



GET  
DONCASTER  
MOVING

# Case Study:

## Doncaster and the LTA promoting Parks Tennis



In response to the APPG's  
**Call for Written Evidence:**  
A Question of Sport?

October 2022



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# Get Doncaster Moving

## Overview

**Doncaster's Get Doncaster Moving (GDM) Team** welcomes the opportunity to support the **All-Party Parliamentary Group's (APPG) call for evidence** for its inquiry into the **cultural value of sport to the North's cities, towns and communities.**

We have been working formally alongside Sport England for almost five years, developing whole systems approaches to support healthy and vibrant communities through movement, physical activity and sport.

Our original GDM strategy in 2018 was one of the first to recognise the importance of this approach, supported by a 'test and learn' way of working - which has generated the majority of the content in this submission.

**Our response focusses on question one:**

**What is needed to boost the cultural value of sport and build stronger Communities across the North?**

As a practical example of how this is being addressed at a local level, we present a case study about Doncaster's on-going work with the LTA, the national governing body for tennis in Britain, to develop parks tennis.

It provides an insight into the negotiations and compromises needed to blend national and local delivery frameworks for the benefit of residents and communities.



# SECTION 1

## Introducing ‘Get Doncaster Moving’

### Vision - ‘Healthy and vibrant communities through movement, physical activity and sport’

Get Doncaster Moving (GDM) is a partnership that brings together organisations who are committed to supporting Doncaster’s communities to become healthier through physical activity and sport. On a day-to-day basis it is managed by the GDM Team (within Doncaster Council’s Public Health Team) and supported externally by capacity from Sport England.

Doncaster is one of [12 Local Delivery Pilots \(LDPs\)](#) funded by Sport England to achieve a sustained reduction in population physical inactivity levels. The aim is to make physical activity an easier choice for all residents by influencing local policies, places, spaces and people to work coherently as a ‘whole system’.

The GDM journey began in 2015 when Doncaster’s Director of Public Health identified physical activity as a public health priority, given that one in three adults do less than 30 minutes of physical activity per week. In January 2016, Doncaster Council and the Yorkshire Sport Foundation partnered to deliver a whole systems review of physical activity and sport in Doncaster. The first GDM strategy in 2018 set out whole systems approaches to support healthy and vibrant communities through movement, physical activity and sport.

Doncaster has successfully hosted several major events – including stages of the Tour de Yorkshire, UCI World Championships and three matches of the Rugby League World Cup in October 2022.

The GDM Strategy (2022-2030) has the following priority themes:

1. Active Environments, Parks and Facilities.
2. Active Education.
3. Workplaces.
4. Health and Care.
5. Communications and Engagement.
6. Community led programmes.
7. Active Travel – walking, wheeling and cycling.
8. Sport, Dance and Culture for all.
9. GDM backbone support.
10. Localities.

### GDM’s Way of Working

For the GDM Team the ‘how’ is as important as the ‘what’ for long-term success.

### A principles-driven approach

The GDM team’s work to address inactivity is built around these principles:

- A whole-of-systems and evidence led approach.
- Inclusivity, reducing inequalities and supporting those most in need.
- Visible and accountable distributed leadership.
- On-going evaluation and impact.
- Community and sustainability at the heart of decision-making.
- Collaboration and common purpose.

GDM see these as fundamental foundations for success.



## Tackling Inequalities

GDM takes a whole borough approach, with more focused work directed at these groups:

- ▮ The physically inactive (those undertaking less than 30 minutes of physical activity per week).
- ▮ Families with children and young people.
- ▮ People living in income deprivation including low-income or precarious work.

## The Challenge

The 2019 Index of Multiple Deprivation (IMD) ranked Doncaster as England's 41st most deprived area (out of 317). Quality of life varies significantly across the City, as starkly demonstrated by inequality in life expectancy at birth (2018-20). The range in years of life expectancy from the most to the least deprived communities in Doncaster is:

- ▮ Male: 10 years
- ▮ Female: 8.2 years

Around a third of people in Doncaster are inactive and people who are most impacted by health, social, economic and other inequalities are likely to find it harder to be active than people who face the least inequality.

Looking at the tennis landscape across the country, IMD analysis by the LTA shows that tennis significantly under-indexes in terms of being representative with the infrastructure and opportunities available in the most deprived areas of the country. For example:

- ▮ Only 17% of LTA registered venues\* are within IMDs 1-4 (40% would be the representative figure).
- ▮ Only 22% of non-LTA registered park sites are within IMDs 1-3 (30% would be representative).

