

Local
Delivery
Pilots

Expression
of
Interest
March 2017
form

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	Doncaster Council
Address (please note all correspondence in regard to this application will be sent to this address)	Civic Building Waterdale Doncaster DN1 3BU
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)

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Position in Organisation	Business Development Manager, Leisure Services
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Second Contact

(in case of queries or requests for further information and the person above is unavailable)

Name	Clare Henry
Position in Organisation	Public Health Specialist
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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.

a. Describe the place you have chosen to be a potential pilot. Where is it and how it is defined?

Doncaster is the largest geographical metropolitan borough in the UK, with a population of around 305,000 people. It consists of a large market town centre, and a number of surrounding suburbs, villages and towns that are both geographically disparate and have their own very distinct identities. We have a mix of urban and rural environments which are set against a mainly flat, easy accessible environment with significant green space and rights of way.

There is a strong heritage of industries such as rail and mining but as they have declined we have become partly characterised by our deprivation. We have worked hard to develop new industries primarily linked to our connectivity and geographic accessibility, and we are beginning to see the benefits of this in terms of employment and economic growth. We have the newest international airport in the UK; we are re-invigorating our links to the rail industry through the soon to open High Speed 2 rail college and we are becoming a place associated with excellence in technical engineering associated with rail and transport logistics.

Things are changing in Doncaster. Doncaster is working hard to redefine itself as a great place to live work and do business in. Doncaster has improved employment and attracts big business; it has increased the variety of its cultural and leisure offer; has invested in its public realm and infrastructure; is well managed and financially solvent and has big ideas, big dreams, and the tide is turning.

For all our recent progress, however, Doncaster still remains a deprived borough; we are the 48th most deprived local authority in England and 1 in 5 of the Lower-layer Super Output Areas in Doncaster are in the most deprived 10% nationally.

We are realistic about who we are and where we are. We make no hyperbolic claims about being the best, but we do want to be the best we can for our people, and this has been the cornerstone of our work for the last decade: to constantly improve, to build and grow, making the very most of the not inconsiderable resources and talent we have.

We choose Doncaster Borough as our locality as we acknowledge that the causes of inactivity are incredibly complex and that limited or short term solutions will only scratch the surface. There is now a broad consensus that inactivity is the result of a large number of factors, activities and determinants. Therefore we need to understand the opportunities within a whole system approach and bring existing prevention approaches together, embed leadership and makes decisions count, whether they are about planning, transport lifestyle services or housing. These wider determinants can only be addressed at a borough wide level.

We choose the borough in its totality because, despite our differences, there is one common thread that runs through the borough: physical inactivity. We are ready for the challenge to help our residents to fulfil their potential to live a healthier lifestyle and are confident we can get Doncaster moving.

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

We have chosen a borough wide approach for a number of reasons, not least that we need to make a borough wide population shift in order to be fully successful. We are a borough with large land mass and diverse communities that are often separated by areas of sparsely populated countryside. These areas are not merely suburbs; they are distinct communities with their own attitudes and their own ways of doing things. There is not one area in the borough that could be considered 'generic', and one size most definitely does not fit all.

A borough wide approach will enable this pilot to address the wider and social determinants of inactivity. Team Doncaster, our recognised strategic partnership for the Borough, has empowered us with the support to influence decisions that are made at a strategic level such as in policy or in relation to large capital projects. At this level we will encourage a social movement influenced by our residents through borough wide campaigns and large scale events.

Doncaster is a tough nut to crack because 'Doncaster' means so many different things to different people. We are a Borough of Communities that provides a unique to opportunity to test insight led methods within different types of localities. Our approach will ensure that there is a focus on our distinct communities by framing approaches based on community engagement methodologies.

This pilot will provide us with an enormous opportunity; it allows us to prototype wide scale population change but with an emphasis on a bespoke asset-based community approach in targeted inactive communities. By understanding what they have and what they want, we are confident that we can give them the support and motivation they need, all the way across our large and diverse borough.

In the past, Doncaster has not received a relatively high level of lottery investment and support from Sport England for physical activity and sport that other areas may have had. This reflects a simple truth: we weren't ready.

This opportunity comes at an optimum time for us, a time of systematic positive change across the borough. Our new borough strategy – 'Doncaster Growing Together' – explicitly foregrounds physical activity as one of nine key priorities for Doncaster, and securing support via the Local Delivery Pilot will make an enormous difference, providing us with impetus and resource to achieve the long-term priorities for Team Doncaster. Physical activity is implicit within Doncaster's Health and Social Care Place Plan as fundamental in supporting residents to maximise their independence and health and wellbeing by building strong and resilient community networks.

