



GET
DONCASTER
MOVING

**Our Get Doncaster
Moving strategy
for thriving people,
places and planet:**

A vision for healthy,
vibrant communities
through movement,
physical activity
and sport.



1 Introduction

Foreword

'In the four years since we launched our first Get Doncaster Moving strategy, we have seen the world change in ways none of us could have anticipated. The COVID-19 pandemic upturned all of our lives and as the dust begins to settle, we can begin to take stock of the long lasting impact this has had on our collective mental and physical health and wellbeing.

We know that some of Doncaster's communities have very low levels of residents participating in physical activity, sport or regular movement. We also know that these same communities often face other challenges such as economic deprivation. These challenges have only been exacerbated by the pandemic, giving us all an even more pressing and urgent need for change to happen.

Using the learning we have gathered from our work to date, and crucially, by listening to our partners, network and residents, we have updated the Get Doncaster Moving strategy to ensure that we are collectively prioritising and resourcing the actions which can create the most positive impact and enable more people in Doncaster to live an active life.

Our systems change approach and adopting new ways of working to increase physical activity in Doncaster was a step change for us all back in 2018. It recognised the stubbornness and complexity of the challenge at hand, and that a long term view was needed in order to work towards real and lasting change.

This approach enabled us to access support and funding that has helped Get Doncaster Moving become more than a strategy, but a way of working that has true impact and influence.

Get Doncaster Moving became one of Sport England's 12 Local Delivery Pilots, enabling us to work deeply within our communities, to grow



together and to ensure that our actions are resident led. Residents are the experts in their own unique communities, and the challenges and opportunities within them. Equally important is our continued work with decision makers to influence and create opportunities for residents to be more physically active where they live.

We have also seen, and continue to see, increased capital investment into our leisure facilities, and following our hosting of the initial Tour de Yorkshire, have continued to grow our ability to host international sports events.

But despite all of this success, there are deep rooted challenges remaining. Doncaster residents have the right to be able to access opportunities for physical activity, sport or movement where they live, and the barriers stopping more people doing this need to be fully understood and removed. This can only be achieved together and our updated strategy highlights what we will focus on next, to work towards this important goal.

As we expressed in the initial strategy, "we hope many others will join our quest to encourage everyone in

Doncaster to enjoy the benefits of being physically active in their day to day lives". This still stands today and probably more so, as we all do our bit to work towards a thriving place, people and planet.'

Councillor Nigel Ball,
Portfolio Holder for Public Health, Leisure, Culture and Planning & Chair of the Get Doncaster Moving Advisory Board.



Why moving matters

The evidence is overwhelming that moving our bodies, being active or taking part in sport has the ability to change people's lives. Almost daily, further research and evidence is published that highlights the positive effects that movement, physical activity and sport can have on physical and mental wellbeing, individual development, social and community cohesion, economic development and

environmental sustainability outcomes. Positioning an active Doncaster at the heart of the Borough priorities means we can focus our resources and investment to contribute to wider outcomes and inequalities. The approach is much more than a set of interventions, it's an approach that uses tools and actions to create the environment for the wider 'system' to come together to generate Borough wide benefit and impact.

2 An Active Doncaster



Physical health and wellbeing

Adding life to years and years to life. Benefits include reduced risk of long-term health conditions.



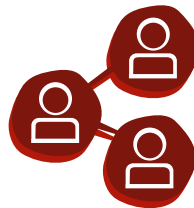
Mental health and wellbeing

Helps lift the mood, releasing 'feel-good' endorphins, and supports long-term mental health.



Individual development

Increases school readiness, educational attainment, self-esteem, productivity and independence. Supporting social and economic inclusion.



Social and community development

Increases social trust, belonging and community participation. Improves road safety, quality of life, environment and place. Reduces loneliness.



Economic development

Generates good employment, community wealth building and productivity at work. Saves money to the public purse and reduces sickness absence.



Environmental development

Promotes more sustainable living, travel and places. Contributes to decarbonisation, cleaner air and a greener, healthier environment.

'What does GDM mean to you?'

"Engaging with communities to develop green spaces, getting people moving in ways that are maybe not sport related."