\* Clubs, parks etc, however not including schools registered as part of LTA Youth Schools.

**LTA data from other areas is also informative, for example:**

- ▮ In Manchester, the baseline was that only 35% of parks court players are social grade C2DE (skilled manual occupations; semi-skilled and manual occupations, unemployed and lowest grade occupations).

## The Opportunity

Doncaster's GDM Team is increasingly working with National Governing Bodies (NGBs) to provide opportunities for residents to be more physical active and build stronger communities.

## LTA Investment

Over the past decade, the LTA has received targeted investment from Sport England to make tennis relevant, accessible, welcoming and enjoyable for everyone. In October 2021, the Park Tennis Project was announced - a joint investment of £30m from the UK Government and LTA, through the LTA Tennis Foundation, to bring back to life park tennis courts across Britain. The project involves working with local authorities to invest in park tennis courts, and provide and sustain more affordable, engaging and accessible opportunities to increase participation at these facilities.

The LTA have been successful in piloting its approach in many areas (e.g. Manchester and Sheffield) and raising the overall numbers through a wide range of programmes that cater for all ages and abilities, including:

- |                             |                                     |
|-----------------------------|-------------------------------------|
| <b>LTA Youth</b>            | <b>Open Court Disability Tennis</b> |
| <b>Cardio Tennis</b>        | <b>Tennis For Free</b>              |
| <b>Walking Tennis</b>       | <b>SERVES programme</b>             |
| <b>Local Tennis Leagues</b> |                                     |

In May 2022, it was announced that the LTA would receive £10.2m of enhanced support from Sport England to help open up tennis to more people. This will contribute to the LTA's commitment to tackle inequalities and promote "everyday inclusion" across the sport and its ambition for all those involved in tennis to reflect the diversity of communities.

LTA's current, key intervention to support Lower Socio-Economic Groups (LSEG) is LTA **SERVES** - a programme that supports young people from the most deprived areas of the country (predominantly IMDs 1-3). Those residing in these communities often face higher levels of crime, poorer health and well-being, lower educational

attainment, less access to skills and training and higher levels of unemployment. The LTA is now progressing other interventions to specifically target LSEG.