Doncaster is ready for change and when our people are engaged and involved great things can happen. We are unified and ready to do what it takes; the structures and energy are in place. We know that we can make a real difference here, a positive change that will improve the health and aspirations and opportunities and outlook of its people, a once in a generation opportunity to reset the bar and change lives.

c. What are the most important issues in this place that are relevant to this pilot?

'Doncaster Growing Together' is our emerging borough strategy to address the key issues and outlines the need for new operating models, focusing on growth that works for people, prevention, integration and crucially, co - production with citizens and communities. It's 4 themes are:-

Learning City

Doncaster wants to reset the bar for attainment and aspiration, so all of Doncaster's young people expect to work and pursue fulfilling jobs, careers and lives.

The One Doncaster Education Commission report highlights that many children within Doncaster have high aspirations but experience issues such as low confidence, poor attitude to learning, a lack of motivation, feelings of uncertainty about what they want to do or what they are good at, and not being able to achieve the right grades. It provides examples of the role that an active life can play in young people's lives.

Living City

Doncaster citizens will enjoy a better quality of life have a vibrant place of choice to live and work with better quality opportunities to be active citizens.

Physical activity is a priority within this theme and providing the right approaches, environments and motivation will support the reduction in reducing inactive residents, improving their physical health that reduces health expectancy inequality and improve quality of life.

Health is a key issue for our residents and there is a shift to utilising a more population based approach to bring about the improvement in health that we need. The Director of Public Health's annual report highlights physical activity as a significant area of focus with specific action to support more physical activity in the school setting and developing a social movement to "*Get Doncaster Moving*".

This pilot will also promote mental wellbeing and support resilience, self-belief and encourage aspirations helping residents to be fully engaged in Doncaster's future.

Working City

Doncaster is breaking the cycle of unemployment, low incomes and poverty to avoid social polarisation and loss of hope in our citizens and communities.

This pilot will provide impetus for social policy to ensure that our economically deprived individuals have access to physical activity and wellbeing opportunities to support them in accessing the labour market and employment. It will address the economical disadvantages that many of our residents have by helping them to be physically and mentally ready for training and employment.

Caring City

Doncaster's future model of adults and children's health and social care is focused on prevention, early intervention and enabling people to be safe, healthy and independent at home.

Increasing activity levels of our residents will have a positive effect on health and wellbeing addressing gaps in healthy life expectancy, reducing isolation and support residents to live longer disability free lives.

This pilot will support transformation within all 4 themes but specifically it would support "Get Doncaster Moving" which is one of eight programmes prioritised as urgent, transformational and requiring collective action. The Get Doncaster Moving transformation programme will have a high level of coordination within the other programmes and across the whole portfolio to maximise impact.

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

Participation in physical activity amongst Doncaster residents has remained persistently low in comparison to the rest of the country. Approximately 70,000 adults in Doncaster (29.1%) 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 male participation has declined by 20% in the last ten years.

The health of people in Doncaster is generally worse than the average in England. Healthy life expectancy for both men and women is lower than the average and data from across the borough shows that there are clear inequalities in our various communities.

Overweight and obese adults are a significant issue with 74% of adults in Doncaster carrying excess weight with Doncaster having the 2nd highest rate in England. In terms of childhood obesity, over a third (34%) of 10/11 year olds leave primary school classified as overweight or obese.

Our older residents grew up in thriving and prosperous communities that had a sense of purpose, identity and cohesion, but experienced the hardship and social fragmentation resulting from the decline and demise of those traditional industries. Research suggests that older people in Doncaster often go into care homes because they feel lonely, and no longer have the ability to manage everyday tasks within the home and to offer their family reassurance around their safety and welfare. Long-term physical inactivity is often a factor.

Our younger generation will see the development of Doncaster into a key growth area in our network assets in terms of airport, rail and road and Doncaster is ensuring that they are ready to take advantage of the opportunities that are emerging. The rates of unemployment and claimants of benefits in Doncaster are high compared to the national average but the picture is improving. However, the recent One Doncaster Education Commission report highlighted that many children

have high aspirations but experience issues such as low confidence, poor attitude to learning, a lack of motivation, feelings of uncertainty about what they want to do or what they are good at, and not being able to achieve the right grades.