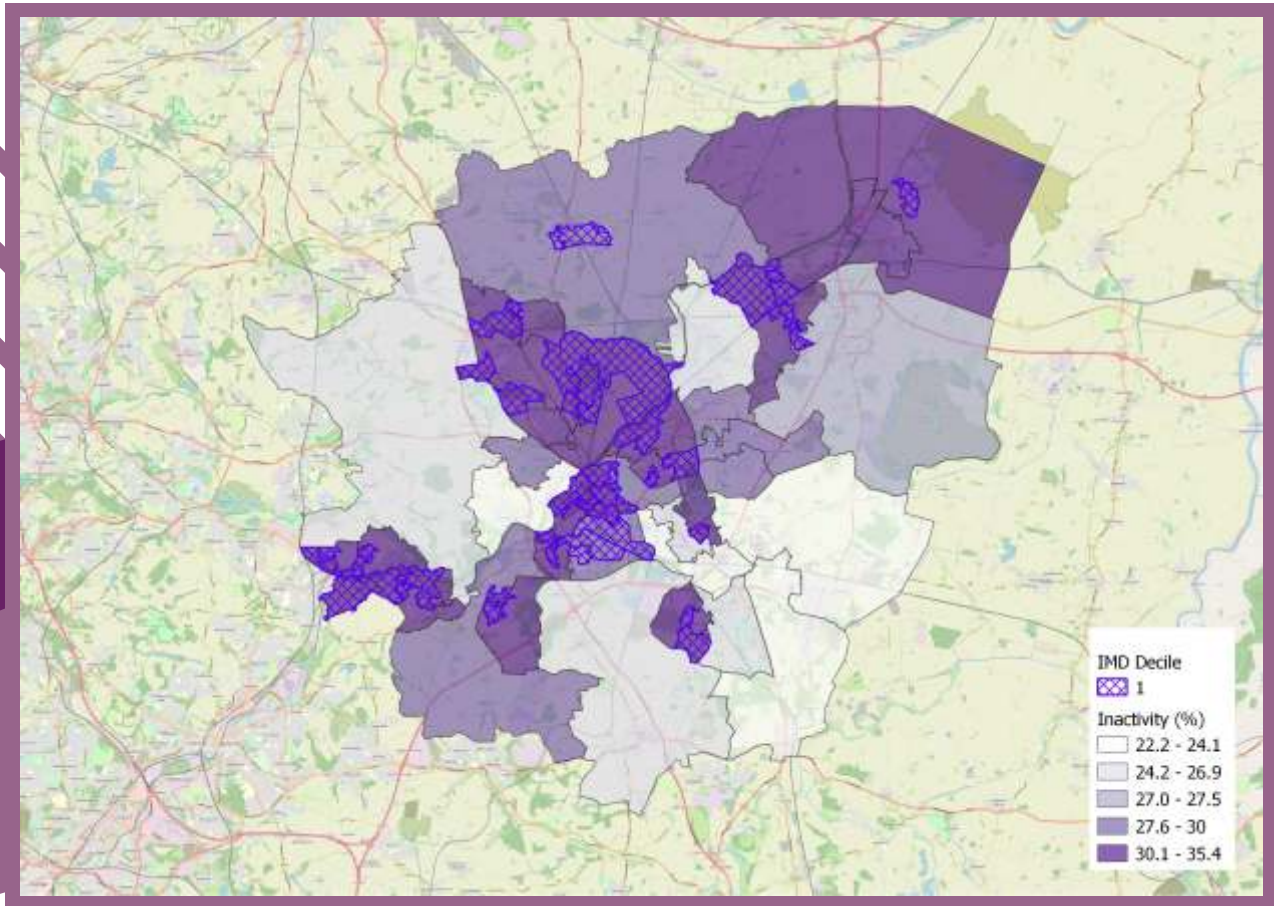
Moving more makes us feel good and many people in Doncaster are already active. More than ever, the importance of keeping active has been highlighted throughout the COVID-19 pandemic with local and national messaging on the importance of 'exercise' and keeping active to reduce infection risk factors and support recovery. However, the social and physical environment that we live in can make it difficult for us to be active. Too many of us also find it difficult to build activity into our daily lives and this is often due to factors outside our control.

This is why there is a collective commitment for everyone in Doncaster to be active with a specific focus on supporting inactive people who can benefit the most. All underpinned by a vigorous, relentless approach to equalities and tackling deprivation to create a fair and inclusive borough.

Inactivity and inequalities

For some people in Doncaster it is much harder to be active than it is for others. 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. Approximately a third of Doncaster residents do fewer than 30 minutes of moderate activity each week; that is less than 5-minutes per day.