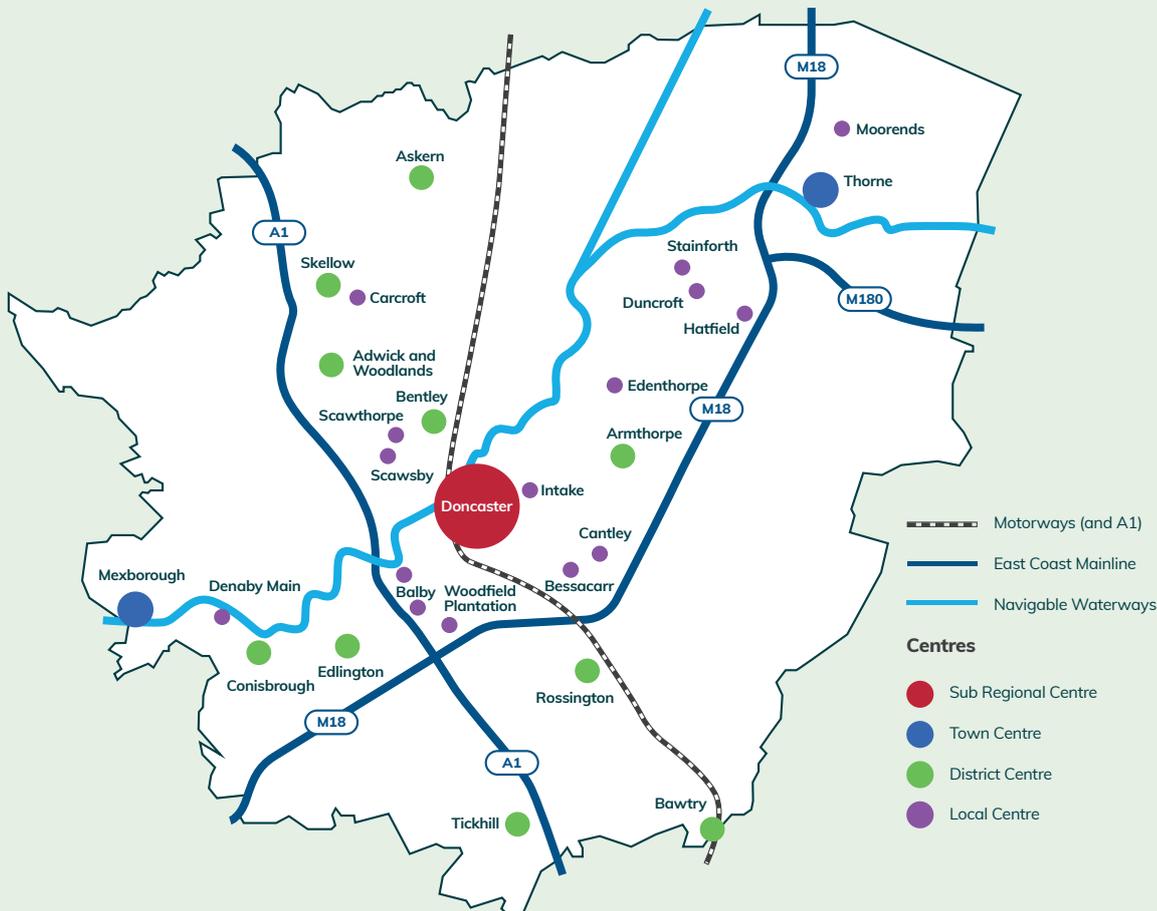
### Doncaster Future Parks Programme

As a result of borough-wide listening programmes such as Doncaster Talks, the GDM team knows that parks and open spaces are extremely important to residents – and a key part of GDM's work to reduce physical inactivity rates. Through our Future Parks programme, we are unlocking the power of parks and open spaces to start conversations, bring residents together, generate interest and provide links to wider community centred approaches.

The investment from the UK Government and LTA Park Tennis Project clearly chimes with this objective.

### Understanding place

Doncaster is the largest metropolitan borough by area in England, covering 226 square miles. It has a population of 312,800, spread across a dispersed network of town, district and local centres – as shown in the map below:





**A genuine commitment to ‘place-based, whole-system’ means:**

- Recognising that local communities are best placed to understand what works for them and to learn by doing. Working in a place is not necessarily place-based working.
- A community centred and culturally sensitive approach, which identifies and builds on local strengths and histories and creates the capability to enable residents to see ‘people like me’ being active.
- Working across the layers of the system and at individual, community and organisational level to influence systemic change.
- Recognising that importance of understanding and connecting the whole system that influences people’s capability, opportunity and motivation to be physically active (and play sport) – whilst not allowing its complexity to hinder progress.

**National-level**

**The Government**

We support the findings and recommendations of the recent National Audit Report: ‘Grassroots participation in sport and physical activity’. It acknowledges that the importance of physical activity has been increasingly recognised across national government, however it sets out what more the Department for Digital, Culture, Media and Sport (DCMS) needs to do to provide more effective leadership and collaboration across government – specifically:

1. Set out how it will lead delivery of the objectives and outcomes for sport and physical activity that it shares with other departments – and ensure better whole-system working.
2. Set out how it will measure the success of its forthcoming strategy.

3. Clarify whether and how major sporting events will deliver increased participation in sport and physical activity when bidding to host such events.

**Sport England**

According to Sport England’s ‘Uniting the Movement’ strategy, its mission is to invest in sport and physical activity to make it a normal part of life for everyone in England and to tackle existing inequalities in accessing such activity. Sport England provide leadership in the development of local relationships and connecting communities, through LDPs, to achieve this mission.

Sport England research shows that the opportunities to get involved in sport and activity – and reap the rewards of being active – depend too much on your background, your gender, your bank balance and your postcode.

**National Governing Bodies**

There are a range of National Governing Bodies (NGBs) such as the LTA, Football Association, and England Netball that are responsible for managing their specific sport up and down the country.

**Regional-level**

Key regional relationships for Doncaster include:

**South Yorkshire Mayoral Combined Authority**

The Mayor of South Yorkshire, Oliver Coppard is committed to improving the health and wellbeing of local communities. One of his first visits to Doncaster was to meet the GDM team, which included a discussion on his commitment to expand walking and cycling networks across South Yorkshire, so that active travel can be a practical and sustainable alternative to using a car or bus.

**The Yorkshire Sport Foundation (YSF)**

Doncaster has a strong working relationship with the YSF and shares the same passion for enabling





## Major Sport Events

Doncaster has successfully hosted several major events – in particular:

- Stages of the Tour de Yorkshire.
- UCI World Championships.
- England Roses Rugby matches.
- Three matches of the Rugby League World Cup in October 2022.