Local research shows that our families are constantly assessing their family's needs against the resources available to them. Management is a key concept for our families - in particular managing the complex interplay between low income, high fuel bills, household priorities and child health and wellbeing. However, many have high levels of ability and skills in the way they control, manage and allocate limited budgets and planned ahead for expenditure.

Inactivity may not be considered an immediate priority for some of our families and we need to test ways in which we can unleash the potential that physical activity can play in improving the quality of Doncaster resident's lives.

b. Who would you like to focus on in your pilot and why? What do you know about their motivations and attitudes?

Doncaster will focus on inactive residents from socio economically disadvantaged backgrounds including those families that are "just about managing" who are not currently achieving 30 minutes of moderate physical activity per week.

We believe it is vital that we undertake a place based approach that will look across the life course to help identify opportunities for positive behaviour change. By taking a bespoke approach, we will be flexible enough to utilise various levels of influence to shape individuals and families behaviour, giving them the tools and motivation they need to be successful.

Our Whole Systems Review of Physical Activity and Sport in Doncaster, led by Doncaster Active Partnership (DAP), is utilising insight available to better understand residents' behaviours and attitudes. Data shows there is an increasing number of residents who want to become involved in sport and physical activity of which a large proportion would be classified as 'inactive'.

Utilising MOSAIC we have identified five types of households that fall into the top quartiles for 'do not participate in Sport' and 'do not exercise'. This has enabled us to ascertain that they tend to be from an older generation, live in lower income areas and have limiting illness or disability.

However our in-depth insight of Doncaster residents is limited and it is clear that this must be a key area of work on which we will focus our joint efforts. We are not starting from scratch as we have a wide range of multi-focus learning that we have gathered from previous studies and initiatives across the borough.

Through our Warm Families Research we know families motivation are often seriously hampered by the need to 'juggle' or manage priorities against resources, with the result that parents were constantly making 'trade-offs', greatly affecting the parent's ability to take positive actions when faced with difficult circumstances or challenges. It is vitally important that when trying to bring about changes in behaviour, positive benefits must be clearly evidenced and key messages are clear and easy to understand in order to foreground their importance, to greater prioritise them and bump them up the chain of conflicting priorities.

For those residents who have lower incomes it is equally important that we consider and understand the impact that managing both financial and time resources has on the physical activity and sporting behaviour of individuals and families. In Doncaster, this is paramount to ensuring an approach that will work for our residents and these findings are mirrored in the

consultation we have undertaken with over 350 people over the past few years specifically on physical activity and sport.

This insight has highlighted the main stated reasons for not participating in physical activity and sport were health issues, a lack of time, a lack of opportunity and conflicting family commitments. Overwhelmingly, when asked, residents have confirmed they would be much more likely to engage in physical activities if these barriers were addressed, particularly through local opportunities, flexible timing, community assets, family sessions and, particularly, low cost or free options.

c. How will you engage, communicate and influence your chosen audience?

To engage our audience we will ensure that we utilise evidence based models that have been developed and are proving to be effective in this area. We currently utilise Sport England's Market Segmentation information and have identified key groups utilising MOSAIC data. These will continue to be built upon and used as resources to help communicate and understand the best way to influence our inactive communities.

However, Doncaster Active Partnership has identified an additional need for an in depth extensive engagement phase for this programme that will provide an enriched deep dive into resident's attitudes, motivations and behaviours.

It is essential that, in order to stimulate widespread behaviour change, we find out 'what works for whom in what circumstances'. This gap in understanding has been highlighted in a recent report commissioned by DMBC and Yorkshire Sport Foundation and must be an important area of focus.

There is also the need to develop a suitable and effective communication strategy. It will build on the existing work and learning that has taken place to really get to grips with the constraints that stop people becoming physically active, and take an innovative approach to communicating important but simple messages through a variety of mediums. Our key messages will serve to motivate rather than admonish, focusing on the positive benefits rather than trying to 'shame' people into activity.

To support this development we will engage with a research/academic partner who will work with us to identify evidence based approaches to developing a successful engagement and communication framework for this pilot. Currently DAP does not have an academic partner and this pilot will help DAP to develop a partner for this and future work to bring academic rigour to our work.

