

Doncaster MBC

Invitation to Tender (ITT) for evaluation services for the Doncaster Sport England Local Delivery Pilot (LDP).

23rd November 2018

Contract reference

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1. Introduction

- 1.1 Doncaster MBC (“the Council”) is conducting this procurement process via ProContract to appoint a suitably qualified, experienced and innovative organisation who can demonstrate their ability to work with the Council, its Get Doncaster Moving partners including Sport England and the local community to deliver a detailed and quality process and outcome evaluation of the Doncaster Local Delivery Pilot (LDP). We are looking for a provider to design and deliver a range of methods to evaluate the Doncaster LDP.
- 1.2 This Invitation to Tender (ITT) sets out the background to the commission, its aims, proposed areas of evaluation, timescales, outputs and management arrangements.
- 1.3 The delivery of the evaluation will be in phases, and subject to receipt of funding from Sport England. The contract duration is for 26 months with an intended contract start date in February 2019 to ensure that the contract is mobilised to deliver the required baseline measurement for the LDP around April 2019.
- 1.4 This evaluation is funded by Sport England and the release of funds to complete the stages of the project is subject to satisfactory performance during all stages. Once immediate funding from Sport England has been confirmed, the successful bidder for Evaluation will be commissioned to continue the evaluation for the full term of the Doncaster LDP.
- 1.5 We are absolutely committed to co-producing interventions and activities that will change the current social norms in Doncaster with regard to tackling physical inactivity. We want this contract to help to test new ways of working and learn fast to change course where this provides a better route to secure participation of our Borough’s population – this needs to be dynamic and flexible and we will need responsive and innovative consultants who will work with, challenge and respond to and with us.
- 1.6 A maximum budget of £450,000 until 31 March 2021 is attached to this commission. However we are conscious that the nature of this work will likely go beyond this timeline and will look to enhance the evaluation should that opportunity arise. However, there is no guarantee at this early stage that future phases of the Doncaster LDP will be funded and tenderers should take account of this.
- 1.7 In order to ensure transparency and objectivity, the evaluation of the LDP must be delivered in a manner to prevent any conflict of interest and protect the validity and soundness of the process.
- 1.8 Consortium and collaborative bids are welcomed, as is sub-contracting.
- 1.9 We have used this ITT to identify *what* difference we would like to achieve through this work. We are looking to appoint consultants who can help us to articulate *how* best to achieve this.

2. Background

2.1 Doncaster

- 2.2 Doncaster is a Metropolitan Borough located in the heart of England in the metropolitan county of South Yorkshire and the Yorkshire and Humber region. The population is rooted in Doncaster's industrial past and this presents a significant challenge in connecting people, places and businesses to economic and social opportunities.
- 2.3 Despite being a Metropolitan Borough, large areas are rural in character and the largest land use (67%) is agriculture. Levels of unemployment and deprivation vary significantly across the Borough and we have pockets of disadvantage that can 'lock people in' to a cycle of poor outcomes. Many of these areas have not fully recovered from the decline of traditional industries, particularly the demise of the mining industry in the 1980's. Overall health and wellbeing is improving in Doncaster for both men and women. However, it is generally worse than the England average and many residents experience poor health or die prematurely (i.e. before the age of 75). This inequality in life expectancy is starker when comparing the most and least deprived areas of Doncaster, where life expectancy differs by 10.7 years for men and 7.1 years for women. In addition, we have some of the highest levels of adult obesity in the country.
- 2.4 Participation in physical activity amongst Doncaster residents has remained persistently low in comparison to the rest of the country. The Active Lives Survey (ALS) shows that approximately 70,000 adults in Doncaster (31%) participate in less than 30 minutes of activity per week and we have the lowest percentage of people in the country who participate in sport & physical activity twice in the last 28 days. Our data suggests that there is consistently low participation amongst NS-SEC groups 5-8 and we still have a more men than women regularly participating in sport, but the Active People Survey and ALS have shown that male participation has declined by 20% in the last ten years.
- 2.5 In response to the local and national data, and through consultation with a wide range of stakeholders, The Get Doncaster Moving (GDM) Strategy was developed in early 2018. It is a ten-year framework for how we can get more people moving, with a particular focus on inactive people, people on low incomes, and keeping children & young people active. The strategy has influenced the strategic positioning of physical activity and sport at the highest level in the borough. Resource has been allocated from the Doncaster Growing Together Borough Strategy for inclusive growth (2017-2021), to develop and deliver the GDM 4-year transformation programme, which focuses on walking, cycling, dance, sport and parks & open spaces.
- 2.6 Further information about Doncaster can be found on the following links:
- Doncaster Growing Together, Borough Strategy - <http://www.doncaster.gov.uk/services/the-council-democracy/doncaster-growing-together>
 - Get Doncaster Moving Strategy - <https://getdoncastermoving.org/uploads/read-the-full-gdm-strategy.pdf>
 - Get Doncaster Moving Programme - <https://getdoncastermoving.org/programme>