Our approach is to build community engagement and opportunities from the start and plan for the continuity of the social impact after the events has ended. For example, the Tour de Yorkshire race passed within 1 km of two-thirds of the borough.

Utilising the experience of hosting these major events, GDM have embarked on a research project with Leeds Beckett University that will result in a practitioners' handbook ('Gameplan') that utilises the principles of gamification to encourage community engagement in major events. This is being applied to Doncaster as a host venue for the Rugby League World Cup in 2022, including a partnership with Leeds Beckett University to measure its social impact.

## Whole System Foundations for Success

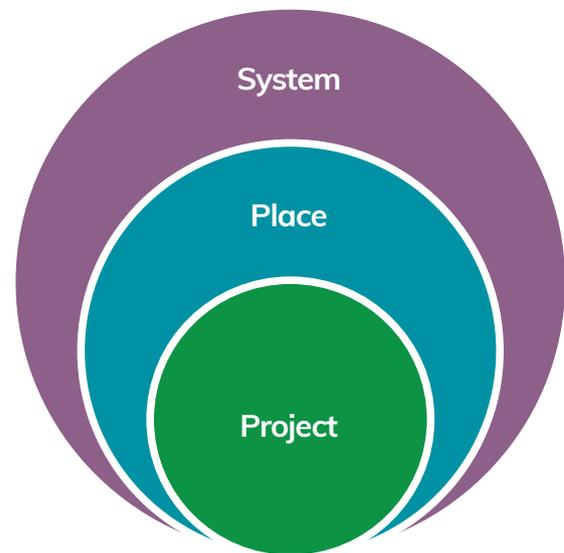
Sport England supports all LDPs to take a 'test and learn' approach to whole system, place-based working, which promotes innovation and an understanding of what works – and what doesn't. Places are encouraged to take risks, learning how, and how not to do place-based working.

## Nesting projects within the place and wider system

Working in a place is not necessarily place-based working and place-based working is not necessarily whole system working.

Community centred projects/approaches need to be nested within the place and the wider system.

This is not to invalidate a project that is just place-based – but to extend and sustain the impact, there is a need to influence the wider system.



## Theory of Change

The GDM Team is working with Sport England's National Evaluation and Learning Partnership (NELP) to develop a clearer picture of the whole system. This is supporting GDM's work to identify, prioritise and pursue opportunities to embed physical activity across the whole system. Key to Doncaster's emerging, locally tailored approach is to:

- Recognise the cross-cutting 'foundations for success' which may apply irrespective of the particular project or intervention aiming to increase physical activity or participation in sport.

An example of this type of approach is set out on the next page. It looks at Doncaster's Future Parks Plan. The foundations for success integrate GDM's principles with the suggestions emerging from NELP's work to collate best practice examples from across the LDPs. >



# Theory of Change

## Deliver the actions within the Future Parks Plan

Actions (Indicative examples)		Outputs (Value of place-based systemic working – indicative)		Impact (Outcomes)
Prioritise the park plans to develop first, based on an assessment of local need	Identify and map the current park equipment and assets and the level of quality	Parks feel safe and welcoming to and encourage resident use	Corporate volunteering improves and maintains parks	Greater footfall in parks
Develop a community engagement plan to ensure the community can help shape their local park to meet their needs	Look at best practice in improving parks from across the LDPs and Think Tanks			
Identify 'friends of' groups	Provide support and training to 'friends of' groups to ensure they are empowered and have the skills to make changes in their park and recruit new volunteers	Friends of groups have the skills and capacity to improve parks	New events and activities are run in the parks to encourage greater use	Residents staying longer in parks
Identify other community delivery programmes and projects which would benefit from collaboration for mutual gain	Identify potential local, regional and national funding pots to support the work			
Identify opportunities for corporate volunteering to improve/maintain parks – i.e. to create social value	Identify key Council department and external organisations that delivery park services (e.g. maintenance) and identify areas for improvement from the perspective of parks users	Diverse range of residents aware of opportunities to volunteer in parks	15 bespoke Park Plans	Parks support outcomes in the Borough Strategy
Assess barriers to park usage				

Enablers for Success	Proportionate, facilitative governance	Mobilise funding and investment – but ensure the work will be self-supporting	Build backbone support and partners' capabilities
	Consider Short, Medium and Long-Term impacts	Consider if Return on Investment need to be measured	Establish shared monitoring practices
	Build local will and common purpose	Using the '3 Horizons' innovation model	Asset Based Community Development