The development of engagement and communication approaches with local people will address a gap that has been identified through our whole service review to assist work on increasing physical activity in Doncaster. We know that we need to develop a long-term consistent approach, which becomes embedded in all our work and across partners to influence and support physical activity levels – and to sustain them.

The recent work through our Whole Systems Review has resulted in the support of various stakeholders, organisations and partners of DAP who are greatly committed to this work. This provides a wide range of context, settings and opportunities to develop approaches to ingrain physical activity into every contact.

Doncaster is well placed to achieve this owing to our health and local authority boundaries being exactly the same. We are all on the same page and committed to shared outcomes; understand the issues, and the benefits of sustained, committed action.

Critical partners work closely together through Team Doncaster and are already developing a communication strategy that works across organisations and areas to provide a consistent set of priority communications. Once achieved this will bring about a fundamental shift for Doncaster, with its residents receiving a single, unified, clear message on key issues.

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.

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

DMBC will be the accountable organisation managing the programme on day to day basis. Doncaster's elected Mayor, Cabinet and Chief Executive, has championed the drive to review our physical activity and sport structures across the borough. Our political and organisational leadership understands the importance of tackling physical inactivity and sees it as a priority area.

DMBC has a track record of leading in true partnership, transformational programmes and projects such as the development of High Speed Train 2 college, establishment of our place marketing strategy and instigation and current development of Doncaster Growing Together. Team Doncaster will call upon its resources across all partners to advocate progression of the pilot to achieve successful outcomes.

Doncaster's Health and Wellbeing Board will oversee the delivery of this pilot with the management being undertaken by Doncaster Active Partnership (DAP).

DAP is the strategic partnership held accountable for delivery of Doncaster's Physical Activity and Sport Strategy. The partnership is overseeing the current delivery of our Boroughs whole system review of physical activity and sport, and will oversee the delivery pilot.

In the role as chair, the Director of Public Health provides strong leadership of a wide membership of key stakeholders including Doncaster Metropolitan Borough Council (DMBC), Yorkshire Sports Foundation (CSP), Doncaster Culture and Leisure Trust, Club Doncaster Foundation, Active Fusion education team, Doncaster Youth Alliance, Flying Futures, Doncaster College as well as the Chamber of Commerce. DAP has been formally approved to be held accountable by Doncaster Health and Wellbeing Board for the delivery of the strategy.

This will enable the pilot to access systems leadership and affect change across multiple interacting and intersecting systems. They will be able to commit or influence resources to ensure maximum impact is achieved. We will be able to enlist their help to negotiate any issues or challenges which arise during the pilot.

The management of the pilot will be overseen by a project board of existing DAP members and

other key stakeholders who will be identified as part of the planning process. The project group will provide advice and challenge through an outcomes accountable frame work. Members will be selected who have the ability to provide robust, constructive challenge; they will also be enthusiastic and passionate about improving the wellbeing of our population.

We will source locality based leaders who will become advocates and ambassadors for the pilot as well as providing local intelligence. These leaders will help us identify specific nuances of the locality which may have significant impact on delivery if not identified.

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

Team Doncaster is the formally recognised strategic partnership for the Borough. This consists of organisations and individuals that span the public, private, voluntary and community sectors for Doncaster. The Team Doncaster Partnership board oversees four thematic partnerships and has acknowledged the importance of physical activity and sport to address a number of priorities and has provided full support to the systematic review that has taken place. We have been tasked to update the board on the progress of the pilots to gain further support, celebrate success and help address any challenges that we may face.

Make no mistake; this support from our leaders is not simply a tick box exercise, but the culmination of a great deal of sustained prior engagement. Patience and hard work has facilitated a fundamental change in their organisational priorities and stimulated the introduction of policies that embed the golden thread of physical activity in their day to day business.

Our community leaders are key to unlocking the potential of our communities. These leaders are passionate about improving their communities through physical activity and dedicate their time to providing sustained activity. Doncaster Athletics Club manages our athletics stadium, with over 500 members and a very successful 0-5k programme. Friends of Sandall Park are a good example of a local initiative arising from concerns about crime and community safety, which developed into a comprehensive and creative community programme to support physical activity. Doncaster Rowing Club has been successful in developing youth engagement programmes which have helped engage young people who would previously not have had access to the sport

These key individuals and groups are essential to our success by being the advocates for change and providing sustainability. We want to expand on this to ensure that we encompass the diversity of our communities, ensuring that no area or group of people are excluded from the opportunities this pilot will bring. A stronger voice for our leaders across the voluntary sector is required, who give their time, effort and expertise to making a difference and trying to improve people's lives.