- State of the Borough assessment (2018) - <http://www.doncaster.gov.uk/services/the-council-democracy/state-of-the-borough>
- Doncaster Data Observatory - <http://www.teamdoncaster.org.uk/doncaster-data-observatory>
- Public Health England, Doncaster Health Profile - https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E08000017?place_name=Doncaster&search_type=parent-area

2.7 The Sport England Local Delivery Pilots

- 2.8 Doncaster's compelling vision for change to address physical inactivity has been recognised by Sport England and we have been awarded with the LDP status. For more on the LDP please see Sport England's website <https://www.sportengland.org/our-work/local-delivery-pilots>. By focusing intensely on 12 areas, Sport England plans to identify better ways to address the stubborn inequalities and break down the barriers that stop people getting active, including poor transport, safety, cost and confidence.
- 2.9 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, organisations / institutions, physical environment and policy levels. So Sport England believe change at all levels, a whole system approach, will be needed and want to understand how making changes at all levels could lead to sustained change. The pilots are not about individual interventions at a project level. They need something broader at greater scale to drive change in engagement in physical activity.
- 2.10 All 12 LDP areas are different; each will tackle physical inactivity, each will also tackle stubborn participation inequalities in their areas. No two LDP areas are the same. The aspiration is that areas take a 'whole system approach' in the place with a view to developing a blueprint to promote physical activity across the country.
- 2.11 Sport England has contracted national evaluation partners, IFF Research, working in partnership with University of East London. The national evaluation framework has been designed so that there is just enough consistency so that everyone involved in the LDP's can understand, and learn from, what is going on, without limiting local plans.
- 2.12 The IFF Research national contract has a number of elements:-
- A theory of change model deployed to set against the overall LDP programme
 - A series of national metrics to which each of the LDP areas are to report against
 - A process evaluation element.
- It is required that there is a synergy between the two evaluation processes and both a degree of independence – to ensure a robust process of relevance to the locality and to ensure this evaluation adds value to the national work.

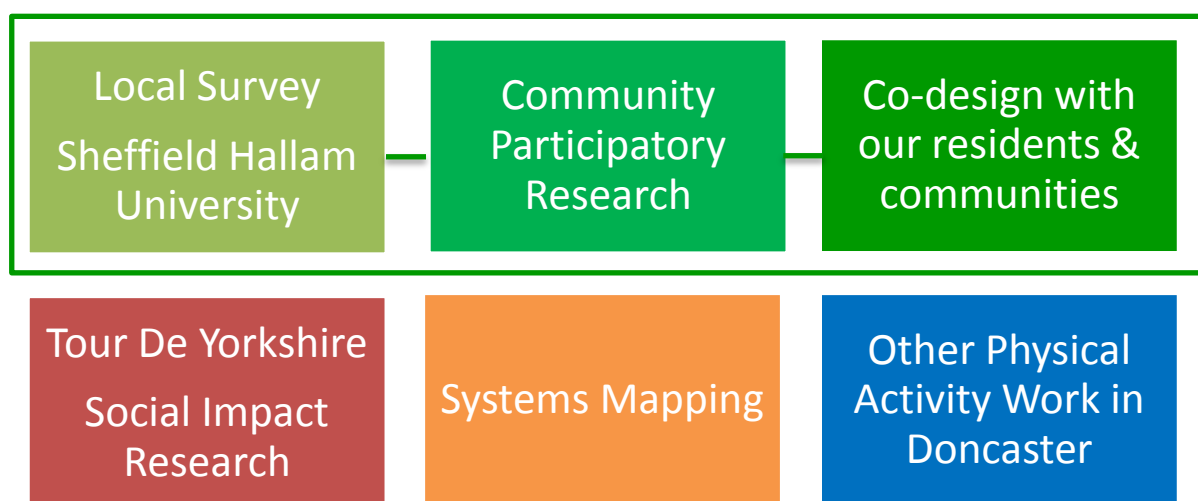
3. Local Delivery Pilot in Doncaster

- 3.1 The Doncaster LDP vision is to "utilise physical activity and sport to contribute to our inclusive economic growth ambitions and explore how it can support our residents to benefit from Doncaster's aspirations across all of its communities." The Doncaster LDP wants

to play a part in tackling inequalities by addressing inactivity in those communities who do not demonstrate patterns of regular participation. Additional information on the Doncaster LDP can be found here <https://getdoncastermoving.org/ldp>.

