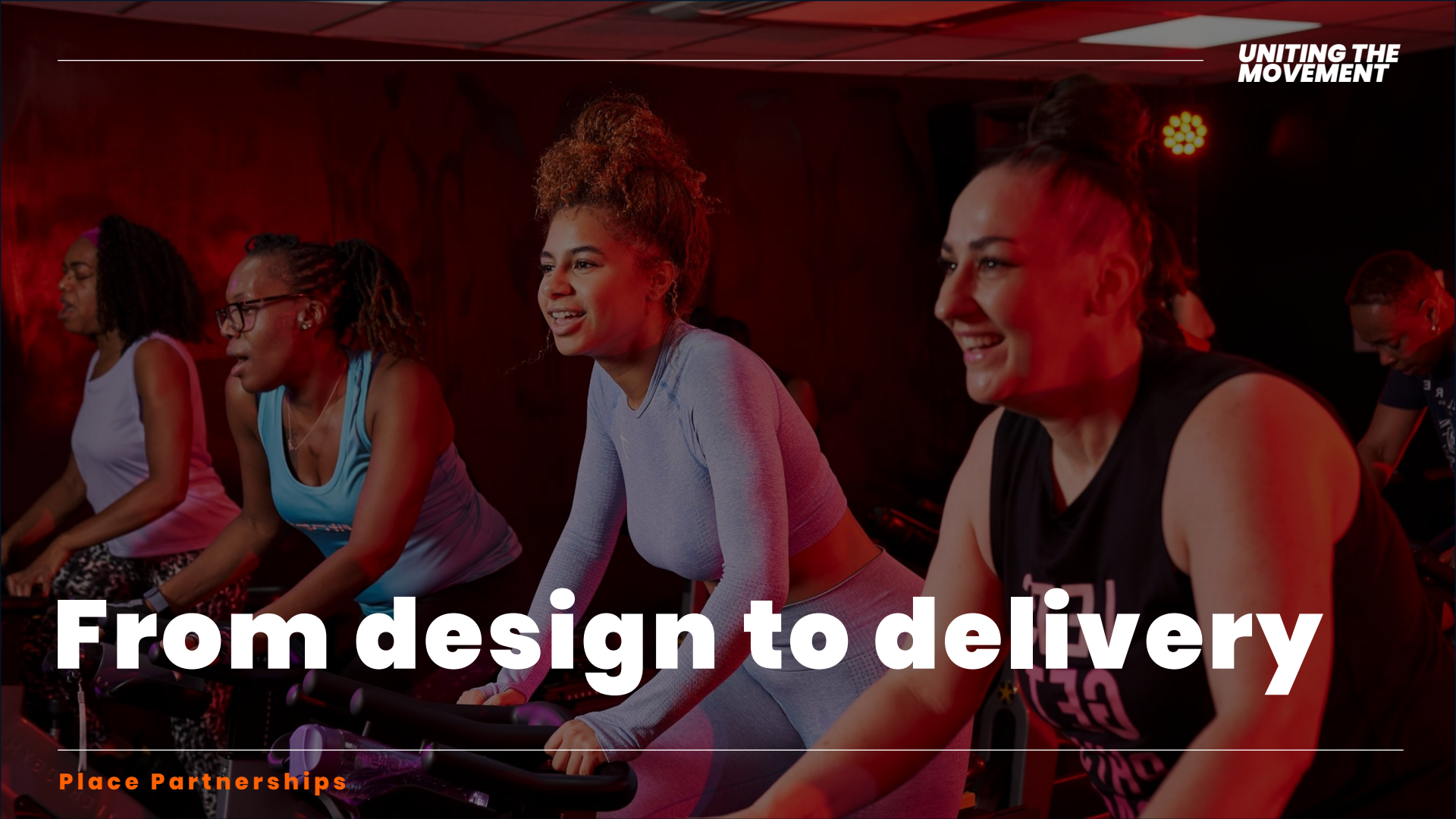
- **LA-level:** general level of need identified across the whole or a significant proportion of a LA area

- **MSOA-level:** need identified within specific pockets or neighbourhoods within a LA

How we best utilise the data to inform local approaches will be co-designed and co-produced with place partners.

Place Need Classification (PNC)

Whilst data is a powerful, objective way of helping to identify places of need, it is not the only consideration.



