SPORT ENGLAND

Local Delivery Pilots

Expression of Interest form

March 2017

Before telling us about your pilot, please read the following information regarding Freedom of Information, Data Protection and Assessment. You should only proceed if you are happy to comply with the Freedom of Information and Data Protection requirements.

FREEDOM OF INFORMATION

As Sport England is a Public Body we have to comply with The Freedom of Information Act 2000. The Act gives members of the public the right to request any information that we hold. This includes information received from organisations such as:

- grant applicants
- grant holders
- contractors
- people making a complaint

Some information is exempt from The Act, such as personal details. If information is requested under the Freedom of Information Act, we will release it. If you think that information you are providing may be exempt from release, you should let us know when you apply.

DATA PROTECTION

As Sport England is a Public Body, we must comply with the Data Protection Act 1998. We are committed to protecting your privacy and will ensure any personal information is handled properly under the Data Protection Act.

We will use the information you give us in your submission and in supporting documents for:

- assessing applications
- monitoring grants
- evaluating the way our funding programmes work and the effect they have
- reporting statistics to Government

We may also give copies of this information to individuals and organisations such as:

- Accountants, auditors and external evaluators
- Other organisations or groups involved in delivering your submission
- Other lottery distributors, government departments
- Other organisations and individuals with a legitimate interest in lottery applications and grants
- Other organisations for the prevention and detection of fraud

HOW WE WILL ASSESS YOUR SUBMISSION

This form should be completed and returned electronically to Sport England by **5pm on 31 March 2017.**

There are 6 sections in this form: all sections should be completed before returning. Each section refers directly to our published criteria/guidance for this stage of the Local Delivery Pilot applications.

Completed forms should be sent to: localdeliverypilots@sportengland.org

Please do not attach any plans, research or other supporting documentation to your electronic submission other than a map clearly indicating the boundaries of your chosen place. If any other documents are supplied these will not be considered as part of the assessment.

If you have any questions/queries whilst completing this form please refer to the guidance available on line at www.sportengland.org/localdelivery, call our funding helpline on 03458 508 508 or email: localdeliverypilots@sportengland.org

LEAD ORGANISATION

This section requests general contact details for the organisation leading your pilot and is essential for the accurate assessment and administration of your submission.

Organisation name	Leicestershire County Council
Address (please note all correspondence in regard to this application will be sent to this address)	County Hall Glenfield Leicestershire LE3 8RA
Organisation type	Local Authority
Registration Number(s) *(if applicable)*	

Lead Contact	
(This will be the lead officer responsible for this submission, and will be the point of contact for any correspondence)	
Name	Dr Elizabeth Orton
Position in Organisation	Consultant in Public Health, Leicestershire County Council
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Second Contact	
(in case of queries or requests for further information and the person above is unavailable)	
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Position in Organisation	School of Sport Exercise and Health Sciences, National Centre for Sport and Exercise Medicine, Loughborough University
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1.Your place

We want to understand the story of your place. You must have a strong and robust definition of your place and why that definition makes sense. We want you to have an excellent understanding of the most important issues in your place that are relevant to this pilot programme.

By 2021 our people will be inspired to make their communities places where
more people walk, and people walk **more**.

> "Walking, is the single most important, effective and safest thing you can do to for your health. Whether you walk 6000 or 16000 steps a day, if you can walk 3000 more, 3000 extra, vital steps, you'll feel better, look better and reduce your risk of disease."
>
> *Sir Muir Gray.*
>
> **NHS Choices** - https://www.youtube.com/watch?v=GOMWkV3Wr2s

**To achieve this bold mission we need to be transformational in our approach.**

We will build community capacity and capability in a co-ordinated way using the **EPODE Framework*** to activate the **whole** political, public & private and community **system**. We will create a fully open source and open data digital ecosystem (**walking.com** [*placeholder name*]) that will be the catalyst for this system-wide social change.

With our walking.com digital ecosystem at the core, our Place's Whole Systems Approach will facilitate walking programmes, launch campaigns, stimulate advocacy, mobilise small businesses and coordinate local human and data resources; all aligned to local strategies. We will deliver widespread mobilisation that achieves multiple sector outcomes and has potential for scaling up to the wider UK population.

Our Place
Our Place is Leicestershire and Rutland and is defined by the co-terminus boundaries of the top tier local authorities and two Clinical Commissioning Groups (CCGs) (see map below and attached separately).

* The EPODE framework is based on four main pillars: *1) a strong political will, 2) a sound scientific background, 3) a social marketing approach, and 4) a multi-stakeholder approach.*
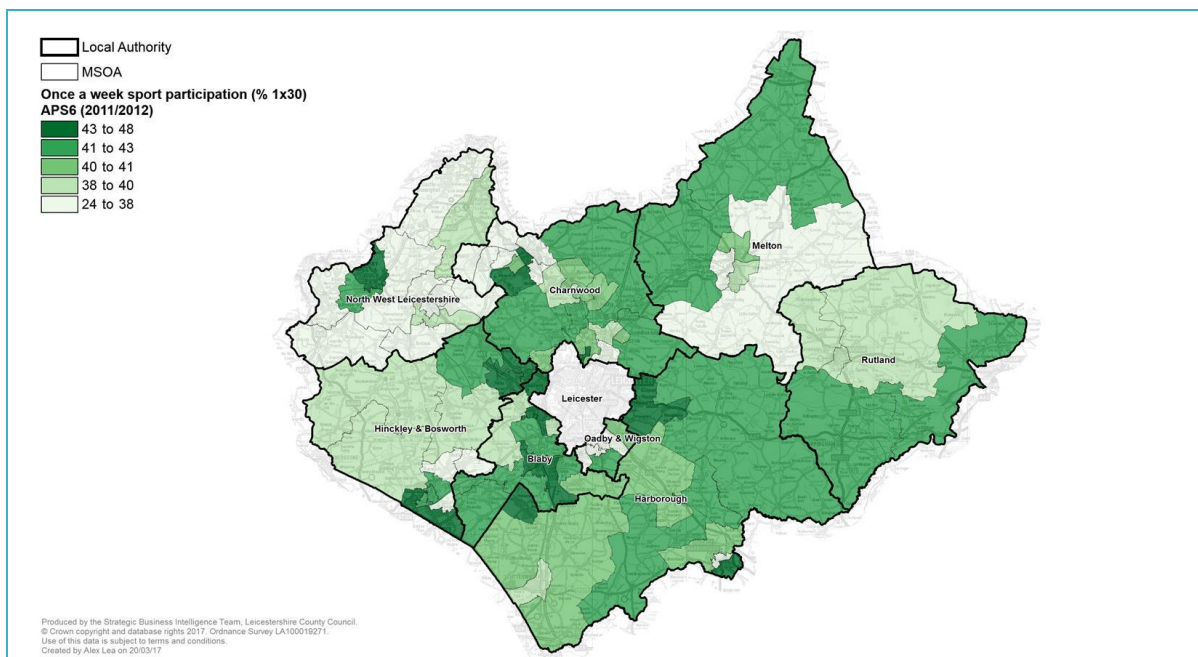
Leicestershire is made up of 7 districts and boroughs and together with Rutland, has a population of just under 713,000 people (675,309 in Leicestershire and 37,600 in Rutland). 21.2% of Leicestershire's adults (age 16+) and 18% of Rutland's adults are inactive (do **less than 30 minutes per week** of physical activity) according to the most recent Active Lives Survey. Leicestershire and Rutland make a natural partnership with a history of working well together to promote sport and physical activity (see section 3).

Defining our place
We define our place in terms of demography, heritage, geography and landscape.

Demography:
- The two counties are similar in their demography; our Place has a higher proportion of older residents and relatively low ethnic diversity.
- Rutland is the second most affluent county in England, whilst the towns of Coalville and Loughborough in Leicestershire are in the fifth most deprived areas of England. This diversity will be important when demonstrating transferable learning to other parts of England.
- Rural isolation is a problem across our Place. In 2015/16 only 41% of social care service users in Leicestershire and 48% in Rutland reported they had as much social contact as they would like and we know physical activity is social and can ameliorate this.

Our aim is to create a transformational change in walking that cuts across sub-populations within our Place, providing different walking opportunities to motivate our people to walk more. Individuals and groups that vary by age, gender, ethnicity and socio-economic status will have different barriers to being more active and will be engaged in different ways. Our enabling digital ecosystem, walking.com, will stimulate community outreach efforts and permit a varied and tailored engagement to suit all needs.