There is an uneven geographical pattern of inactivity across Doncaster. It is no surprise that inactivity is higher in those areas that generally have higher levels of deprivation and inequalities.



The map shows inactivity rates across Doncaster, using Sport England Small Area Estimates from November 2018/2019. The darker shading represents the areas of highest inactivity, and the hatched areas show the areas of highest deprivation (IMD 1).

The previous Get Doncaster Moving strategy started to focus on specific geographical areas where we wanted to work with communities to provide long term opportunities to be active. We are committed to this approach and have more evidence, opportunities and capacity to develop this further. We will continue to work with those communities that we have supported previously and our whole population approach will be nested into the Localities model.

Specific areas of focus due to inactivity

*Areas in bold text have been added since the previous strategy

NORTH	SOUTH	EAST	CENTRAL
Bentley	Conisbrough Denaby Edlington Mexborough	Moorends Stainforth Thorne	Balby Intake Wheatley

All Doncaster's communities are unique when considering inactivity levels. We know from research conducted by The Behavioural Science Consortium (BSC) that there are significant differences in the amount of activity for adults, young people and children between areas. We have used the 'COM-B' model of behaviour change to help us understand more about how attitudes and behaviours vary across different geographical communities. The model suggests that behaviour change is influenced by a person's perceived levels of:

- **Capability** (skills and knowledge) – e.g. the skill of riding a bike
- **Opportunity** (access to resources and social support) – e.g. access to a bike, safe spaces to ride, seeing people 'like us' ride bikes and being able to connect to these people for support
- **Motivation** (belief in the benefits and routines) – e.g. wanting to cycle to work because we believe that the benefits and rewards outweigh the alternative (it could be cheaper, quicker, healthier, more enjoyable, better for the environment). Habits and routines form as the behaviour is repeated and benefits are realised.

Our research found that:

- More active people reported having higher levels of Capability, Opportunity and Motivation factors than inactive people, who showed lower levels of all three.
- Inactive people have relatively high levels of knowledge about the benefits (Capability) and how to be active (Opportunity)
- Both active and inactive people find it difficult to form habits and routines (Motivation)
- People are likely to respond positively where they recognise local people, places and activities (e.g. "people like me" and "if you see it, you can be it"). We need to understand more about how this can translate into change and action.
- The levels of Capability, Opportunity and Motivation were different across all communities, which reinforces the need to treat all places differently and work with local people for local solutions.

Understanding more about Capability, Opportunity and Motivation helps us to think about how we design activity back into Doncaster life, regardless of whether it's walking to the shops or a trip to the Dome; a kick around with the grandkids or taking part in Parkrun; gardening or volunteering at the Rugby League World Cup.

It doesn't matter whether you call it exercise, sport, physical activity or movement; it all matters and it can all contribute to creating a healthy and vibrant Doncaster. That is why we have added 'movement' to our vision. It is a positive acknowledgement that everything counts. Movement, physical activity and sport can be designed back into our daily lives and embedded in the culture of living in Doncaster.

'What does GDM mean to you?'

"The answer is in the community – working together to create a joined up-approach (to reducing inactivity)."

3

What is the purpose of this strategy?

A short, flexible and easy to understand strategy is required. You have told us that Get Doncaster Moving comes in all shapes and sizes. It has been described as a vision; strategy; concept; network; social movement; and way of working that unites everyone and everything that has a role to play in supporting movement, physical activity and sport. The intention in this document isn't to describe everything that will happen over the next few years. We know we all need to maintain the ability to react and adapt to the changing world around us. Action will continue in response to the changing needs and wants of Doncaster's residents and communities.

The Get Doncaster Moving strategy provides us with a vision until at least 2030 in line with the Borough strategy. It will take many years for us to achieve our ambitions and address long-standing challenges but we are committed to being visible and accountable for priority actions and outcomes in the short-term. Therefore we will focus on how we want to work and what we want to achieve over the next 1-3 years up to 2025. Priority actions and the latest data and insight will be analysed on an annual basis to inform our approach. The content of this strategy reflects the ambitions, ideas and aspirations from many people across the borough and presents a bold vision for what we can collectively achieve.

The strategy aims to:

- Provide a vision and clarity for action on what is a complex issue.
- Provide an advocacy document which will influence agendas and decision makers at community, Locality, Borough, sub-regional and national levels.
- Outline six principles and ways of working (see section 7) to encourage more collaboration as residents, communities and organisations work together towards the same priorities and outcomes.
- Focus resources, identify common purpose, and add value for thriving people, places and planet.