Foundations for Success	Clear narrative - to explain the physical activity vision and why it matters for wellbeing		Inclusivity, reducing inequalities and supporting those most in need <b>(GDM Principle)</b>	
	A whole-of-systems and evidence led approach <b>(GDM Principle)</b>	Visible and accountable distributed leadership <b>(GDM Principle)</b>	On-going evaluation and impact <b>(GDM Principle)</b>	
	Considering every stage of people's life (Starting Well, Living Well, Ageing Well)		Prioritising (Currently inactive; People on Low Incomes; Children and Young People)	
	Community and sustainability at the heart of decision-making [and commissioning] <b>(GDM Principle)</b>		Collaboration and common purpose <b>(GDM Principle)</b>	
	Commitment amongst community members	Harnessing positive, disruptive innovation in the system	Sense of community and place	Access to resources

## Collaboration Journey – GDM and the LTA

A summary of the collaboration journey is provided below in a number of overlapping stages.

### Stage 1: Pre-pandemic conversations

Initial conversations centred on the tennis courts at Wheatley Grove Park, which are open access. Wheatley Hills Tennis Club is located approximately 200 metres from the park and has always been supportive of it. The Club agreed to deep clean and repaint the courts.

The LTA supported this development with the ‘Clubspark’ online booking system, without the need for secure gate access being installed – which would normally be the LTA’s preferred approach to increase participation (see Stage 2 for more detail on this).

Initial indications are that this hybrid access model is working. Whilst online court bookings are relatively low (79 bookings in 2021 and 142 so far in 2022 as at 4 October 2022), Huq data suggests that more people are using the courts on a “turn up and play” basis. There were approximately 1,624 users during 2021 and a similar figure is expected for 2022.

### Stage 2: LTA investment identified

In early 2022, following the announcement of the UK Government and LTA investment into park tennis facilities, the LTA approached Doncaster with the very welcome offer of investment for five parks they had identified through a desktop assessment of court condition, latent demand and IMD:

1. Hexthorpe Park.
2. Westfield Park.
3. Grove Park.
4. Elmfield Park.
5. Haslam Park.

The first three are all part of Doncaster’s Future Parks programme in deprived areas. GDM’s research has identified many barriers to usage and participation, for example some residents feel unsafe or uncomfortable and also cite the lack of activities or facilities.

Elmfield Park has already received Section 106 investment and is close to a high IMD area.

Haslam Park is located within the more affluent Bessacarr estate.

### Park Courts Quality and Access – LTA Requirements

The LTA’s data identified that:

- Other than the weather, and in the past year Covid restrictions, places to play (45%) is the main barrier to taking part more often.
- 19% of park players say that they don’t play more due to poor quality courts.

As part of their investment, the LTA identified a number of requirements for discussion:

1. All venues connected to online booking for courts and activities:
  - With a mobile-first approach (using an app) for Lower Socio-Economic Groups that are more likely to access the internet via a smartphone.
2. Gate access systems to drive participation in the more populated areas:
  - With LTA evidence showing that open, unmanaged and free courts can present barriers for people. Gate access systems also ensure the capture of all participation data that will be an important aspect of showing a return for the investment.
3. Free offer to engage communities.
4. Recreational competitive offer.
5. Established operating model – courts and activities.
6. Sustainability plan in place.

The first two requirements were a particular cause for debate from the standpoint of inclusivity,





reducing inequalities and Doncaster's focus on supporting inactive residents.

The GDM team recognised that the LTA have had considerable success in increasing the overall numbers playing tennis and had ambitious targets to do more.

However, the LTA's data for Manchester and Sheffield also suggested that some of the courts have drawn people from outside of the local areas (with people driving in to access the courts). Doncaster was keen to discuss how this could potentially disadvantage local populations. Doncaster's focus on the inactive meant that the GDM Team wanted to work at an in-depth level with the most inactive people in these communities, giving them the skills and confidence to access the app and use it to book a court, without the presence of the access gate initially.

In addition, with the objective of achieving an overall net increase in physical activity rates in mind, Doncaster wanted to mitigate the risk of displacement (from one physical activity to another).