Heritage:

The people in our Place are proud of their heritage. Heritage Walks are a key opportunity to get more people active and are currently not accessed by all. The Rutland Round long distance path includes sights such as the Well and Viaduct at Seaton and Rutland Water – the largest manmade lake in England. Rutland also has plenty of castles, historic villages and Norman architecture. In Leicestershire we have the celebrated 'Leicestershire Round' (a 100-mile walk devised in 1987 to mark 100 years of the local walking association) and over 20 castles including the 12th century Ashby de la Zouch castle and 15th century Kirby Muxloe Castle, and is home to the Battle of Bosworth Field.

These stunning features (assets) will be enhanced by taking a Whole Systems Approach and linking to walking.com and will stimulate our tourism economy and in turn boost employment.

Geography and landscape:

- The geography and landscape of our Place lends itself to walking and improving health. We have a vast array of green space, canals and lakes to explore through walking. Leicestershire alone has 1,896 miles of rights of way. We know that walking in green spaces has an essential role in improving mental wellbeing (Kinnafick & Thogersen-Ntoumani, 2014). Walking.com will serve to maximise the use of these green spaces and rights of way for walking by providing information, routes and connections with the existing country parks.

1,896 miles of rights of way

b. Why have you chosen this place and defined it in this way?

We have chosen this place because of the county and CCG boundaries; the need to increase physical activity levels; its' demography, heritage, geography and landscape; well established partnerships and programmes for sport and physical activity; key stakeholder engagement and involvement; and a commitment across all partners and stakeholders to increase physical activity participation by implementing an ambitious, transformational approach to promoting walking. Our Place is the perfect 'test bed' to apply the EPODE framework to physical activity and to test walking.com as a catalyst for achieving a Whole Systems Approach.

Demography, Heritage, Geography and Landscape:

Leicestershire and Rutland provides a large geography, with varied communities that are representative of those across England. Through walking.com we want to test different models of promoting walking across different population groups and geographies: urban/rural areas, deprived/affluent communities; schools/work/home/leisure settings; with people of different ages and with different health conditions/disabilities and different motives for walking. Walking.com will make use of the existing heritage assets, geography and landscape to provide access to more opportunities for more people to walk and people to walk more often.

Existing programmes

Throughout our Place we have many pockets of success in terms of physical activity provision, with much of our existing offer centring around walking activities. However, these are somewhat disjointed with gaps in availability and limited reach. Walking.com will provide an opportunity to

audit, analyse, and optimise our existing walking offer and instigate new providers and alliances, in an effort to embed walking into the lives of our communities' populations.

Partnerships and Stakeholders:

Our NHS footprint is consistent with our defined place. We have two CCGs within Leicestershire and Rutland (East Leicestershire & Rutland CCG and West Leicestershire CCG) and we commission many health services jointly across the two. Our GPs want their patients to be more active. Some of our most successful walking programmes are based from GP practices, led by volunteers. However, the reach of these programmes is again fairly modest. Walking.com has the ability to enhance the offering, engage GPs, other health professionals and volunteers and streamline the process.

Using the CCG footprint fits with our emerging 'social prescribing' (sometimes referred to as community referral) models in the local authorities. Walking is a core part of the offer; it is an accessible, affordable and achievable form of physical activity for most people. There is also scope to increase the amount of walking people do since 41% of people already walk for leisure and 32% of people using walking as a form of travel in Leicestershire. Walking.com can help make social prescribing for walking streamlined and quantifiable, aiding the roll-out across our Place.

Our partnership working extends through the tiers of local government, across the third sector and our schools, through the vibrant Healthy Schools Programme (see www.leicestershirehealthyschools.org.uk). We also have the CSCOPs (Cultural Services Chief Officers Partnership) forum to aid collaborative working across Leicestershire and Rutland.

Public Health invest over £1.1m each year in the delivery of physical activity programmes through schools and district/borough councils, aiming specifically at those who are least active and we have secured over £5m since 2011 through the Local Sustainable Transport Fund to promote sustainable travel, including walking. This work will continue in 2016/17 after securing funding through the DfT's Access Fund. Walking.com will help to use these dedicated funds more effectively through e.g. streamlining admin functions and freeing up funds for delivery (e.g.: The digital efficiency report reveals that the cost of digital transactions is almost 20 times lower than telephone and 50 times lower than face to face).

The overarching issue in our Place is the low activity levels of the population. Walking.com will facilitate a proportionate universalism approach to addressing this problem. Focusing resources on the most disadvantaged areas does not always mean that the most disadvantaged individuals are reached. There is a risk in focusing interventions on the most disadvantaged that they become stigmatised as society resents funding services for minorities. Our behaviour change approach will be universally available across Leicestershire and Rutland, improving the health of the whole population, but will simultaneously improve the health of the most disadvantaged fastest by supplementing the digital platform with outreach activities/support for our key target groups: older people, children and families, work place employees and people with disabilities/additional needs.

We outline the main issues below that we wish to target within this Local Delivery Pilot, mapping them onto the Government's 5 outcomes and highlighting how walking.com can address them:

Social and community

One of the main obstacles to society-wide solutions for improving physical activity is the lack of enduring political commitment to infrastructural investments and/or adjustments (Seidell 2008). Our Place is not exempt from this. We have relied too heavily on citizens' individual responsibility and have not exploited fully the benefits of public-private partnerships.

Promising walking programmes (e.g. Walking for Health) that exist within our Place are often overlooked by the NHS models of care, favouring instead more expensive clinical treatments.

There are commercial pressures on our lives from sedentary serving industries (e.g., the gaming industry and screens, big and small). These structural barriers must be overcome in order to achieve success.

We live in a society where we can, often with just one click, order take away food from any restaurant locally (e.g. https://www.just-eat.co.uk/), purchase groceries without stepping outside (e.g. Tesco online), and have the latest video game delivered the next day (Amazon.com 1.click Ordering); however, if we wish to search for opportunities to be active on the weekend, for example, it involves hours of futile Google searches, which inevitably lead to dated websites and uninspiring and disjointed information. Where information does exist, it is often aimed at those with disposable income and the most likely to be using the internet for other functions (e.g. 18-40 year olds).

The opportunities presented by walking.com are much greater than passive digitisation of information and processing transactions. Applied intelligently and accompanied by more efficient ways of working, walking.com can revolutionise how we promote walking to everyone, reaching groups currently ignored by walking strategies. Inspired by New York State's Local service, the platform will use location data to show people a seasonal image of where they live, and customises the homepage (using location, profile and search history data) with information about local/hyperlocal walking opportunities and volunteering/business opportunities.

Specific issues that we have learned regarding social capital and the community:

- We found in our Get Healthy Get Into Sport programme that housing and isolation are major barriers to physical activity. These need to be resolved before people can focus on physical activity. We can use the EPODE framework to leverage support from all sectors/organisations that are needed to support walking.
- A key priority is to develop inclusive and resilient communities that are self-sufficient, mutually supportive and make a positive difference for residents. Walking.com will help deliver on this, providing a framework for action.

Physical Health and Wellbeing

In Leicestershire and Rutland, the current walking opportunities aimed at people with poor health and wellbeing have limited reach and engagement.

- The proportion of inactive people in our Place is too high. Using the public health outcomes framework data and CIPFA statistical neighbours comparisons, Leicestershire (26% of adults being inactive), is ranked 7/16th for inactivity behind e.g. Buckinghamshire and Oxfordshire. Rutland (25.3% of adults being inactive) is ranked 6/16th behind e.g. Bath and North East Somerset (BANES) and Bedfordshire.
- We have an aging population. Leicestershire's 65-84 age group will see a 42% increase in over the next 20 years (from 116,300 people to 165,100) and a 167% increase in the 85+ population (from 17,100 people to 45,600). An aging population means more (multi-) morbidity, deaths from cardiovascular disease (68.7/100,000 people), type 2 diabetes diagnoses (6.4% of people) and hip fractures from falls (434/100,000).
- Improving mental health and wellbeing is a priority. Currently 6.9% of people in Leicestershire and 7.3% of people in Rutland have a low happiness score. This is worse than our statistical neighbours e.g. Buckinghamshire (6.1%) and BANES (5.9%).
- Volunteering can address issues of loneliness and depression and we have successfully developed volunteering capacity through initiatives such as 'meet and greet' at work clubs in libraries, but we need more and to connect them better together.
- We know outdoor space is good for mental health. However, over the last 25 years, the amount of miles travelled on foot and bicycle has fallen by more than 25%. Walking.com has the potential to maximise the use of outdoor space for purposeful and incidental activity (walking).