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From design to delivery

Place Partnerships

Phasing the Expansion

- **Summer/Autumn 2023 –** Initial analysis done through Place Needs Classification. Coupled with 1:1 discussions with every Active Partnership on current context and maturity of this work in those priority place identified.

- **6th November 2023 –** National launch of the approach to Place Expansion.

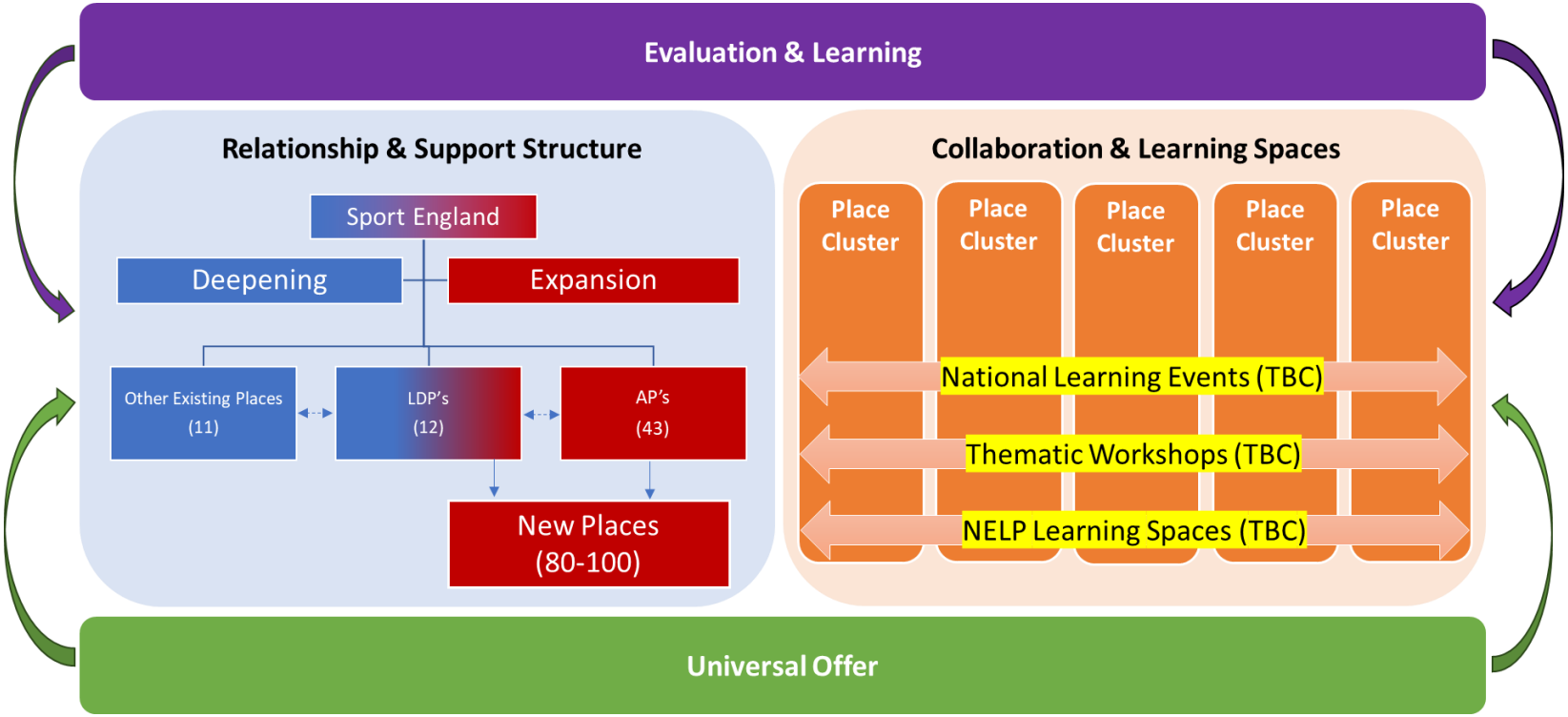
- **November 23 - March 24** – Initial exploratory meetings held with places that have the highest level of need and where the conditions are right locally to move forward, to a 'Development' Award in 2024. To date 4 submissions have been received covering 7 places.

- **Summer/Autumn 2024 –** Continued conversations with Active Partnerships and their Places – methodology and approach for phase 2 will be developed and will consider learning from the first phase.