Recently we have engaged our leaders within the arts and heritage sector to co-design physical activity and healthy living programmes into their work. This is already starting to prove successful and early work with the development of our new £14m museum and library is investigating how to support better resilience and mental wellbeing ensuring the building has physical activity designed into its fabric. In April 2017, we are working with Dance Action Zone Leeds to launch a Dance & Health Network with a focus on using dance to increase participation amongst our communities.

Although we have gained high levels of support we acknowledge that we have more work to do in terms of broadening the range of partners particularly across the business sector. We are currently working on this vital work via a number of partners, including Business Doncaster and the Doncaster Chamber of Commerce and building on the work of the Workplace Health Charter.

c. What are the main challenges you face in successfully completing this pilot? How do you plan to overcome these?

In Doncaster, we have stubbornly low levels of activity across our population and despite the ongoing hard work of our current partners and occasional tantalising evidence of improvement; we have been unable to make sustainable change. If we are honest, then we must be clear that, although the commitment is there, we have limited resources to make all the interventions that we want and need to do.

Moreover, we understand our communities face many difficulties which bear down on them and make their lives very hard and limit the scope of their ambition. Aspiration can be low here, and physical inactivity is part of that. Our most inactive people often live static lives: there is no social mobility, no or limited economic stability. Horizons are limited, and physical inactivity becomes the norm.

We need to change this and breakdown the assumptions and misconceptions which inhibit our population from becoming more active. This is not a quick fix process and to be successful we will need to set in place a number of changes which establishes being active as the norm and stops people from reverting back to type.

To ensure success we will deliver the pilot through a whole system approach ensuring that the golden thread of physical activity is weaved into all we and our partners do. We have already mentioned that our leaders are committed to doing this and have challenged to make the change.

We will use all resources available to ensure we achieve this step change, working with you will to undertake this change at greater pace and call on resources and specialist support to test and drive the process.

Our greatest asset is our population and those already committed to improving opportunities to become physically active. Your support will enable us to take the work already underway and accelerate this to enable us to be smarter with our current resources, and maximise our own potential both physical and capital.

We are honest with ourselves that we don't have all the answers and realise many of the issues we feel we have an understanding of, may be turned on their head as we gather greater data and insight.

We have traditionally delivered small scale locality based interventions which are mainly led though professional or key voluntary sector partners which have had local impact. We will need to use our recent work and learning of developing community based asset interventions to guide our delivery principals, working with rather than too our population if we are to have population change.

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?

The outcomes of this pilot need to support the achievement of Doncaster's priorities described by Team Doncaster Shared Outcomes Framework as:-

- Are we growing the economy and place?
- Is opportunity and prosperity reaching the people?
- Are people safe, healthy and well?
- Are we reducing acute demand & cost?

As previously described these are outlined in the "Doncaster Growing Together" strategy :-

Learning City - *Doncaster wants to reset the bar for attainment and aspiration, so all of Doncaster's young people expect to work and pursue fulfilling jobs, careers and lives.*

We want this pilot to demonstrate impact on individual's development and in particular support our young people's educational behaviour and attainment by developing their social skills and confidence to achieve their aspirations. This is important to Doncaster as it has been recognised that our young people are at risk of under-achieving, with consequences for them, their families, the economy and public services.

Living City - *Doncaster citizens will enjoy a better quality of life have a vibrant place of choice to live and work with better quality opportunities to be active citizens.*

We want this pilot to drive the case for providing an environment that is conducive to physical activity. It will make Doncaster an attractive place to live, provide sustainable activity to support positive economic vibrancy to the area.

Through this pilot we want to design, develop and provide the right approaches, environments and motivation to reduce inactivity. This is a priority for Doncaster owing to our previously described health challenges. Addressing inactivity with the support of this pilot will promote mental wellbeing and support residents to be more resilient, have self-belief and aspirations.

Working City - *Doncaster is breaking the cycle of unemployment, low incomes and poverty, which is key to avoid social polarisation and loss of hope in our citizens and communities.*

This pilot will enable residents to have an active life which gives people the ability to be economically active and address the economical disadvantages by helping residents to be physically and mentally ready for training and employment. It is important for Doncaster to maximise the economic opportunities and reduce the risk of further social polarisation.