Individual development

We have highlighted how our pilot aims to improve social, physical and mental wellbeing of communities with a focus on those least active. In addition there are wider benefits for employment/training through e.g. new provision of programmes.

As part of our vision, personal dashboard streams could provide Amazon-style recommendations for local walking events and voluntary positions/jobs, local businesses and other services related to walking. These platforms also link to an ecosystem of third party apps – for everything from

sharing tools to promoting walking, volunteering at local community walks, using walking school buses and paid-for services, e.g. physical activity instructors.

Specific examples for individual development:
- Developing workforce capacity will be a major theme in walking.com. This includes promoting, engaging and providing an infrastructure for training walk leaders so that we can offer more structured walking programmes for targeted groups and online and physical community activators, volunteers and/or walking champions that help signpost people to walking opportunities. We already have established volunteering skills courses and skills for health programmes in the Adult Learning Service at Leicestershire County Council and walk leader training in each of the districts. In keeping with our mantra to be 'joned up', we are also engageing with CIMSPA for their high quality training and workplace CPD given the explicit asks made of CIMSPA in both the government's "Sporting Future" and Sport England's "Towards an Active Nation" strategies.
- We work closely with Voluntary Action Leicestershire (VAL). During the last year VAL supported the sector through networking, collaboration and information sharing events, influencing policy, leading the development of tendering partnerships, helping groups secure income and supporting volunteering.

Ultimately, for a culture shift in walking to occur there needs to be a shared vision for individuals and to have the knowledge and awareness of walking opportunities and timely access to current and engaging information and we see the EPODE approach and walking.com as essential for this.

Economic development

Digitisation through walking.com provides the potential to have a greater integration between the services for walking and other recreational activities. In this way walking can act as a **gateway activity** allowing people to explore other sports and activities, boosting participation rates and the economic growth of the sector.
- Leicestershire and Rutland councils have a range of opportunities to work with employers in business and logistics parks, and in market towns to implement walking initiatives. For example, Charnwood Borough Council have encouraged the adoption of walking lunch breaks in Pedigree Mars, Astra Zeneca, 3M and Thermofisher and have instigated walkie talkie business walks in Bradgate Country Park.
- SMEs are thriving in our place, many of them around food & drink (producing Stilton and Red Leicester cheeses, pork pies, Swithland Spring Water and microbreweries e.g. Pig Pub). These attract people to our area. Mobilising them (through walking.com) to align with the walking 'movement' will result in community embedded activities and will stimulate the local economy.
- Sport and the Economy, tourism and hospitality are priority growth sectors for the Leicester & Leicestershire Enterprise Partnership, with investment in major visitor attractions. Through our pilot we will boost cultural walking opportunities at or around our visitor attractions, ensuring walking infrastructure (paths, benches etc.) is in place to guarantee people have a pleasurable walking experience.

- We have a diverse provider market including public and voluntary sectors but also private gym operators and schools that we need to better harness and in many cases, augment.

2.Audience

We want to know who you are trying to influence and change through your pilot. You must have a good understanding of the **people you wish to focus on in your pilot** and **how you can influence them to change their behaviour**. Equally we are keen to understand **what you don't know** but would like to explore through this pilot programme.

a. Tell us about the people in your place and why this pilot matters to them

Who we are trying to influence (and why it matters to them)?
Increasing physical activity through walking is a complex issue and needs multi-stakeholder involvement at all levels. Inspired by the EPODE approach to sustained and widespread behaviour change, walking.com will not only influence the inactive individuals in all communities but also mobilise essential stakeholders (e.g. families, GPs/other health professionals, politicians, media etc.).

This pilot matters to all of the people in our Place who do, on the whole, recognise the importance of leading an active lifestyle. However, a large number of perceived or actual barriers exist for being more active or for facilitating others to be more active. For example; whilst GPs recognise the importance of physical activity for physical (Leemrijse et al. 2015) and mental (Stanton et al. 2015) health they are concerned about referring to programmes due to limited consultation time, fear of litigation, lack of confidence, concerns about costs, poor collaboration with providers and restricted knowledge of local facilities (Stanton et al. 2015; Leemrijse et al. 2015). One could easily imagine, with a touch of a button and a brief (2-3 minute) discussion, a GP would be able to show (in real time) the walking.com website to a patient and highlight examples of tailored walks close by. This is just one example of how walking.com can aid our many stakeholders.

How we are going to influence?
Our influence will be achieved using the EPODE model of engagement and delivery. We have made reference to EPODE (Ensemble, Prévenons l'Obésité des Enfants) already. Used originally to reduce childhood obesity (http://epode-international-network.com) we will repurpose EPODE to fit the context of promoting walking in our Place. We will use it to form a coordinated, capacity-building approach to increase walking through a societal process in which local environments (e.g. parks, heritage sites), community settings (e.g. schools, leisure facilities, local SMEs) and family/employers' norms are directed and encouraged to adopt walking opportunities for sustained behaviour change. Since 2004, EPODE methodology has been implemented in 20 countries and is based on evidence with ever-emerging examples of success using this enablement approach.

The EPODE methodology is based on four main pillars: *1) a strong political will, 2) a sound scientific background, 3) a social marketing approach, and 4) a multi-stakeholder approach.*

The EPODE approach enables micro-changes in people's behaviours and habits. In walking.com, we are focusing our efforts on all population demographics and harnessing a 'top-down' leadership and a 'bottom-up' mobilization of support approach. As the model outlines (see Figure 1.), individuals, their families and professionals are all incorporated, and encouraged to adopt behavioural changes in a sustainable way based on grass-roots motivation and dissemination.
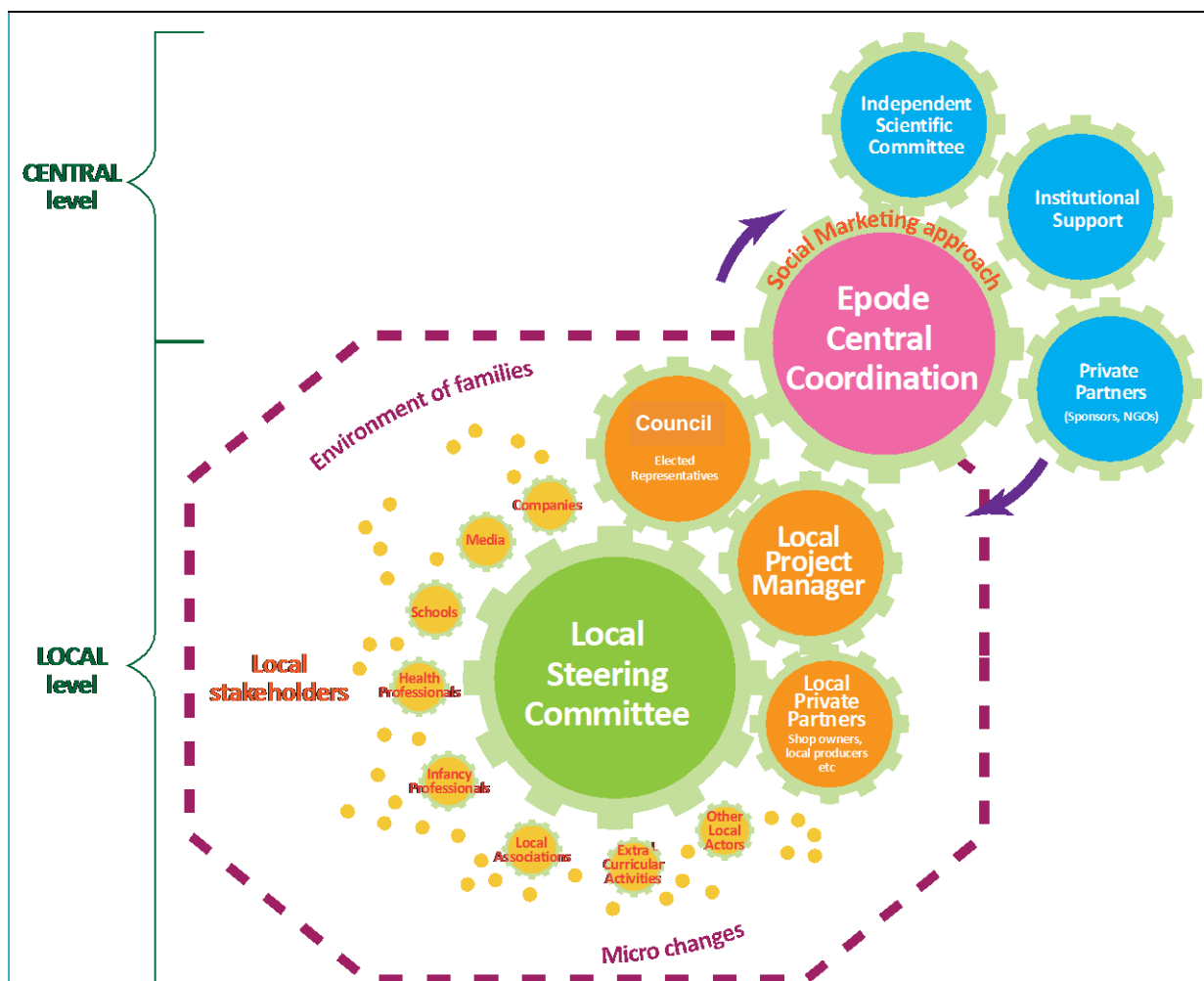
Figure 1. Conceptual schematic drawing of the EPODE approach to system-wide behaviour change