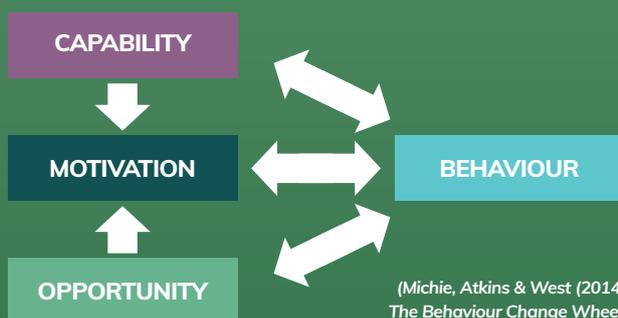
### Stage 3: Considering residents' Capability, Opportunity and Motivation

Doncaster is described as 'a place of places' and many of our communities are different.

The GDM Team has worked with the Behavioural Science Consortium to use the COM-B behaviour change model to understand differences in capability, opportunity and motivation, and the relationship this had with physical activity behaviours.

Findings from 2019 show the importance of taking a tailored and local approach to tackling physical inactivity, as what may encourage one person to be more active may not work for another when individual capabilities, opportunities and motivations are considered. For some, these characteristics will also intersect, making this even more challenging.

COM-B Model



(Michie, Atkins & West (2014)  
The Behaviour Change Wheel:  
A Guide to designing interventions.  
Silverback Publishing p.62)

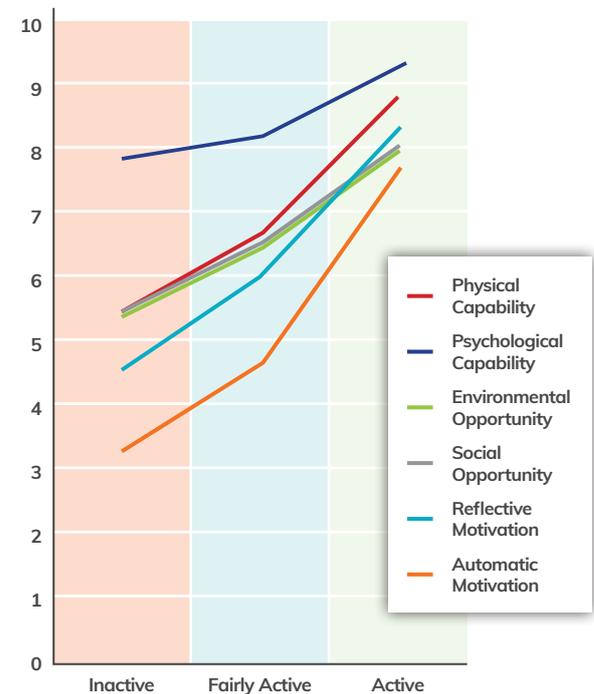
Active participants reported higher levels of capability, opportunity and motivation than those who were less active. This suggests that our approach should consider how to make positive changes across these three factors.

Inactivity in deprived communities is double the average for the whole of Doncaster - there appears to be a relationship between the areas of highest deprivation and inequality and inactivity levels.

Levels of COM-B differ across communities – therefore we need a bespoke approach for each community.

Wider societal inequalities are likely to be playing their part in influencing behaviour, because there were differences in physical activity by gender, age, education level, disability, ethnicity and employment status. Active and inactive residents had lower levels of automatic motivation - meaning that people need support to form habits and routines.

The average Capability, Opportunity and Motivation ratings by physical activity



The COM-B model informed Doncaster's discussions with the LTA. Whilst 'Capability' and 'Motivation' may already be well developed for those looking for a place to play (i.e. it is just 'Opportunity' that is required), currently inactive residents need a greater level of support to strengthen all three factors, particularly those living in the most deprived areas.

The Active Lives survey shows that the average inactive rate in Doncaster is 30%.

However, rates vary significantly across the borough, for example one of the parks - Westfield Park, which is in Doncaster's Balby-Bridge Ward, has a 71% inactivity rate.

## Balby Bridge



### Key barriers to physical activity for inactive people were:

- Not having routines or habits (automatic motivation)
- Not wanting to be active/Having less desire to be active (reflective motivation)
- Having less physical skills and stamina to be active (physical capability)

The GDM team's place-based approach means understanding each community (e.g. culture, history and assets) is essential when designing interventions.

For example, recognising that in Balby Bridge there are many Slovak speakers and ethnic minorities (which may require more female tennis coaches to be available).

The GDM team sees participation in sport on a continuum between being inactive and achieving sporting excellence.