4

Where do we want to be - 'we are all Get Doncaster Moving'

Imagine a vision of healthy and vibrant communities through movement, physical activity and sport. If we are to make a long term and sustainable change everyone has a role to play in supporting the vision, it's everyone's business. We need Get Doncaster Moving in all policy, process and practice – integrating, enabling and embedding movement, physical activity and sport across multiple sectors and partners. In addition, Team Doncaster and Doncaster Council are committed to working together in partnership with public and private sector organisations, businesses, residents and the voluntary and community sector on the need to improve wellbeing.

Contributing to the Borough strategy

Doncaster Delivering Together (DDT) is a new ten-year Borough strategy for 2020-2030. Doncaster and the world around us is changing. It is time to rethink what this means for Doncaster's residents and communities, so we can live well together now and in the future.

The strategy has:

- **One Mission: Thriving People, Places and Planet**
- **Six long-term Wellbeing Goals**
- **Delivery focused on the 'Great 8' priorities**

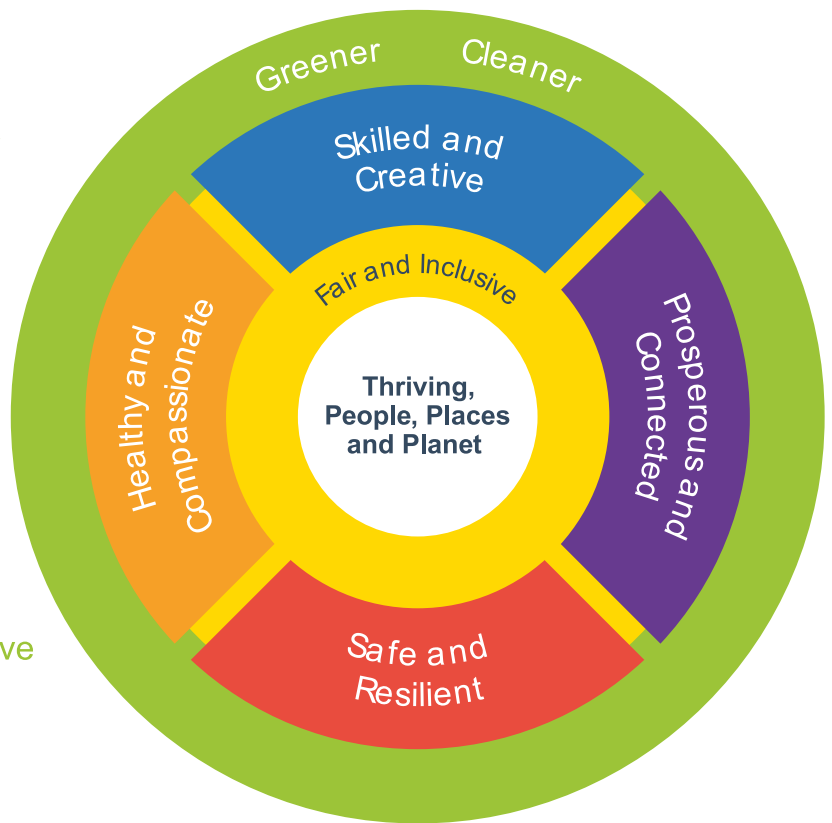
As this strategy makes clear, Get Doncaster Moving is already contributing to all Doncaster's six long-term Wellbeing Goals – particularly these four:

‘Healthy and Compassionate’
 – by promoting physical activity in a way that considers the needs of individuals.

‘Greener and Cleaner’
 - by recognising how parks and green space support physical activity.

‘Fair and Inclusive’
 – by prioritising actions to tackle inequalities.

‘Prosperous and Connected’
 – by recognising, for example, that an active workforce can be a more productive and happier one.



● **Get Doncaster Moving** is in a unique position to support all the Doncaster Delivering Together 'Great 8' delivery priorities.....