- 3.2 In Doncaster the LDP is managed through a partnership board named 'Get Doncaster Moving', and sits under the 'Doncaster Growing Together' strategic local partnership. The LDP will take its lead from the GDM strategy, and will complement the projects within the 4-year GDM transformation programme.

3.3 Current work streams associated with GDM/LDP.



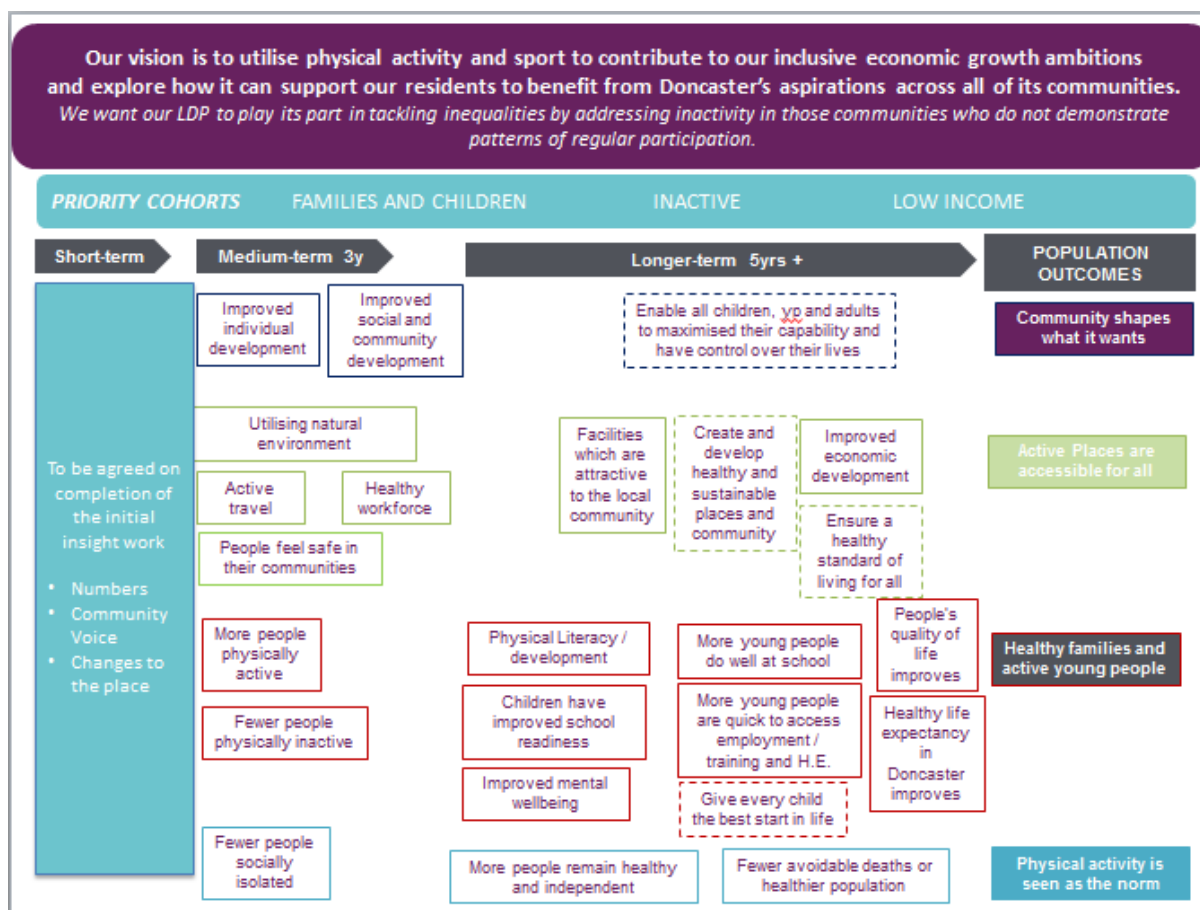
- **Community Participatory Research Approach (Green boxes)** Doncaster awarded Sheffield Hallam University's Centre for Behavioural Science and Applied Psychology led by Professor Madylene Arden (October 2018) a significant contract to push forward a key missing element of insight work to better understand Doncaster communities. This contract includes surveying approx. 1100 local residents, developing community residents to become researchers to do insight work and to lead a co-design approach to how we may tackle inactivity in Doncaster.
- **Social impact analysis of the Tour De Yorkshire** was contracted by Doncaster Council with Leeds Beckett University to help us understand how the LDP way of working could yield impact in raising economic aspiration of Doncaster citizens. <https://getdoncastermoving.org/uploads/the-social-and-economic-impact-of-events-report.pdf>
- A process of **physical activity systems mapping** (led by Nick Cavill Associates working with Professor Harry Rutter) is helping to map and understand how the current system is shaped and the degree of connection of elements within it (and how it will need to be shaped to tackle inactivity and stubborn participation qualities in the future).
- **Other Physical Activity related work in Doncaster** includes a number of recent developments taking place to tackle physical inactivity, and the appointed provider