In each community within our Place, a **local project manager** will coordinate activities and actions under the guidance of a social marketing team and expert independent scientific committee. Endorsement from the different **local government departments** (**County, District and Borough Councils**) as well as support from **public and private partners** is key to the EPODE approach. We already have the advocacy and support of high level policy makers and advisors to local government, and key local partners and stakeholders.

Local stakeholders will be involved in building up a sustainable environment that facilitates the adoption and persistence of new behaviours and habit forming activities, in this case the utilisation of walking.com by individuals, their families, health professionals, politicians, businesses and media etc.

Programmes and activities
EPODE is a long-term programme with methodology embedded into daily life. It is a positive, concrete and step-by-step learning process. In discussion with our beneficiaries outlined above and in collaboration with Sport England, we will augment existing initiatives, promote and deliver additional walking programmes to increase population levels of physical activity, particularly in those most inactive.

Walking activities supported through walking.com will take place in a **variety of settings** such as leisure centres, national parks, village grounds, stately homes, shopping centres, etc., with minimal equipment requirements. We will look to include walking activities that can be tailored to the needs of all participants making them age, gender, disability and culturally adaptable/appropriate.

Alongside practical delivery of the walking activities we will also layer a software application that will allow people (individuals or groups) to easily **track data and their improvement** and create an inclusive online community. This *self-monitoring* is one example how walking.com can improve the quality of motivation for the individual whilst being supported by a social network in their community. We are fortunate that our team members include world-class researchers in wearable activity monitoring technology. This valued skillset will help us embed all the existing methods of self-monitoring, from manual diary entries, to mobile phone apps and integration of 'bring your own device' (BYOD) for those who want to upload their Fitbit (or other devices) data.

We want participation in walking.com to be part of becoming a member of one's own community. This involves interaction between individuals and embedding a voluntary sharing platform so participants can view their results and achievements against other areas. We expect this element of the programme to enable a sense of belonging within the community to encourage adherence and improved attainment. Interaction between individuals will also serve to increase feelings of competence for those who are not sure what sort of activity to do, or how to go about starting their active journey. As they gain confidence and feel part of a valued community they are more likely to develop autonomous action and individual responsibility for sustained behaviour change (Ng et al., 2012).

Our Place already has extensive skills in creating engagement, building networks and publicising activities. By engaging with active community members we will publicise and roll out the portfolio of activities on offer. We will look for existing community "movers and shakers" to join us and become project "Champions" taking leading roles in the delivery of the programmes with extensive support from partner organisations and the central team.

What we don't know?

Public–private partnerships are commonly recognised as essential for sustained success of health promoting initiatives. Corporate social responsibility builds trust among consumers and political authorities driving participation by the private sector in this initiative. However, public parties (such as our local councils) may see the private sector as a conflict to improving walking because of the perception that the private sectors motives are purely financial. On the other hand, the private sector may perceive the public sector as bureaucratic, politically dependent and slow moving. How best to handle this relationship within our Place is not known and will be explored through this pilot project. This knowledge will be used to inform the scale up of this approach across England.

We believe that there is a form of walking for everyone, whether that is walking for utility, leisure or health. As such, our pilot will not exclude any particular population groups. Taking a proportionate universalism approach, our digital platform will be available to all communities in our Place but we will aim outreach support for walking opportunities specifically at inactive older adults, work place employees, children and young people (and their families) and people with disabilities. **By targeting these groups we will capture the 21.2% of people in Leicestershire, and 18% of people in Rutland that currently do less than 30 minutes physical activity per week.** Our existing insight (see section 5), and insight that we will build through the walking.com pilot will inform the most effective way of engaging our specific target groups.

There is a lot that we don't know about people who are the most inactive in our Place and we will need to conduct insight work at an early stage of our walking.com pilot to understand more about these people (future customers) and what will motivate them to walk more. We believe this co-design is key to creating a pilot that works.

However, we do have experience of running programmes that have successfully recruited inactive people, including:
- Nifty from 50 (age 50+) and JUST (age 16+)
- Sportivate, Workplace Challenge, Club Activate and Walking for Health
- Get Healthy Get Into Sport
- Inactive LADS and GALs
- Dementia Walks with Age UK

From these programmes we have learned that:
- People often need support to build confidence and self-efficacy to be active.
- Once engaged people are more likely to try other activities.
- Using social interest groups encourages programme up-take.
- People are not motivated by give-aways. Benefits need to be earned giving a sense of pride/achievement.
- Being social and part of a team and including family is important.
- Setting goals and having ongoing contact with staff/volunteers motivates people.

This learning along with co-design and insight activities will inform the finer details of the recruitment strategies and design of walking.com.

Uber, the world's largest taxi company, owns no vehicles. Facebook, the world's most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world's largest accommodation provider, owns no real estate. Something interesting is happening (Tom Goodwin, TechCrunch 2015)

"Walking and our audience are ripe for disruptive innovation"

A key strength of our proposal is that we plan a saturated, Whole Systems Approach to promoting walking.

In 2012, NICE concluded "Walking is *the most likely way* all adults can achieve the recommended levels of physical activity." (NICE PHG 41) In focusing on one form of activity we will achieve the level of saturation of communication needed to make an indelible impact on both our people and our Place, at scale.

A core component of this communication will be digital. In Britain today, like much of the western world, we are encouraged to rate virtually every transaction we make and every interaction we have – from the speed of a takeaway delivery to the phone calls we make to customer service representatives (e.g., at the bank). No product or service, however small, escapes a rating. Today, 18-34 year olds place online ratings in higher regard than the opinions of friends and family, suggesting that we trust what we read online.

Trip Advisor, Airbnb, Amazon and Booking.com (see Figure 2) are hugely successful models of fast, crowdsourced feedback. For example, TripAdvisor is capitalising on customer reviews and tips provided by the general public and represents the largest travel community in the world. TripAdvisor developed models for monetisation and offers "a wide variety of travel choices and planning features with seamless links to booking tools that check hundreds of websites to find the best hotel prices". None of their current successes would have been possible without the crowd (i.e. community) knowledge.

In this pilot *walking.com, informed by the EPODE framework for community engagement for behaviour change, will be applied to provide a transformational change in how walking is promoted to our people and supported within our Place.*   A personal dashboard stream will provide Amazon-style recommendations for local walking events and voluntary positions/jobs, local businesses and other services related to walking. These platforms also link to the many third party apps already available – for everything from sharing tools to promoting walking, volunteering at local community walks, ghost walks, alpine walking and ramblers, to paid services, such as physical activity instructors. Digitisation will create potential to have a greater integration between the services for walking and other recreational activities. In this way walking can nudge people into other activities. These services all play an important brokering role, linking evidence and support that people can benefit from to make more of our people walk more (see table 1).

Informed by open data standards championed by the Open Data Institute, our biggest asset will be the treasure chest of data that walking.com will be continuously generating and more importantly, the actionable insight we will divine from these rich data. The approach of this pilot will synergise well with the digital ambitions of local governments across the UK (see Nesta report). In 2016 we launched a digital strategy for Leicestershire with bold ambitions to design customer-led digital

services. Our website (http://leicestershire.gov.uk/) reaches more than 1 million people each year, with social media channels which attract more than 45k followers. Using a range of research techniques we are able to identify user needs and design digital tools which respond to these needs.