- **Ongoing –** The Place Relationships team will continue to support APs that have places with the highest level of need but there is existing investment in place.

- **Ongoing** – Engagement with Active Partnerships and other organisations about the development of an appropriate and meaningful Place Universal Offer.

Operational Model



Clusters	North-West	Yorkshire & The Humber	North-East	West Midlands	East	East Midlands	South-West	London and the South-East
Active Partnerships (43)	**5 AP's:** GM Moving, Merseyside Sport, Active Lancashire, Active Cheshire, Active Cumbria	**3 AP's:** Yorkshire Sport Foundation, North Yorkshire Sport, Active Humber.	**3 AP's:** Rise North-East, Tees Valley Sport, County Durham Sport.	**6 AP's:** Active Black Country, Sport Birmingham, Herefordshire and Worcestershire Sport, Energize, Think Active, Together Active.	**6 AP's:** Active Norfolk, Active Suffolk, Active Essex, Team Beds and Luton, Hertfordshire Sport Partnership, Living Sport,	**5 AP's:** Northamptonshire S port, Active Together (LRS), Active Lincolnshire, APT.	**7 AP's:** Active Cornwall, Active Devon, WESPORT, Active Gloucestershire, Wiltshire and Swindon Sport, Somerset Activity and Sports Partnership, Active Dorset.	**8 AP's:** London Sport, Active Kent and Medway, LEAP, Get Berkshire Active, Active Surrey, Active Oxfordshire, Active Sussex, Energise Me*
Existing Place Partnerships (Previously LDPs and others)	Greater Manchester, Pennine Lancs and Liverpool	Calderdale, Withernsea, Bradford, Doncaster, Wakefield, Sheffield and Leeds	South Tees, Durham and Newcastle	Birmingham & Solihull and Coventry	Essex and Luton	N/A	Exeter & Cranbrook, Plymouth, Gloucester and Bristol	Southall, Hackney
New Place Partnerships in 23/24	**8 Places**	**5 Places**	**5 Places**	**5 Places**	**7 Places**	**9 Places**	**1 Place**	**8 Places**
SE Relationship Leads	**Strategic Lead:** Lucie Unsworth (April 23rd start) **Place Relationship Managers:** Tina Pilkington and Ben Williams	**Strategic Lead:** Kate Ahmadi-Khattir **Place Relationship Manager:** Laura Martin and Ben Williams	**Strategic Lead:** Kate Ahmadi-Khattir **Place Relationship Manager:** Isac Mitchell	**Strategic Lead:** Hari Matharu (April 2nd start) **Place Relationship Manager:** Richard Lockwood	**Strategic Lead:** Mel Bennett **Place Relationship Manager:** Marie Hartley	**Strategic Lead:** Mel Bennett **Place Relationship Manager:** Kate Moss	**Strategic Lead:** James Watmough **Place Relationship Manager:** Russ Turner	**Strategic Lead:** Warren Leigh **Place Relationship Managers:** Mark Cook & Hannah Richards *** Energise Me SL**: James Watmough and PRM: Russ Turner