will need to be conscious of how these may interact with the Doncaster LDP. These include the Get Doncaster Moving Programme, other Sport England investments and EXPECT Youth programmes. The appointed provider will be expected to understand and interact with various stakeholders, albeit primary contact will be for the LDP.

4. Evaluation aims and objectives.

- 4.1 The Council, on behalf of GDM partners, wants to commission an organisation who can support the development and then deliver a detailed **process** and **outcome** evaluation of the Doncaster Local Delivery Pilot.
- 4.2 The evaluation will need to produce robust findings which can be used to measure change locally and help to determine the future development of the LDP. This local evaluation process will support the national evaluation, therefore there will be the need to collect information on the key metrics required to assist the national programme evaluation (see Appendix A for the National Evaluation Framework).
- 4.3 Aim of the evaluation**
- Improve our understanding of the action required at all levels of the local system to break down barriers to physical activity, especially among our priority cohorts; Inactive, Low Income and Families and Children.
- 4.4 Work has taken place to identify four elements to our evaluation approach and we expect the provider to address each of these.
- The **Systems Outcomes** Evaluation which focuses on our whole system approach, connections, partnership dynamics and changes within the socio-ecological system locally. This will enable us to better understand the interactions between people, structures and processes that work together to make up the local physical activity system in its widest sense.
 - The **Population Outcomes** which are centred on the interventions delivered to, and the impact on residents.
 - The **Community Voice** which captures “what works for whom in what context” and captures the impact of the work on individuals and communities.
 - The **Process Learning** of the Doncaster Local Delivery Pilot to capture how things have been done, what is the learning and what should be done again in the future.

There has been some preliminary work with the National evaluator, IFF Research, to develop a local Theory of Change model to identify the medium and long term population outcomes (see diagram below). The short term outcomes are yet to be fully identified, as they will be developed in response to the community participatory research. The provider will need to work with us to identify how they can address the measurement of the impact of these outcomes. There will also be a requirement to consider progress against other comparable LDP geographic or thematic areas.



4.5 The evaluation should be formative as well as summative in design, helping to shape the local pilot by:

- Clarifying the shared aims and objectives of the pilot and what it is trying to achieve
- Developing a further theory of change for the pilot, in full partnership with the local community and other key partners (this will build on early work by IFF researchers contracted to provide evaluation support for the national LDP programme for Sport England).
- Monitoring progress towards the achievement of key outputs and outcomes over the lifetime of the pilot
- Informing the continual improvement of the pilot as it develops.

4.6 The evaluation will inform how the Doncaster LDP evolves, as well as contributing to the national evaluation (see Appendix A) producing evidence to help to understand how we can achieve whole system change for the lasting benefit of local people.

5. Evaluation design and methods

5.1 The provider will be required to work with us to design the evaluation methodology. Some early work has taken place to identify potential measures for the four areas of our evaluation. The measures suggested below are not definitive; they are included to show our thinking to date. We welcome providers to appraise and make recommendations on this early work.