Caring City - *Doncaster's future model of adults and children's health and social care is focused on prevention, early intervention and enabling people to be safe, healthy and independent at home.*

This pilot will achieve a positive effect on the health and wellbeing of our residents and communities, addressing gaps in healthy life expectancy, reducing isolation, supporting residents to live longer lives that are disability free.

Our Place Plan vision supports communities to be strong, resilient that can reduce isolation and improve our social connectedness and achieve social engagement through physical activity and sport.

It is pivotal that we bring about a shift in understanding the importance of being physically active on a regular basis. We want to demonstrate that physical activity and sport can physically change a place and develop Doncaster to be a desirable place to live.

b. What transformational change is needed in order to deliver your outcomes above?

Doncaster needs to think and behave as a system and putting physical activity in the centre of the new borough strategy will help us drive this change. We have identified three big challenges.

Firstly we need to design thinking, read and rewrite our context, aligning strategy and culture, and delivering radical change opportunistically. Through our whole service review, we have started to develop a *physical activity in all policies* approach to support decision making across various sectors and policy areas.

Secondly using techniques that can build understanding including the use of narratives, storytelling and conversations, physical representation, metaphors and play. To support this we will have a collaborative framework which enables data, insight and research at a local level to inform priorities and decisions. It will help Doncaster to be bold and test new approaches. The ability to find activity based opportunities in Doncaster is at best difficult owing to the multitude of communications channels and formats. There needs to be insight led, transformational, innovative ways to make *active choices easy choices*.

To achieve a population shift we want to make *every contact with our residents to be an active contact*, no matter which service, team medium or setting. We want to identify non-traditional opportunities based in communities such as post offices or hairdressers to enable support to be individualised based on our residents' readiness to change.

Thirdly better management of the process requiring relational leadership, building trust, voice and dialogue, whilst maintaining energy and momentum. We need people to come together to attempt to accomplish change. For some sectors, there needs to be recognition that inactivity is a major challenge which one organisation does not have tools, knowledge, capacity or budget to address. Transformational change is required to encourage all partners to understand the direct/indirect benefits and risks of their policies on inactivity.

This is evidenced in our work to develop cycling over the past four years and we have aspiration to build on this. Doncaster has many assets; being flat, the trans Pennine trail, good public transport hubs and welcoming green environment. There are exciting opportunities building on the impetus that cycling has brought including the development of a travel hub at the train station, proposals for a cycle hub alongside a cycle track and local and major cycle events.

This needs to expand across a whole system as we feel that a modal shift in active travel is essential for a sustained change in activity levels as this can be the entry for people becoming more active. Driving transformational change so that *every environment should have the potential to be an active environment* will be challenging but it can no longer be seen that being active is isolated at a specific leisure or community facility.

This will build on the work to include health as a planning consideration in the Local Plan and the involvement of Doncaster in the Town and Country Planning Associations programme to engage developers to embed health and wellbeing considerations into spatial developments.

c. What are the strengths and weaknesses in your place that will impact on the ability to deliver transformational change?

Our leadership allows us to be imaginative, forward thinking and innovative in our approaches to engaging the public. We do not allow old stereo types and obsolete and redundant structures to impede our progress and thinking. More importantly we are allowed to take risks to develop programmes and systems which focus on the individual rather than process, that reduce the burden of bureaucracy but at the same time ensure we are accountable and understand that if we fail from taking the risk we learn from this and move on.

Get Doncaster Moving is a transformational programme within the emerging borough strategy "Growing Doncaster Together". Inactivity is a focus of the Director of Public Health to address a population shift in the health of our residents. A thread within the Health and Wellbeing Strategy and Place Plan as an element of a prevention approach to health and wellbeing. All of which provide the strategic level focus that has been historically been lacking for this agenda in Doncaster.

Our physical activity and sport structure has been externally reviewed and is currently being made fit for purpose to ensure that it has the governance, accountability, strategies, capacity, data and insight in place to influence crucial decisions. We have held two stakeholder events in the past seven months and there is now support and enthusiasm to accelerate this work from a wider range of leaders, partners, organisations and individuals.

Our communities have assets and strengths that can and have risen to the challenge of becoming active. The successful hosting of a Tour De Yorkshire stage finish demonstrated that there is recognition that sport can play a role in improving people's lives on many levels. Our communities were able to and did use sport as a catalyst to empower them to become more active and culturally socially, physically, mentally and economically aware, leaving a longstanding legacy after the event.