## Stage 4: Reaching a compromise

The GDM team and the LTA acknowledged that they each had legitimate perspectives and objectives – but were targeting different populations (albeit with a degree of overlap) and using different metrics to report back on.

With support from Sport England, a hybrid approach was negotiated that would work in parks and it was agreed that the investment will come into Doncaster and we will link it to the Future Parks Programme.

Both parties welcomed Sport England support for developing their working relationship and overcoming barriers to progress by working as a funder alongside the GDM team (as an LDP) at a local level.

### More specifically, it was agreed that:

- The LTA will invest in the courts that need it.
- Doncaster will run the hybrid approach (a booking system but no gate access) across all courts except Haslam Park – where we will have a booking system and gate access (but no charging policy).
  - At Haslam Park, this would be accompanied by a commitment to support those not yet ready to play tennis – particularly the inactive.
- The Council will provide the long-term maintenance of all courts – meeting both the LTA's and GDM's sustainability objectives.

Wrapped around this, with the support of LDP monies, GDM will supplement LTA activation with bespoke programmes of delivery that are co-designed with local residents, covering for example:

- Equipment.
- The training of tennis coach volunteers (see Stage 5).

This stage in the collaboration journey culminated in a compromise being reached on the approach to booking and accessing courts. This successfully blended Doncaster's principles-led approach to supporting the physically inactive with the LTA's 'existing tennis customer-led approach' and the associated funding criteria. Both parties were also firmly on the same page regarding the sustainability of the support for tennis.

The courts will be launched during the Spring of 2023. >

The GDM team is also supporting work to develop a new tennis user audience through its whole systems approach. This includes work with Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust to develop an offer for their staff at Doncaster Royal Infirmary (Doncaster's largest hospital and employer – and situated close to Grove Park).

This is not just about physical activity for staff – it supports the hospital's mandatory duty of care for the wellbeing of staff through a preventative approach (it has to be reported on as part of CCQ assessments).

### Stage 5: LTA release their 'Breaking Down Barriers' Plan

The LTA shared a draft of their 'Breaking Down Barriers' Plan (for underserved, lower-socio economic groups) with the GDM Team on the 1st September 2022.

The plan articulates the LTA's ambition around opening tennis up to lower socio-economic groups and addressing some of the stubborn inequalities that exist within the sport.

This marked a significant step forward in consolidating the common ground between Doncaster and the LTA approach to tackling inequalities, particularly noting the Plan's:

- **Evidence base** – for example:
  - Data showing that only 17% of LTA registered venues are within IMDs 1-4 (40% would be the representative figure) and only 16% of LTA accredited coaches live in IMDs 1-4 (40% would be the representative figure).
  - The importance of intersectionality and demographic considerations when prioritising support for inactive people.
- **Updated targets for parks** – for example:
  - The LTA's commitment is for 75% of the parks supported through this project to be targeted within IMDs 1-5.
- **5 Guiding Principles** – including:
  - 'We will recognise that we don't know everything, so we'll listen to local communities and not 'do to them'.

The Plan presents a huge opportunity to support further change in communities and has provided Doncaster with ideas and approaches it could adopt to improve the effectiveness of place based working, in particular by drawing upon the Plan's:

- **'Reality Checks'** – for example:

- Traditional gender roles, religious beliefs, culture, environmental and/or dress code can hinder and restrict female participation in sport and, in fact, exclude them completely from some.

- **'Misconception to Avoid'** – for example:

- Parachuting into a community with a short-term programme, delivered by 'outsiders', or programmes being 'done to' the community rather than 'with' often creates resentment and can be more damaging than not doing anything at all.

- **Action Plan:**

- The LSEG Plan includes an Action Plan and the GDM team has provided the LTA with a summary of how it can contribute to the actions.
- For example, one of the LTA actions is to 'Develop a small number of 'hot-housed' Community Hubs, to pilot and deliver ground-breaking participation and workforce provision, positioning tennis in way in which it's never been done before'. The GDM team is working with a local volunteer who will be contracted by a local community enterprise ('Flourish', which is not a traditional sports coach delivery organisation) to train others and support the sustainability and inclusivity of the park courts.

### Sustaining the Impact

#### GDM very much welcomes this LTA principle:

- 'We will invest in and enable local, community leaders to be agents of their own change and create their own tennis infrastructure - we won't parachute in traditional tennis workforce from elsewhere'.