5.2 Systems Outcomes

Outcome	Measure(s)
The LDP has an impact on the Get Doncaster Moving strategy outcomes and vision	
Greater understanding of the challenge	Economic benefits are understood and utilised More research is taking place in Doncaster Data sources are joining up
Physical activity in all policy	Evidence within policies
There is noise	Sentiment analysis Press coverage
Advocacy is expanded	More people on board, deeper relationships, network diversified Workforce capacity to address inactivity Social capacity
Evidence of sustainability	Financing to address inactivity improves Community capacity increasing

5.3 Population Outcomes

Sport England is boosting the Active Lives Survey for the Doncaster area from November 2018 – November 2020 with a request to extend this for a further year until Nov 2021. This will boost the sample size from 500 across the Borough to 3,500. This will yield a deeper data set which should enable greater depth of data availability with lower confidence levels measuring change to support the evaluation. Active Lives will provide overall population data at an LA level for Doncaster (this will include data on activity levels and other key metrics outlined in the national evaluation framework, including mental wellbeing, individual development and community development). Active Lives, due to sample constraints will not be able to provide data at a smaller geographic level and will be limited in terms of looking at changes amongst particular demographic sub-groups. There is not scope to alter or add questions within the Active Lives Survey. For information on the Active Lives questionnaire, see [here](#).

While we have established the draft Theory of Change framework and made some suggestions of the sort of measures which could be utilised; we are open to ideas of how this could be achieved through this contract.

As part of its national evaluation expectations, Sport England requires all LDPs to include the measurement of a small number of essential measures (these have been included in the drafted local evaluation framework)

Population Outcome	Medium & Longer-term Outcomes	Measure(s)
Community shapes what it wants	<ul style="list-style-type: none"> • Enable all children, young people and adults to maximise their capacity and have control over their lives • Improved individual development • Improved social and community development 	<ul style="list-style-type: none"> • Increased self-efficacy • Promoting social trust
Physical activity is the norm	<ul style="list-style-type: none"> • Fewer people socially isolated • More people remain healthy and independent • Fewer avoidable deaths or healthier population 	<ul style="list-style-type: none"> • Community Life Survey - % of adult social care users who have as much social contact as they would like • Rate of permanent admissions to residential care per 100,000 (65+) • Avoidable deaths in local population (Mortality rate per 100,000)
An active environment is fully utilised	<ul style="list-style-type: none"> • Improved economic development • Utilising natural environment • Active travel • Healthy workforce • Facilities which are attractive to the local community • Create and develop healthy and sustainable places and communities • Ensure a healthy standard of living for all 	<ul style="list-style-type: none"> • GVA per employee • % of people using outdoor space for exercise/health reasons (in PHOF 1.16) • Footfall counters – Trans-Pennine Trail and Elmfield park • % of monitored walking and cycling via cordon counts • Sickness absence - % of employees who had at least one day off in the previous week (PHOF) • Visitor counts to key facilities/attractions
Healthy families and active young people	<ul style="list-style-type: none"> • More people physically active 	<ul style="list-style-type: none"> • Active Lives Survey boost (3,500 surveys)

	<ul style="list-style-type: none"> Improved health and wellbeing 	<ul style="list-style-type: none"> Mental wellbeing (subjective wellbeing) School readiness – the % of children achieving a good level of development at the end of reception (PHOF) Attainment 8 score (GCSE attainment) Fewer avoidable deaths Proportion of 16-18 year old recorded in education and training Life Satisfaction Survey (ONS Wellbeing) Healthy life expectancy at birth (years) for males and females.
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5.4 Community Voice

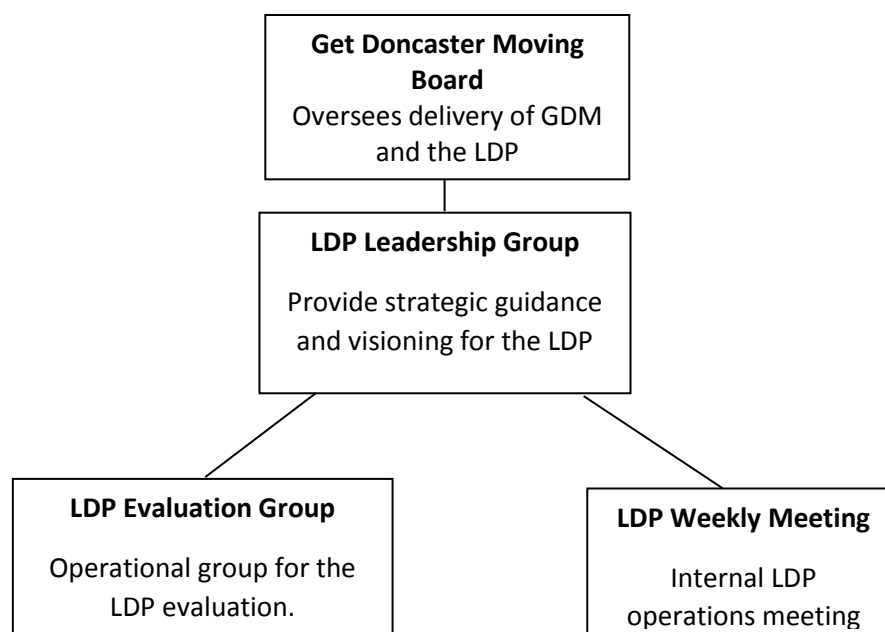
Outcome	Measure(s)
Impact on individuals and communities	<ul style="list-style-type: none"> Case studies Stories Interviews Provider logs Creative capturing of events Social media Photographs Videos