*Table 1: Key characteristics of **walking.com***

Pay and book for services online	
Remember me intelligently	
Set goals and track my walking progress online	
Provide tools to assess my own needs	
Tell me what others think about walking opportunities in my area	
Connect me to an online community who have similar needs and motives as myself	
Give me the information I need to help me overcome barriers and challenges to walking	

	tripadvisor®	amazon	airbnb
Elements that will shape walking.com	Public ratings and reviews.	Algorithm for controlled cookie based re-targeting.	The enablement of infrastructure. Assets for financial sustainability.
Working examples for walking.com	A family are looking for an organised walk close to their home. They visit walking.com and search for a walking group suitable for their needs based on the ratings of others. Following the walk they also provide a review and rating of the walk/group.	An individual has researched potential walks in the area. walking.com automatically selects other similar walks within Leicestershire and Rutland that suit their interest. The individual can sign up to receive email/SMS about similar or new walks/walking groups.	An entrepreneurial individual or organisation wants to start a walking group. They visit walking.com to download a guide/app to access information of *what works for their needs*. They sell their service to the customer via B2B2C model with revenue potential.

Booking.com — These elements (as per Booking.com) will be layered into the walking.com digital ecosystem which will include:
search>compare features>detailed info>ID>consent>booking>paying>cross-selling>calendars>reminders>directions>augmenting>recording>rating>saving>importing/exporting>membership>coupons/promotions.
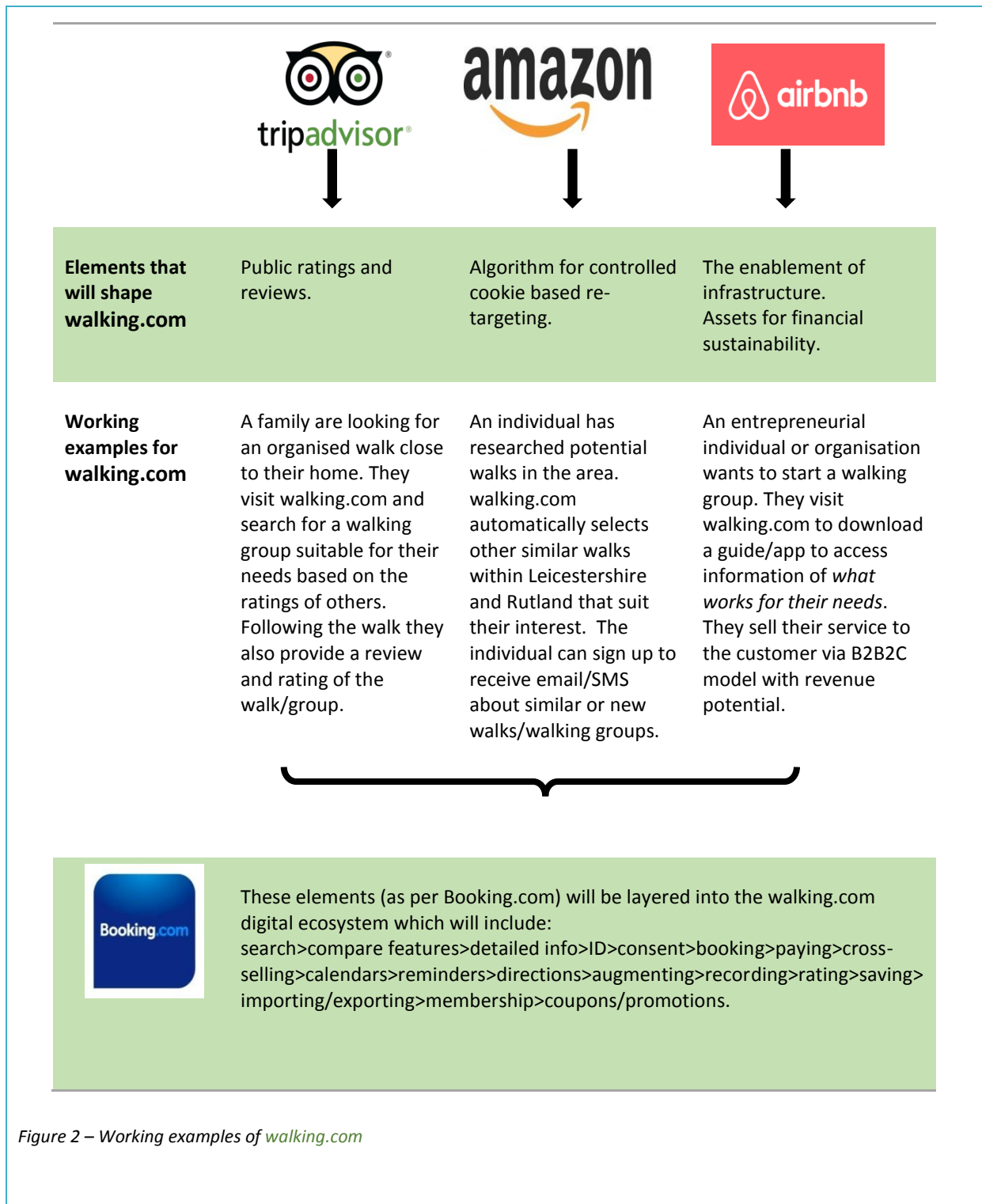
Figure 2 – Working examples of walking.com

3.Leadership

We know that any successful pilot will require strong and clear leadership. We need to know that this is something you can provide for your pilot. We need to understand how this will fit with other leaders in your place. We also want you to be clear and honest about the challenges you will need to overcome.

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a. Which organisation will lead the development of the pilot and why?

We will adopt a "distributed leadership" model facilitating community and stakeholder engagement and commitment, cultivating and activating strategic partners who share our passion for liveable streets, protected pedestrians and the whole toolbox of measures that make our street and neighbourhoods greener and happier.

This EoI arises from a long established and successful strong collaborative engagement of communities, local government, academic, health and voluntary sectors. Potential users and collaborators have been engaged from the outset during proposal development and will be represented on the walking.com Advisory Board. **The development of a full bid will be based around workshops, consultation and the creation of the Management Board who will oversee the bid process form the outset.** Further, an important focus for all the collaborators and participants will be the walking.com Summit. The intention is to make this a must-attend-event for all interested in physical activity, sport, leisure innovation for this is where knowledge, insight opportunities and understanding are shared and the quality of the research and training are scrutinised.

The programme will be led and co-ordinated by Public Health in Leicestershire County Council as this team covers Leicestershire and Rutland and has a shared Director of Public Health, and Leicester-Shire and Rutland Sport (our CSP) in partnership with the National Centre for Sport and Exercise Medicine, East Midlands (NCSEM-EM) and Loughborough University. We have high level commitment for this pilot from key partners and stakeholders at the two councils, including the Chief Executives, elected members, Voluntary Action Leicester, Living Streets the two CCGs and Health and Wellbeing Boards.

Leicestershire JSNA 2015 states:

> **Physical Activity**
>
> Increasing levels of physical activity is a central component of Leicestershire's 'Healthy Weight' strategy, both as a mechanism to maintain a healthy weight, and as an effective preventative measure to reduce the incidence and worsening of many chronic health conditions.

Rutland's health and wellbeing strategy 2016-2021 states that there is a:

> Focus on getting children and adults' active and keeping them active for longer to protect against a range of health conditions.

A unique aspect of this EoI is the collaboration between the public and academic sectors.   The NCSEM is a translational science centre with a remit to impact the national health agenda. The partners within the centre have a strong track record of delivering and evaluating physical activity programmes which aim to improve health. The East Midlands hub is a partnership between the University of Leicester, Loughborough University, The University of Nottingham, University Hospitals of Leicester NHS Trust, Nottingham University Hospitals NHS Trust and Nottinghamshire Healthcare NHS Trust. With its wealth of partners, healthcare providers, researchers and the high level policy makers involved with the project, the NCSEM-EM is an ideal organisation to co-produce this pilot project with Leicestershire County Council and Sport England to its fullest capabilities. It is also strategically positioned to roll out and deliver this initiative on a national scale.