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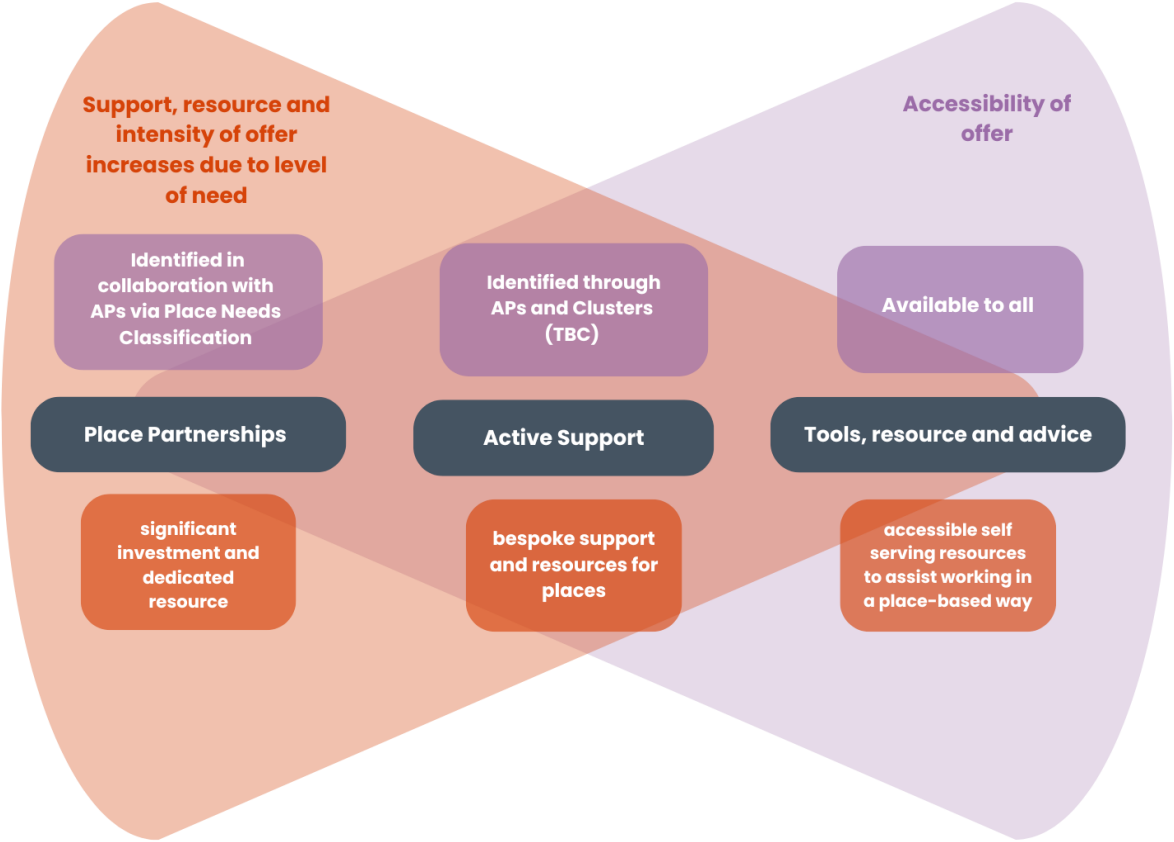
Place Universal Offer

PLACE PARTNERSHIPS

What is the Place Universal Offer?

- The Place Universal Offer is a proportionate way of supporting the entire sector to work in a systemic way.
- We have allocated investment towards a Place Universal Offer meaning that we can provide effective support, tools and resources to more places than the 80-100 we have committed to through our place partnerships.
- To advocate for systemic change in as many places as possible we are developing a continuum of support to achieve this.


Support, resource and intensity of offer increases due to level of need
Accessibility of offer
Identified in collaboration with APs via Place Needs Classification
Identified through APs and Clusters (TBC)
Available to all
Place Partnerships
Active Support
Tools, resource and advice
significant investment and dedicated resource
bespoke support and resources for places
accessible self serving resources to assist working in a place-based way

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Leadership support for Place Partnerships

PLACE PARTNERSHIPS

March 2024

An emphasis on local leadership

- Whilst our national programmes have remained popular; participants highlight how impactful it would be if programmes were to be delivered to the collective leadership of a Place.
- Summer 2023 with the Local Government Association, trialled a Place-based Leadership courses in Blackpool and & the Wirral, seeking to build momentum for collaborative working and new approaches.
- Local colleagues reported increased confidence to do things differently and work in more connected ways, more firmly established networks and practical examples they could take apply.
- This feedback (plus our learning from LDP work) has formed the basis for our new Place-based Leadership programme.
- **Our ambition is that every new Sport England Place Partnership will participate in a local leadership programme, in doing so undertaking a valuable shared learning experience.**
- **Over the next 12 months in collaboration with our partners the LGA we're seeking to deliver up to 30 courses for our first phase of new Place Partnerships.**

Going live- key steps/milestones

Train the trainer,

created a national cohort of 8 Lead and 11 Co Facilitators who will enable, support and drive our Place-based Leadership support offer

(Dec-23)

Leadership Essentials Officer Programme,

28 representatives from new Places, develop collective understanding of systems leadership and learn more about the local leadership support offer

(Jan-24)

Councillor Briefing Session,

update provided for elected members from new Places to understand more about the Place Partnerships Programme and impact seeking to be achieved

(Feb-24)

All in preparation...

to deliver the nationwide roll out of local Place-based Leadership courses for new Sport England Place Partners

(from April-24 onwards)

In summary…what is it? Key components of the Place-based Leadership programme

Bringing together partners from across the public/private/third sectors and beyond in a local place to learn more about systems leadership, new approaches to tackle inequality/inactivity and co-design practical applications.