Doncaster has almost a quarter of all under 16s living in a low-income family who are managing priorities/juggling resources thus inhibiting the ability to participate in physical activity. There are pockets of inequalities, we know the issue is not contained in an individual community but is an underlying issue across the borough. This is a key issue to understand to make true transformational change.

Our weakness of an in-depth understanding of why our communities are inactive hinders our ability to undertake transformational change, but we are in the process of developing better intelligence. We need to upscale this work on a larger footprint across our communities.

We have previously struggled to have sustained engagement due to a number of factors. Our history of long-term intervention clearly hasn't been successful therefore we are putting in place measures to utilise data and insight more rigorously to ensure better outcomes. We have experience in our Well North approach to using systematic approaches to develop insight to develop theories and hunches to underpin our interventions and then test and refine to improve these concepts.

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.

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

Locally, we recognise the importance of using approaches that help us systematically develop our understanding of an issue. We have experience of using these insights to develop theories and hunches to underpin our interventions and then test and refine to improve these concepts.

We have adopted this theory driven approach in Denaby Main (described earlier). We have presented the benefits of working in this way at two international conferences (one on Public Health and one on realist methodologies). This work has also been selected as a case study for a forthcoming innovative practice handbook to be published by the New Philanthropy Capital (<http://www.thinknpc.org/>).

We have learned a great deal about how to use these methodologies in real practice and have also benefitted from the oversight from the Hub Well North team. We have relished the opportunity to work in an experimental way; to hypothesis, to develop and test the concept and see the fruits of the enterprise.

This work has had elements of inactivity emerge but we have not specifically used these approaches solely with an outcome to reduce inactivity levels within our communities. If selected we are well placed to work in a learning and experimental way and would embrace the opportunities offered by Sport England. In particular, our experience with Well North has helped develop a network of peer sites and inter-site knowledge sharing has been helpful and one which we value and would hope to develop within this project.

If successful we would aim to develop a real time evaluative approach which supports programme development by building on insights (from engagement, from published evidence, from local expertise and an understanding of the context), to co-develop 'interventions' with stakeholders and to test, refine and develop these.

Throughout this proposal we have drawn on numerous data sets and have outlined further engagement work. The key to success in this pilot (beyond the real enthusiasm and energy for collective action) will be developing an evaluative structure to hang the work on so that we systematically learn and develop. We believe the approach outlined above gives us this structure and will contribute to producing a more active Doncaster.

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

Historically, within physical activity and sport in Doncaster we have utilised insight on an ad hoc basis dependent on service design, programme monitoring or a specific funding application. Use of Sport England market segmentation and MOSAIC data hasn't been utilised consistently across all organisations addressing participation in physical activity and sport. DAP have been developing a coordinated approach to understand the insight and data that we have. There is currently a review of our leisure facility stock which will utilise our community specific insight to influence the plans and identify strategic gaps.

There are some excellent examples of where we have used insight to develop and improve our work in addressing some of our wider health challenges.

Our work for Well North as part of Public Health England's response to the Due North inquiry into health equity in the North of England (Whitehead, 2014), concentrates on an asset-based approach to community development, capitalising on the positives in life that create wellbeing and protect health.

Appreciative inquiry has been used to gain extensive insight into local priorities, focusing on current or past successes in the community to create positive, strength-based change. This model engaged stakeholders but more importantly has set out a structure for local people to co-produce the change they want to see. This has led to local residents developing a number of strands which will support local people to become more physically active including addressing the environmental factors. These include increasing use of local green space by addressing issues around fear of safety and improving the accessibility to local amenities by walking.

Public Health and Regeneration and Environment Teams within Doncaster Council have worked with partners such as Doncaster Rovers, Doncaster Lakeside Wildlife Action Group, Lakeside Shopping Centre to identify methods of encouraging the use of green space. Design-method mentorship by Sheffield Hallam University used a double diamond design process that utilised unique ways of engagement to collect stories via postcards, photo journeys and treasure hunt trails to develop innovative and pragmatic solutions.

This collaborative way of working has been identified by the Local Government Association peer based challenge review of Doncaster's Public Health & the Health and Wellbeing Board, presented at the national Public Health England conference and as part of a design for health symposium at the Royal College Nursing research conference.