The GDM team is purposefully small, reflecting a focus on the future sustainability of the work and of embedding skills, capacity and capability across the wider network. The provision of 'backbone support' is crucial to the

GDM approach – with the dedicated team aligning and coordinating the work of the collective, providing a ‘helicopter view’ of the whole system and ‘joining the dots’ within it, for example to create new opportunities to support physical activity.

### **Stage 6: Ongoing - supporting residents to play tennis**

#### **Supporting inactive residents to play tennis**

We will continue to work with LTA local representatives and their local delivery mechanisms to reach and support residents to play parks tennis, particularly those who are currently inactive.

#### **Demonstrating the value of place-based working**

We will also continue to work with LTA to establish baselines for the usage of the park courts and monitoring arrangements.

For three of our parks (Hexthorpe, Westfield and Grove) we can use Huq data to track usage (and also Clubspark data for Grove Park).

Doncaster, the other 11 LDPs and Sport England operate with the disruptive, innovation space – challenging business as usual, harnessing positive innovation trends and developing new approaches to support physical activity. Progress may be organic, incremental, open-ended and at times hard to define. A wide variety of way of measuring success are therefore required, including:

- ▮ Case Studies/stories of impact which capture lived experiences.
- ▮ Qualitative data (e.g. surveys, focus groups).
- ▮ Quantitative data (e.g. the number more active).
- ▮ Value for Money (e.g. Return on Investment).
- ▮ Evidence of sustainable systemic change.

Doncaster will work with the LTA to ensure there is a rounded assessment of impact, reflecting the experiences of residents playing tennis in their local parks.





THE NATIONAL  
LOTTERY



**SPORT  
ENGLAND**



GET  
DONCASTER  
MOVING



**LTA**  
TENNIS  
FOR BRITAIN

# SECTION 2

## Hints and Tips for Place-Based Collaboration

The Get Doncaster Moving Team and the LTA would like to share what they have learned from working in partnership to support increases in physical activity and participation in sport. The hints and tips below may be of interest to NGBs, LDPs and any organisation that share this objective.

### 1. Start with an open and humble mind-set

- Recognise that you don't know everything, need to listen to communities and not 'do to them'.

### 2. Consider if you are committed to real 'place-based' working

- Working in a place is not necessarily place-based working (community centred, culturally sensitive and builds on local strengths and capabilities to enable residents to see 'people like me' being active).
- For local impact, put the needs of communities ahead of your organisation's objectives.

### 3. Take an evidence-led approach... and listen to the stories and perspectives of place

- Trust the local stories you hear and be inquisitive and understand why things are the way they are.
- Build on-going evaluation and learning into the project/ intervention, drawing on a wide variety of ways of measuring success – from hard data to local stories.
- Be careful with data - averages may mask considerable local variations in physical activity rates.

### 4. Be clear on what you may mean by 'For All'

- The focus on inclusivity, reducing inequalities and supporting those most in need are increasingly the focus on place-based working. The LTA's ['Breaking Down Barriers' Plan](#) for underserved, lower-socio economic groups is an example of this.

### 5. Identify areas of common ground and potential sticking points

- Recognise the starting point, perspectives and constraints of collaborating partners (which may be set by other 'paymasters').
- Share your principles, requirements and priorities early on in the collaboration.

### 6. Be flexible with funding criteria and delivery requirements

- A collaborative, 'shoulder to shoulder' relationship between funder and delivery partner is needed.
- Avoid inflexible 'drag and drop' delivery approaches – instead be open to lowering organisational boundaries and modifying funding and delivery requirements.
- Ensure delivery is driven by outcomes and learning and timescales that are proportionate and realistic.
- Draw upon the leadership, advice and brokerage skills of Sport England to help reach compromises.

### 7. Focus on sustainability from the outset

- Invest in and enable local, community leaders to be agents of their own change.
- Don't try and take short cuts - it takes time to build credibility, confidence and trust amongst residents and to design and deliver the investment required across the system.

### 8. Recognise the whole system factors that affect people's motivations and capabilities

- Recognise the barriers that inactive people may face (e.g. housing and income levels) and where possible work in partnership to address them. However, be realistic about your sphere of influence.
- The COM-B model prioritises capability, opportunity and motivation as factors for changing behaviour.

### 9. Test and Learn

- Be creative in developing new delivery approaches => and be prepared to take risks.

### 10. Keep going!

- Progress may be organic, incremental, open-ended and at times hard to define.
- Many of the challenges to be overcome will be long-standing and deeply entrenched, which make the potential impacts for people, communities and organisations even more worth the effort.

For further Information please contact:

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