Tailored to the need of a Place and collaboratively designed with colleagues from local areas….to align and enhance relevant local practices, not replicate them.

Innovative learning approaches covering key topics such as establishing networks, building common purpose, developing public narrative, and a range of personal leadership skills, sharing of lived experience stories/examples and more…

Delivered by a Lead and Co-facilitator, experienced Leaders with understanding of the theories, principles and application of system change in public services, plus experience facilitating group learning.

2-day initial programme with follow-up sessions at 3-months and 6-months to continue to track the impact and learning of the programme.

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Evaluation and Learning

Place Partnerships

Introduction

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Sport England's Evaluation and Learning Approach for Uniting the Movement identifies three ambitions for evaluation;

To embed evaluation and learning

To improve how we evaluate

To apply what we learn

To achieve the ambitions of the new evaluation and learning approach within place-based systemic working, Sport England has iteratively developed the Place Evaluation and Learning (EL) Framework. The framework is based on a set of related components which guide evaluation and learning within places, of which measurement is a part of.

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 you can use and share locally and with 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 your local place-based systemic work.

Open, honest and curious: We want to encourage places 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. Working in the open to continue to develop evidence and understanding. 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 as part of the evaluation and learning is intended to be of equal value to you locally, in how you evaluate, evidence, understand, learn, and take action.

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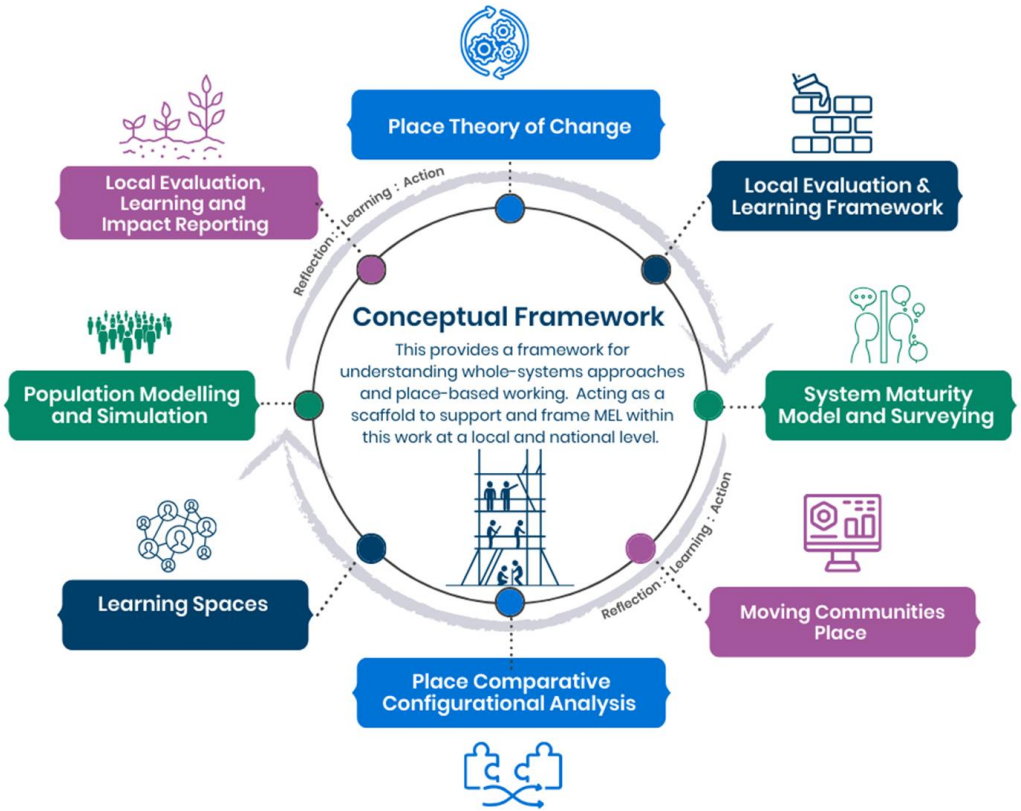
Visualising the Approach

These components collectively make up the Place E&L approach. Components are complementary to each other, and all Place Partnerships will have access to support from Sport England through their Place Relationship Manager and our National Evaluation and Learning Partner to understand, and fulfil, components informed by their local place context.