This has led to the delivery of a series of trails around Lakeside using mobile device QR codes that provide a platform for different groups to co design different content that will attract different audiences. To date this has included trails developed by Children Centres, Heritage Services Team, Altogether 4 Autism and Doncaster Lakeside Wildlife Action Group.

DAP are now in a position with the current review of Doncaster's Physical Activity and Sports Strategy to redefine our priorities, utilise the data that we now have and develop further questions that we wish to ask our residents, families and communities to refine our approach to encouraging more people to lead more active lives.

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

The workshops have enabled us to galvanise our thoughts and approach. We are now clear of what our locality will be to enable population change across our borough we understand that we will need to build relationships rather than drive performance via numbers.

We will have to spend time to listen and learn from our communities to enable all to work tighter to develop a sustainable outcome delivering social impact. We will have to take learning from programmes outside our work environment that can help us have positive impact on the target audience. For example we will look to use frameworks utilised in stronger family's work which ensure single point contacts when numerous services support individuals with complex natures.

The workshop provided insight that we will have to create a social movement being courageous, curious and compassionate and that communicate with purpose. We will need to design activity back into our regular everyday lives, using the local environment.

It is made very clear that our initial ideas for application process sat well with the information from the workshop, in that our approach will decrease inactivity, increase inclusivity and be replicable transformational change.

Being bold and taking risk was a recurring theme and our experience of managing the Tour De Yorkshire taught us that bold approach as well as strong leadership and trust ensured we can use a programme or in this case the event as an opportunity for transformational change. We are willing to take these risks for greater outcomes and now engaged with Welcome to Yorkshire to deliver the Tour De Yorkshire in 2018 and UCI World Championships in 2019.

The workshop has confirmed our current work with our strategic partnership to encompass leaders wider than those traditionally associated with sport and physical activity is essential to be successful. And that we will need to work together in greater purpose if we are to set a positive way forward in a collaborative approach.

Above all else it made us think long and hard if we were ready to become part of the local delivery pilots and make the change needed to fully engage in the process as well as being scrutinised at every turn. If this question was asked 12 months ago our answer may have been different.

However we are unrecognisable from then and are now mature confident and ready to be full partners in the pilots.

6. Final question

Please explain why Sport England should choose your place to be a pilot?

We have a unique **place**, defined by:

Geography - largest geographical metropolitan borough in the UK, large market town centre (with city-like aspirations), a number of surrounding suburbs, villages and towns that are geographically disparate and have their own very distinct identities. A mix of urban and rural environments which are set against a mainly flat, easy accessible environment with significant green space and rights of way.

Heritage – decline in rail and mining industries; as they have declined we have become partly characterised by our deprivation.

Industrial growth - technical engineering associated with rail and transport logistics due our connectivity and geographic accessibility. newest international airport in the UK re-invigorating our links to the rail industry through the soon to open High Speed 2 rail college

People – The data shows that we have a largely inactive, obese, deprived population and there are deep-rooted inequalities across the borough. However, we know that they are our biggest assets. Despite the global picture there are individuals, families and communities that are bucking the trend and we want to release them to lead a social movement, building on strengths not merely plugging gaps.

Leadership – Physical activity and sport has been agreed as one of the key transformation programmes for a revised Borough strategy. This is led by the elected mayor together with the chief executives of the major statutory sector partners. Delivery of this programme will be the responsibility of the Health and Wellbeing Board and driven by a revitalised Doncaster Active Partnership chaired by the Director of Public Health.

Outcomes – Our outcomes match yours. We want to empower social environments (communities) and families and individuals to choose physical activity as the right option (whether the choice has been conscious or unconsciously). In Doncaster Growing Together, physical activity is highlighted as a major tool to achieve the borough outcomes; we want a Doncaster that encourages all our residents to learn (individually develop), work (growing the economy), care and live well (physical & mental wellbeing and social & community development) [maybe change wording].

Learning – We are adopting a realist view of evaluation ‘what works for who, in what circumstances and why?’ There is so much that we don’t know about our population. We want to test a range of community development theories across our distinctive communities, to deliver transformational change across the borough but learn lessons about how we develop systems led approach to tackling inactivity.

Doncaster has developed considerably over the past few years and we are an area with clear vision that has enabled the development of our locality, grow opportunities and establish a brand worth investing in. This has been hard and at times frustrating but we have certainly turned the corner as a borough and are seen as an area with aspirations that works in true partnership to deliver transformational projects to improve our residents’ lives.