Great 8 Priorities



Tackling Climate Change



Developing the skills to thrive in life and work



Making Doncaster the best place to do business and create good jobs



Building opportunities for healthier, happier and longer lives for all



Creating safer, stronger, greener and cleaner communities where everyone belongs



Nurturing a child and family-friendly borough



Building transport and digital connections fit for the future



Promoting the borough and its cultural, sporting and heritage opportunities



Plus, in this mutually beneficial relationship, the Doncaster Delivering Together priorities provide a contribution and drive for the Get Doncaster Moving strategy. Both offer a significant contribution to support the recovery from COVID-19, reduce inequalities and create a better borough through ‘thriving people, places and planet’.

The Doncaster Localities Model

Doncaster is the largest Metropolitan Borough in England. Our large geography and diverse communities mean it is not appropriate to try to solve everything at Borough level. Therefore, the Borough has been divided into four ‘Localities’. The Localities are comprised of groupings of wards in the North, South, East and Central parts of our Borough. They are a helpful compromise, small enough to be more attuned to local issues than a Borough-wide focus would allow, but big enough so that opportunities and challenges can be dealt with more effectively. Each locality will have its own plan, produced alongside local people, setting out priorities for the area. By getting alongside local people, families, businesses and organisations, and through more strongly coordinating the work that different teams and partners do, we’ll be in a better position to help enable the local solutions that Doncaster people need to live life on their terms.

It is our intention for the Get Doncaster Moving strategy to be nested within the four Localities Plans to support and coordinate actions with our residents and communities. Not just another strategy in and amongst others but a central pillar for Localities Leads with the expectation that local plans will be guided by the Get Doncaster Moving strategy when making decisions. Working in this way we are aiming to achieve a whole population approach with local people leading the change.



‘What does GDM mean to you?’

“Being passionate about getting people active - for mental well-being as well as physical benefits, levelling up - equal opportunities.”

Eight Get Doncaster Moving Policy Themes






There is no single solution to increase physical activity levels and reduce inactivity. The latest evidence from the World Health Organisation (WHO) and the International Society for Physical Activity and Health (ISPAH) suggests eight policy themes and action areas are required to tackle inequalities and create the conditions for an active Doncaster population:

- **Active Environments, Parks and Facilities** – everyone in Doncaster can enjoy being active in local places and spaces. The natural and built environment will be safe, accessible and inclusive for local people. We must provide the right environment if we want people to be active.
- **Active Education** – education settings in Doncaster ensure every child and young person is active by embedding multiple physical activity opportunities throughout the school day to support wellbeing, academic achievement and behaviour.
- **Workplaces** – Doncaster’s employers encourage and support their people to be physically active throughout their day.
- **Health and Care** – physical activity will play a major role within health and care systems – through policy, process and practice – so that everyone in Doncaster can enjoy more healthy years of life.
- **Communications and Engagement** – increase the awareness of the importance of being active to connect and inspire people from all backgrounds to be active. Use targeted campaigns and engagement to support individual, community and population-level behaviour change.
- **Community led programmes** – Community life, social connections and having a voice in local decisions are all factors that underpin good health. Build on the strengths of each community locally with local people creating a range of easy and enjoyable opportunities to be active.
- **Active Travel (walking, wheeling and cycling)** – Doncaster is a place where people find it easy, safe and enjoyable to make journeys on foot, by bike and on public transport for work, pleasure and everything in between. Developing more active ways to travel will provide more pleasant streets, better air quality, lower carbon emissions and reduced congestion.
- **Sport, Dance and Culture for all** – equitable access to formal and informal sport, dance and cultural activities is the norm across Doncaster at every stage of life. Inclusive, fun and high-quality opportunities at all levels allow talent to flourish. More major sporting and cultural events take place in Doncaster – both large scale and at a grassroots level.

None of the themes should be seen in isolation and there is a requirement to focus on the interactions and connections between them to achieve a joined up collaborative approach. This is true at community, Locality and Borough level with many influences both into and out of Doncaster through sub-regional (South Yorkshire) and national organisations, priorities and funding routes. By being united together as a collection of stakeholders, taking a whole society or ‘whole-of-systems’ approach to inactivity, enables each person to see where they fit as part of the bigger picture. Those that may not have previously engaged in the physical activity agenda can see how their work and their role contributes to the collective vision.

It will take long term commitments to be made by the borough’s leaders; people and organisations placing physical activity at the heart of their plans; and individuals embedding movement, activity and sport into their own, and their family’s lives. The reward is a healthy, more vibrant and enjoyable place to live, work, travel and play.