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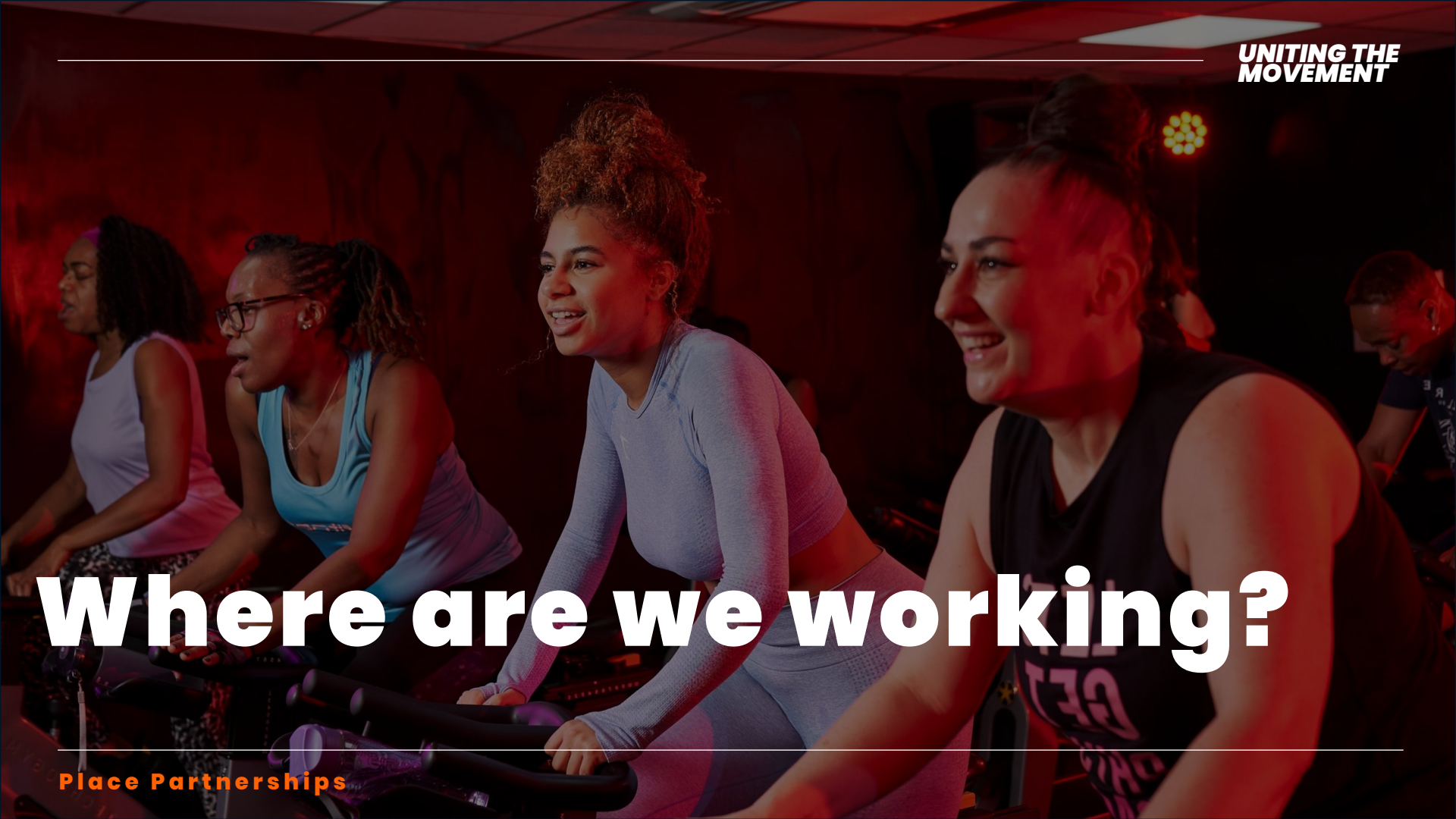

Where are we working?

Place Partnerships

Progress March 2024

- By the end of April, we will have met with **48 places** in partnership with **23 Active Partnerships** and additional support from some of our current Place Partnerships (previously LDPs).

- Small number of development award submissions and expecting more over next couple of months but this is changeable.

- We are now at a point on whether to name places and have some options we'd like to test with you.

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Questions

Place Partnerships