Within the NCSEM we also have strong links with a wealth of community and healthcare charities. We would look to engage these national charities such as AgeUK in the marketing, development and roll out of the walking initiatives. These charities have a nationally recognisable brand associated with the delivery of outreach activities. Their programmes come with a high level of advocacy and place them in an ideal position to assist in the roll out of schemes at a local, regional and national level.

b. Who are the other leaders in your place and how will you utilise them as part of the pilot?

We have learned from successes in other campaigns that having a recognisable champion who is committed to the vision can be a powerful way to promote key messages and add authenticity and foster trust with the public. Julia Bradbury, TV presenter from Country File and ITV's Julia's Walks is from Rutland and is passionate about getting more people walking in our Place. Julia is excited to support our programme of work.
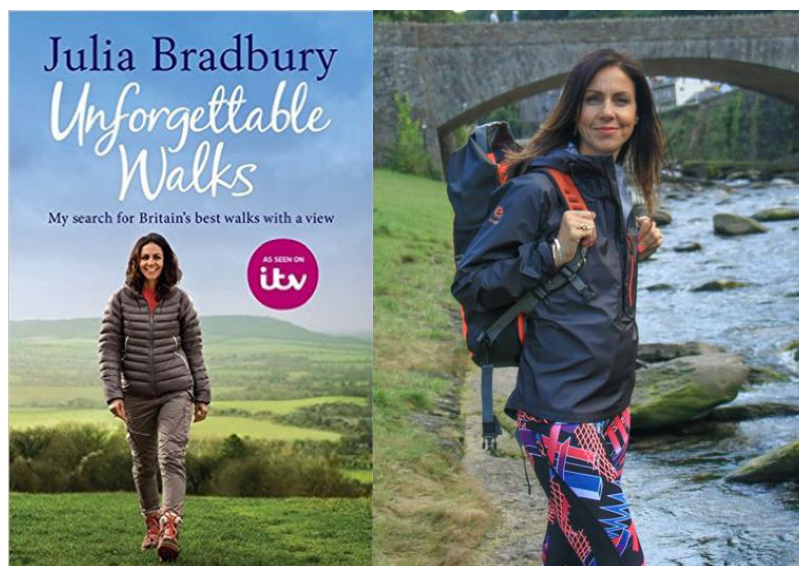
In preparing this EoI we held an open meeting to identify strengths, weaknesses, opportunities and threats to our proposals. The challenges we identified were as follows:

Challenge	Approach to overcome the challenge
Reaching seldom heard or at-risk populations.	We recognise that digital exclusion affects some of the most vulnerable and disadvantaged groups (e.g. ex-offenders, those in social housing). However, ongoing significant investment and energy is being spent to rectify this (e.g. corporate responsibility programmes (e.g. BT's GetITogether, low cost tablets from Tesco and the postal office Get Connected campaign). The number of people who have never been online is decreasing at 3% per year and is expected to be less than 10% of the adult population by 2020). We will align with the UK government digital inclusion strategy and, among other activities, use our community capacity (e.g. outreach workers) to support groups who don't access the internet independently (e.g. some older adults) and target social/care networks for those unable (e.g. young children, people with learning difficulties or low literacy skills). **For those resistant to technology walking.com will be used in conjunction with physical leaflets, maps and human communication (talking!) in our approach. Walking.com will help to create the culture change but will not be the sole method of communicating.**
Difficulty in obtaining buy-in from partners	Our approach is consistent with our Health and Wellbeing Strategies, Sustainability and Transformation Plan, Local Economic Partnership sector plans and has many co-benefits for transport, social care and the NHS. Because of this, we have already secured strong buy-in and will continue to work on this during the next phase of the application.
Achieving sustainable activity in the long term	We will establish a community-up approach to developing walking opportunities through walking.com and the evidenced based EPODE approach to political, public & private and community engagement and change. This might be giving out small grants to local groups to establish their own walking clubs or to train more volunteers so walk leaders are in every community. We can embed walking into existing funded programmes like exercise referral schemes and we can look for new revenue opportunities – most notably, the sale of consented, anonymised parcels of the rich walking.com datasets (a valuable resource for the sporting goods and sports apparel industry and the leisure sector).
Making this a customer led approach	Many good programmes exist in our Place we just need to make these more visible and efficient and create a culture change to increase the reach of existing and new programmes. Our enabling digital infrastructure is a way of bringing together all data on physical activity opportunities but also to stimulate future delivery of opportunities by making gaps in the market easy to spot.

Providing evidence that walking is a gateway activity for other activities in our Place	Co-developers (from Loughborough University and the NCSEM-EM) of this bid have an excellent track record of research in this area. We have undertaken a literature review and will share this in the next stage of the processes. We are confident that walking leads on to other activities, though we haven't monitored this yet in our Place. This will need to be included in the evaluation/learning.

4.Outcomes

We expect you to be clear about what you wish to achieve from your pilot and that this should be significant and transformational. We would like to know why these outcomes are of importance to you, your partners and why they will interest us. We also want to know more about your understanding of what transformational change will be required to deliver these outcomes.

a. What do you want a pilot to achieve in your place?

Our ambitions are:
- ✓ To make walking a more desirable, easier choice for health, leisure and daily transportation, creating opportunities to do this on a scale not seen before in the UK
- ✓ To have a detailed qualitative and quantitative (measurable) population impact on inequalities in health, wellbeing and economic prosperity
- ✓ To transform the way that people find out about walking opportunities and how they are supported and motivated to walk more

Vision/Mission

Walking.com is an innovative approach to achieving our ambitions. We will use it to promote and facilitate walking through community enablement. Using our Whole Systems Approach, with walking.com acting as the digital core, walking will be made a more visible, desirable and easier choice for health, leisure and daily transportation and tailored specifically to the needs of different communities in our Place. Walking.com is eminently scalable and has the potential to transform the way people search for and are supported to undertake walking opportunities.

The primary medium-term outcome is to get more people walking. This is consistent with the Sport England Strategy – Towards and Active Nation 2016-21. This in turn will lead to better physical and mental wellbeing, opportunities for the development of skills and improvement of employment prospects. It will improve community cohesion through people being more sociable and improve the local economy through exit routes into costed physical activity opportunities and also co-benefits of increased tourism.