The Get Doncaster Moving Vision diagram (below) shows the connectivity between our vision, the eight Get Doncaster Moving policy themes and the strategic ambitions of Team Doncaster's Borough-wide partnership strategy. The purple and green rings represent the interaction and connection between the GDM policy themes and across delivery 'levels'.

-  Communities
-  Locality
-  Borough
-  Sub-region:
South Yorkshire
-  National

Get Doncaster Moving for Thriving People, Places and Planet



5 The story so far...

Get Doncaster Moving has come a long way since 2015 when a group of people came together to engage with wider partners to tackle inactivity in Doncaster.

The key milestones in the journey have been summarised in Appendix A. It's important to note that the journey has not been linear, but including dates help us to identify the moments in time that we feel are significant in our journey so far. A more detailed version of the journey is available on the Get Doncaster Moving website.

6

What have we learnt?

The previous Get Doncaster Moving strategy, investment and approach has provided a great deal of learning that can be used as a foundation for the future. There has been a huge amount of change since the last strategy was written. A review of the strategy helped us to consider what we have collectively achieved and the latest evidence to support the next steps.

This involved speaking to many people through network events, resident panels, stakeholder surveys and one-to-one conversations. We benefitted from people's input and expertise to understand how efforts to intervene and drive improvement might be made more effective. What we have learnt will continue to shape how we work and our priority actions.

- **Listen to and act with people and communities**

It takes time to build credibility, confidence and trust. The Get Doncaster Moving approach has provided greater visibility, connection and community engagement and this needs to continue. Full integration of this way of working into the Doncaster Localities model and plans is emerging. Ownership at a Locality level is required because people own what they help to create, supported by district wide relationships, resourcing and innovation. We need to maintain our 'active ear' and listen to the ideas and concerns of people through this integrated approach.

- We need to **celebrate our collective achievements** and continue to **share our learning**

It's important to support and showcase the 'community diamonds' that lead work locally. Being visible and

celebrating our collective achievements matters because success breeds success, while acknowledging our challenges and things that don't go so well. Get Doncaster Moving can be an example for how to model an approach across the borough for other strategies and ways of working. We are leading the way in understanding how to embed the strategy into Locality plans to achieve a wide range of outcomes.

- **Get Doncaster Moving comes in all shapes and sizes**

Get Doncaster Moving has been described as a vision; strategy; concept; network; social movement; and way of working that unites everyone and everything that has a role to play in supporting movement, physical activity and sport. There are more people and organisations than ever who want to play their part in tackling inactivity.

- **Provide one unified vision and message for Get Doncaster Moving** Be open and transparent with a collective vision, priorities and actions. One easy to understand common purpose and message for everyone in Doncaster to champion. Doncaster has had a recent increase in resource and capacity from a range of sources to support the overall Get Doncaster Moving strategy. However, confusion between how the different elements come together has previously been apparent. We need to keep things as easy to understand and accessible as possible.

- **Live and breathe our collective principles and ways of working** so

more and more people can spread the shared vision and common purpose of Get Doncaster Moving. How we collectively work together is just as important as what we do. We have learnt that we need to communicate continuously and widely so that Get Doncaster Moving can be everybody's business.

- **'Backbone support' crucial to Get Doncaster Moving approach**

Having a dedicated team to align and coordinate the work of the collective is essential to 'connect the dots' and provide a 'helicopter view'. This can provide clarity for roles and responsibilities and ensure investment opportunities are explored. Doncaster Council has a central leadership role in creating connections between resident priorities, policy themes and diverse Government objectives. Get Doncaster Moving is not just the responsibility of Leisure Services or Public Health. We have learnt that a cross directorate, cross sector approach working across organisational boundaries is required and needs resourcing long term. The Local Delivery Pilot investment has started this and it needs to be maintained to provide collective impact.

- **The requirement to operate and connect across community, Locality, Borough and sub-regional levels to support whole-of-systems change.**

We want everyone across Doncaster to benefit from active lives and know we need to be agile at a very local level whilst also being able to operate strategically on behalf of the Borough.

"We believe communities across our nation can benefit hugely by using the power of sport and physical activity – that's why we want to support national and local decision makers to do just that to help people and places thrive. Crucially, we need to make sure we do that in collaboration with each place: the people within them and the organisations relevant and trusted by them. No lesson has been learned more from our last strategy than this."