5.5 Process Learning

Outcome	Measure(s)
<p>A narrative of Doncaster's LDP process, capturing:</p> <ul style="list-style-type: none"> How things were done The learning from the process What could be done again in the future 	<p>We are yet to identify a methodology, and would like to work with the supplier to develop this.</p>

5 Relationships and governance

- 5.1 The project contact for this work will be the LDP Programme Manager supported by Doncaster MBC Programme Change Managers, who are responsible for day-to-day delivery of the physical activity transformation programme for Get Doncaster Moving.
- 5.2 The delivery of this contract will be via the LDP Evaluation Group. This will involve attending regular face-to-face Evaluation Group meetings which will link to the LDP Leadership Group (see diagram below).



- 5.3 Members of the LDP Evaluation Group will provide support to the local evaluation partner in undertaking relevant tasks. The Evaluation Group will be the first recipient of all evaluation findings and carry out the first review of all evaluation reports. The Evaluation Group may also require the provider to report to the LDP Leadership Group approximately twice a year.
- 5.4 The successful bidder will be expected to establish and formalise a close working relationship with Sheffield Hallam University as the company appointed to carry out the insight, co-creation and co-design work. This should be made a priority following contract award, in order to make the most of the synergies between the local evaluation and insight activity.
- 5.5 We are committed to co-producing interventions and activities with residents, local organisations and stakeholders to identify what will change the current social norms in Doncaster. We want to maximise local citizens' involvement in this evaluation. Tenderers are asked to bear this in mind in preparing responses to this ITT.
- 5.6 It is important that we get the balance right between collecting robust evaluation data, for assessing the success of the Doncaster Pilot, and using the time limited resources available to implement practical changes at the local level that will have lasting benefit, and which will produce learning that can be used to implement similar approaches elsewhere.

- 5.7 We are very keen to work with organisations (or groups of organisations collaborating) who share our ambition and values for working differently, who are committed to seeking innovative solutions to achieve real and lasting change for the benefit of Doncaster residents.
- 5.8 We expect the provider to collaboratively work with the Doncaster LDP team to take advantage of these opportunities to disseminate the progress and findings of the evaluation within local, regional and national levels.
- 5.9 Sport England (via the national evaluators, IFF Research) require the local evaluation team to share process evaluation findings every six months and outcome evaluation data every 12 months from when a baseline is established – in line with national evaluation framework requirements. A baseline report, pulling together all relevant sources of evidence and data, is also required to establish the ‘starting point’ for the pilot.

6. Required Timetable

The timeline for this contract is as follows. Sport England requires all LDP areas to establish their baselines by the end of April 2019.

Milestone	Timescale
Contract mobilisation	January / February 2019
Contract start	February 2019
Stage 1 - agree measurement methodology	February 2019
Stage 2 – scoping and baseline data collection	January 2019-March 2019
Stage 2a – Scoping report	31 st March 2019
Stage 2b– Baseline report submitted to Sport England	30 th April 2019
Stage 3 – Ongoing evaluation (including process evaluation)	From Feb 2019 to 31 st March 2021 Reporting to IFF (SE national LDP evaluators) on process learning every 6 months (September and March of each year) and outcome evaluation data every 12 months from baseline.
Stage 4 - Final evaluation report	31 st March 2021
Completion of works and contract	31 st March 2021* (*subject to available funds and local need there may be further opportunities to extend the range of the evaluation)

7. Budget

- a.** Sport England are providing the funding for this work to take place.
- b.** Our available budget is £450,000 over the duration of the evaluation project finishing in March 2021.