The long term aim is that the accumulation of all the changes catalysed by walking.com will lead to walking being part of everyday life and to be embraced by the community. The knock on benefits will be streets and neighbourhoods becoming safer and more attractive, encouraging people of all ages, abilities, ethnicities, and incomes to walk for health (exercise), pleasure (recreation) and utility (transportation). Fuelled by the EPODE approach, walking-friendly community policies will promote health, economic vitality, environmental sustainability, and social equity. We want communities of all sizes to be designed so that most people can walk comfortably to places where they work, study, shop and play and Local Authorities to revise existing transportation and development policies, standards, and programs to encourage walking and other active transport modalities. See figure 3: for a logic model to show our 'theory of change'.
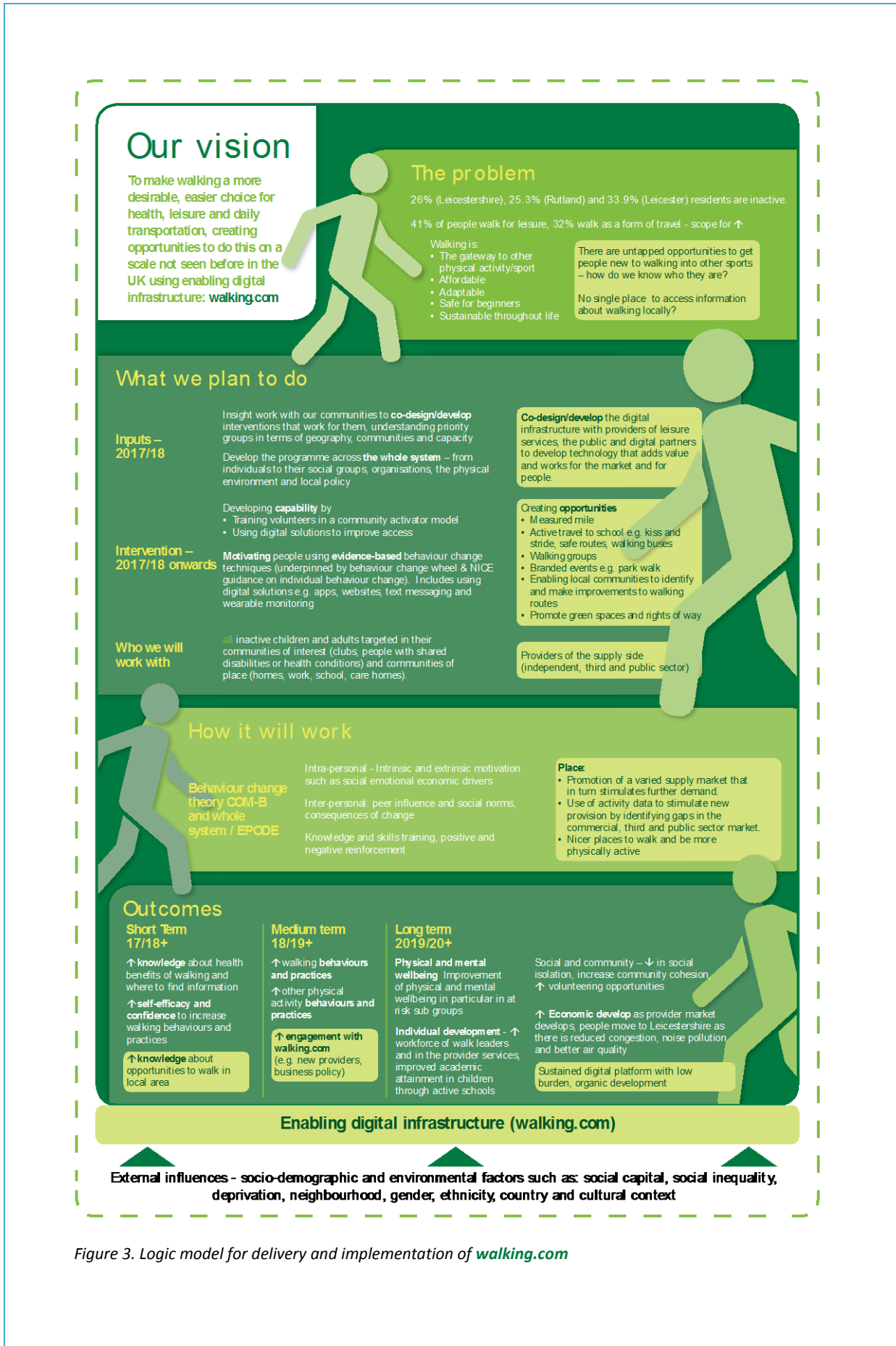
Our vision

To make walking a more desirable, easier choice for health, leisure and daily transportation, creating opportunities to do this on a scale not seen before in the UK using enabling digital infrastructure: walking.com

The problem

26% (Leicestershire), 25.3% (Rutland) and 33.9% (Leicester) residents are inactive.

41% of people walk for leisure, 32% walk as a form of travel - scope for ↑

Walking is:
• The gateway to other physical activity/sport
• Affordable
• Adaptable
• Safe for beginners
• Sustainable throughout life

There are untapped opportunities to get people new to walking into other sports – how do we know who they are?

No single place to access information about walking locally?

What we plan to do

Inputs – 2017/18

Insight work with our communities to **co-design/develop** interventions that work for them, understanding priority groups in terms of geography, communities and capacity

Develop the programme across **the whole system** – from individuals to their social groups, organisations, the physical environment and local policy

Co-design/develop the digital infrastructure with providers of leisure services, the public and digital partners to develop technology that adds value and works for the market and for people.

Intervention – 2017/18 onwards

Developing **capability** by
• Training volunteers in a community activator model
• Using digital solutions to improve access

Motivating people using **evidence-based** behaviour change techniques (underpinned by behaviour change wheel & NICE guidance on individual behaviour change). Includes using digital solutions e.g. apps, websites, text messaging and wearable monitoring

Creating **opportunities**
• Measured mile
• Active travel to school e.g. kiss and stride, safe routes, walking buses
• Walking groups
• Branded events e.g. park walk
• Enabling local communities to identify and make improvements to walking routes
• Promote green spaces and rights of way

Who we will work with

all inactive children and adults targeted in their communities of interest (clubs, people with shared disabilities or health conditions) and communities of place (homes, work, school, care homes).

Providers of the supply side (independent, third and public sector)

How it will work

Behaviour change theory COM-B and whole system / EPODE

Intra-personal - Intrinsic and extrinsic motivation such as social emotional economic drivers

Inter-personal: peer influence and social norms, consequences of change

Knowledge and skills training, positive and negative reinforcement

Place:
• Promotion of a varied supply market that in turn stimulates further demand.
• Use of activity data to stimulate new provision by identifying gaps in the commercial, third and public sector market.
• Nicer places to walk and be more physically active

Outcomes

Short Term 17/18+

↑**knowledge** about health benefits of walking and where to find information

↑**self-efficacy and confidence** to increase walking behaviours and practices

↑**knowledge** about opportunities to walk in local area

Medium term 18/19+

↑walking **behaviours and practices**

↑other physical activity **behaviours and practices**

↑**engagement with walking.com** (e.g. new providers, business policy)

Long term 2019/20+

Physical and mental wellbeing Improvement of physical and mental wellbeing in particular in at risk sub groups

Individual development - ↑ workforce of walk leaders and in the provider services, improved academic attainment in children through active schools

Social and community – ↓ in social isolation, increase community cohesion, ↑ volunteering opportunities

↑ **Economic develop** as provider market develops, people move to Leicestershire as there is reduced congestion, noise pollution and better air quality

Sustained digital platform with low burden, organic development

Enabling digital infrastructure (walking.com)

External influences - socio-demographic and environmental factors such as: social capital, social inequality, deprivation, neighbourhood, gender, ethnicity, country and cultural context

Figure 3. Logic model for delivery and implementation of **walking.com**

We need a culture change to achieve our ambitions and thus we have set 3 goals.

Goal 1 - Being transformational in our delivery model

Walking.com digital ecosystem as described above will promote open data standards, combine new and existing data from a wide range of sources, including that from wearable technology, apps, and demographics. We will make these data available to the public and to "the market" so that it is easier to see what is available locally and where gaps in the market (business opportunities) are. In doing so, we harness the intelligence from the commercial and non-commercial leisure provider sectors in a way that has not been done before at this scale.

Goal 2 - Measuring our impact

Our collaboration includes senior academics from Loughborough University, the National Centre for Sports and Exercise Medicine, East Midlands (NCSEM-EM) and the NIHR Biomedical Research Centre for health and wellbeing. We will use their expertise to develop an evaluation protocol that will recognise the complex processes at play (i.e. taking a realist evaluation approach). This learning will help to assess whether this pilot was successful in our setting and importantly, whether it may be successful in other settings. This will assist Sport England in deciding whether the pilot has potential to be scaled up and what adaptations may be required to suit specific contexts. Opportunities for shared learning will be built into the programme.

Goal 3 - Designing sustainability into the model

With our intense 'saturated' focus we will create a social movement around walking, facilitating and inspiring a coalition/alliance of stakeholder organisations with a contagious interest in walking, green infrastructure, rights of way, heritage and tourism, to work together to develop a Whole Systems Approach to the challenges we face. Altogether, this will re-normalise walking and perpetuate walking opportunities at scale and generate revenue from the sale of rich consented and anonymised data to achieve sustainability and continued investment in walking.

Strengths

- We have a track record of delivering projects together, to time and to budget.
- Prevention of ill-health is a key priority for the councils and the CCGs and as such, the programme will be supported and have leadership.
- Leicestershire and Rutland, and their market towns, already have many assets that can be utilised to promote walking (these existing service assets are key to pump-prime the walking.com ecosystem). We are largely rural and have a rich heritage to engage people with.
- We have strong engagement with schools through the Healthy Schools Programme so have a great partnership to use to promote active schools.
- As a pilot site we will test different models of delivery/intervention at scale.
- We have engaged in this bid a multiplicity of providers, commissioners and leaders with a vested interest in physical activity.
- Between the steering organisations and other partners we have the necessary ambition and expertise (e.g. in appropriate evaluation approaches and in digital/open data) to lead this pilot.

Weaknesses

- There may be a perception that because we are 'relatively affluent' and 'above' or the 'same as' average in terms of health and inactivity, that we don't need investment. However these metrics mask underlying socio-economic gradients and a diverse population.
- The large number of 'moving parts' that make up our bid could be perceived as a risk; however, we have the right skills on the team (in addition to Sport England as co-creators) to rise to this challenge.
- Equally to the above, some may perceive that our bid consitutes nothing more than a website, when in fact it is more like a mini industry we are creating (think 100's of apps and related verticles).
- See also our section on key challenges (section 3c).

5.Learning

This pilot programme is all about enhancing knowledge and understanding through testing concepts and ideas. We need you to tell us what you think we could test in your pilot. We need to be assured that your place is comfortable working in an experimental manner (and the scrutiny this will bring) and that you are committed to effective and timely sharing of any learning including about what hasn't worked.

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a. What will we be able to test and learn if we selected your place as a pilot?

In order to successfully test the effectiveness and efficacy of our pilot, we will carry out a systematic approach to the *learning* using existing evaluation frameworks (e.g., RE-AIM, Medical Research Council's process evaluation for complex interventions, Realist evaluation). We will conduct an evaluation in general terms to understand what aspects of the programme work, for whom, in what respects, to what extent, in what contexts, and how? We will seek to understand the generative mechanisms (i.e. underlying social or psychological mechanisms) that explain 'how' the outcomes (planned or unintended/negative or positive) were caused and the influence of *context*. Importantly, we will evaluate whether the pilot is reaching the target population and the implementation process of important sub-populations. We will also test whether our short, medium and long term outcomes have been achieved.

A mixture of both quantitative and qualitative data will be collected which is common when taking a realist evaluation approach. The quantitative data collected will focus on context and outcomes and qualitative data on generative mechanisms. We will focus on intra-place comparisons (i.e., comparisons across different groups exposed to the pilot) to test our initial programme theory (to be refined in the formative stage). In addition to experimental designs we will adopt a case study design with sub-populations (for example, at risk, and/or often overlooked groups) selected purposively.

The evaluation will be dependent on timelines, budgets and the finalised theory of the programme (which will be decided in the next phase); however, the following evaluation questions will be considered.

Implementation (guided by Medical Research Council's process evaluation for complex interventions and Realist evaluation)
- The total reach of the pilot? Is this representative of those eligible?
- The total number of target populations engaged in the pilot?
- Which walking opportunities are more feasible/ acceptable?
- What are the successful active ingredients to increase motivation?
- Has the pilot been conducted as intended: to time and to cost?
- Changes made to policy and organisational practices as a consequence of the pilot?

(Short and medium term outcomes evaluation)
- The impact of the pilot on:
  - ✓ Knowledge about health benefits of walking
  - ✓ Self-efficacy /confidence in walking
  - ✓ Walking opportunities in the *place*
  - ✓ Physical activity levels (walking and engagement in other activities)
  - ✓ The aforementioned variables by sub-population groups.

(Long term outcomes evaluation):

- The impact of the pilot on:
    - ✓ Physical well-being
    - ✓ Mental well-being
    - ✓ Isolation within the target population
    - ✓ Total number of volunteering opportunities in *place*
    - ✓ Total number of volunteers in *place*
    - ✓ School attainment in the schools engaged in the pilot
    - ✓ Total number of new and existing providers/small businesses in the place

In summary, to achieve learning we will use a mixed-methods approach to understand the implementation. The acronym VICTOR can be used to explain what will be included in our evaluation:

Volition – understanding the actions of the multiple stakeholders

Implementation

Contexts -the different infrastructures (schools, work, communities etc.) in which the pilot is delivered

Time - when individual programmes are delivered

Outcomes

Rivalry - the competition of existing programmes/strategies/policy in our Place

We are committed to sharing our learning of both *what works*, and also *what doesn't work* through multiple avenues for dissemination.

b. How do you currently make use of insight to improve or change what you do?

We use our insight data to inform all the work we currently do within our Place. In Charnwood Borough Council for example, insight has been used to develop the Corporate Plan, the work programme for the Health & Wellbeing Partnership and alignment with the county-wide commissioning boards (e.g. Health and Well-being, Children & Families and Community Safety Board). It has also informed service placement such as Local Area Co-ordination.

Our districts consult regularly with local residents to gain insight into current levels of activity and barriers to participation.

- Recent consultations in Charnwood have led to local free door step walks from GP surgeries (we now have 4); tailored walks for people with dementia and Parkinsons Disease; activity programmes for young people.

Similarly, Harborough District Council has used insight to develop two new brands using social marketing approaches: Nifty from 50 (targeted at inactive over 50s) and Just (targeted at inactive girls aged 16+). These programmes are successfully reaching their target groups and are being implemented in other district councils.

At the County Level we use the Joint Strategic Needs Assessment to inform our Health and Wellbeing Strategies and departmental commissioning intentions. We use insight to plan improvements to the strategic road network and the sustainable and active travel infrastructure. During 2015/16 a new Data and Business Intelligence Strategy was developed (as a result of

performance reporting and insight collection) to help the Council improve its use of data and business intelligence. The strategy will help to support decision making, strategic planning, commissioning and service delivery. Our digital strategy is underpinned by extensive user testing and insight. This ranges from broad population-level insight to a 52-week programme of Google Analytics to track customer journeys. This is combined with insight which uses video and mouse-tracking technology to measure engagement with content and improve design of digital products.

c. How has the workshop informed the development of your thinking?

Attending the workshops helped to crystallise our thoughts and develop our common purpose. As dedicated champions of the health and wellbeing of our *Place*, our team were excited to learn, via the workshop information, that Sport England is seeking a Whole *Systems* Approach to increasing population level physical activity. We agree that the pilot needs to be focused on current, evidence-based approaches that are known to work; however, we also appreciate the need to be bold and seek out disruptive innovations. As was indicated in the workshop, our ageing society provides many opportunities as well as challenges for individuals, families, communities, employers and government. Although the challenges are formidable, we have evidence of some excellent small successes in our Place. This EoI aims to outline examples of the current evidence base to act as the 'raw materials' that, once refined, will become the 'product' and a truly unique selling point of this proposal and the methods we plan to use to engage and enable the community as a whole. If planned, resourced, and executed correctly, walking.com will have the potential and capacity to achieve UK-wide scalability.

Engagement in the workshop helped to evolve our conceptual thinking for the pilot. Given Sport England's experience, insight and extensive networks, and our own belief in the importance of physical activity, health and wellbeing for our Place and community, we look forward to the exciting possibility of co-creating and developing this EoI into a full proposal.

6.Final question

We have set out the vision for *transformation change* for our pilot. Our bid is not more of the same. It is ambitious, innovative and forward thinking. Delivery will test our expertise, our partnerships and our leadership. But we are the ideal place for this specific pilot and we have the necessary core, local expertise. With the collaboration of Sport England, and their extensive networks and political and advocacy leverage, the EoI can be developed into a solid proposal.

The sport and physical activity sector is playing catch-up in this digital age and our pilot provides a sustainable solution to this, embedded within the evidence-based EPODE framework for community change. We want to engineer activity back into daily life and our approach harnesses the capacity of the community to reach those who are most inactive. It capitalises on the insight we already have and will build insight we don't yet have. It harnesses the many walking programmes in our Place and will stimulate new programmes, reaching all of our residents but especially those who are most inactive.

We know that our Place may seem average for many of the health, care and economic metrics. But these metrics mask demographic, social and economic inequalities within, and what we have to offer is far from average and our aspirations are high.

Our Place, with its multiplicity of providers, commissioners and end users, its two tier and unitary authorities and its two CCGs, provides the scale and complexity to really test theory-driven behaviour change at a population level.

Our collaborative includes providers who know, from 'the coal face' how to engage our communities. It includes leaders in local government, voluntary, health and academic sectors. We have a track record of working well together and of delivering Sport England-funded programmes and evaluations. We have a track record of investment from the Department for Transport through the local transport plan, the Department for Health through NHS Vanguards, the National Institute for Health Research, NHS England and the Medical Research Council.

We are committed to the next stage of the application process and, if successful, we're ready to hit the ground running with the pilot because we already have a vision of what we are trying to achieve and structures and programmes in place. We realise that Sport England said that solutions weren't needed at this stage but we felt strongly that securing commitment from our partners would be more robust if they too bought into our vision for a transformational Whole System Approach to walking.

We present a strong case for the need for a transformational digital approach, walking.com, to inspire, support and quantify behaviour change and for testing this on walking as an exemplar physical activity (an obvious first choice). If successful, we can roll this approach out at scale and pace across the rest of England, sharing what we have learnt and then testing its adaptation to other forms of physical activity: Cycling.com, Running.com, RaquetSports.com....