Sport England, Uniting the Movement



How we will work together

Achieving the Get Doncaster Moving vision of healthy and vibrant communities through movement, physical activity and sport relies as much on the ways we work and the action we take as the areas we will work in. We have identified **six principles** which will inform how we work:

o Be visible and accountable – leadership at every level

Continue to work closely through Team Doncaster and the Council Executive Leadership Team to challenge inwards and advocate outwards. Take advantage of all opportunities from national and sub-regional levels that will support Doncaster with our vision. A 'leadership at every level' approach will be nurtured as leaders can exist anywhere and everywhere. We want people to understand the unique contribution they make to the whole.

o Community and sustainability at the heart of decision making

Maintain an 'active ear' to listen to people and communities (communities in a geographical sense and also those made up of groups of people with common and shared identities) about what matters to them. Constant community engagement and empowering local people to lead is central to our approach so that we can provide support and resources to where they are most needed. This includes building capacity and capability so that local people are able to work to their strengths and ensure solutions are place-based and sustainable – local people leading change.

o Collaboration and common purpose

Collaboration is at the heart of everything we do as we need Get Doncaster Moving to be everyone's business if we are to achieve our ambitions. Great things happen when we work together to build long lasting trusting relationships around a common purpose. This isn't always easy. Open and honest conversations are required with the ability to challenge in a trusted and supported environment.

o Taking a whole-of-systems and evidence led approach

Get Doncaster Moving in all policy, process and practice – integrating, enabling and embedding movement, physical activity and sport across multiple sectors and partners. We will be innovative and flexible in our approach using the latest evidence to 'test and learn' as we go, with long lasting change at community and population level.

o Inclusivity, reducing inequalities and supporting those most in need of support

We make no apologies for focusing our efforts on reducing inequalities to make sure movement, physical activity and sport is as fair and inclusive as possible. Equity will be central to everything we do in the effort to achieve equality.

o Focus on evaluation, learning and impact

We will continue to develop the understanding of our work and collective impact. We need to develop a direct link from actions to outcomes on the Team Doncaster dashboard to build commitment and visibility. We will be evidence led with action research at the heart of the vision and collaboration across sectors.

'What does GDM mean to you?'

"It's about engaging with people to start small steps in to moving more."

Collective Impact and backbone support

Collective Impact is an approach and way of working that brings people together in a structured way to achieve social change. It's what we have been instinctively doing for years and, in our case, the social change we are supporting is tackling inactivity across Doncaster, particularly inequalities associated with inactivity.

To be successful in our vision and long-term commitment we need to make use of the contribution and expertise from all residents, communities, organisations and businesses. There is no one solution and we must work together across multiple sectors, partners and communities to create long-term change.

It takes time, energy, resources and leadership to support our Get Doncaster Moving ambitions. During the previous strategy period we have learnt the importance of a dedicated team to align and coordinate the work of the collective – we refer to this as backbone support. It's about providing some investment to the 'building of the system'. This support, currently provided by the Get Doncaster Moving Core Team, provides excellence in resource mobilisation and implementation; an ability to influence and facilitate stakeholders across the Borough to support others to take action for themselves; advocacy in communications and engagement; capacity to harness opportunities as they arise; sustainability of approach; maintain close strategic links to key decision makers; and provides a focus on good governance.

It feels different to how we have worked in the past. The Get Doncaster Moving Core Team resource and capacity is not specifically aligned to any one organisation or directorate and can provide the drive and ambition for the whole Get Doncaster Moving vision in the following ways:

Activity

Outcomes

Guide vision and strategy

People and partners individual work is increasingly aligned with the Get Doncaster Moving vision and common purpose

Support aligned approaches and activities

People and partners collaboratively develop new and innovative approaches to advance vision

Establish shared monitoring and measurement practices

Shared data, research and insight is used to adapt and refine strategies

Build public and organisational will

More community members and organisations feel empowered to act and lead on local issues. Growing the network and local people leading change

Advance policy

Policy changes increasingly occur in line with the overarching vision and strategy

Mobilise funding and investment

Long term funding and resource is secured to support the vision. Public, private and grant funds are increasingly aligned to support the strategy and priority actions.



A social network analysis conducted on the Get Doncaster Moving network shows that over time the strength of relationships between partners continues to increase. The network continues to grow (although this decreased during the pandemic, as expected) and newer relationships are based more on collective knowledge exchange and problem solving. The core connections support and encourage others to take action themselves. This highlights the move towards distributed leadership and the ability to work in unison to achieve goals. We will continue to work in this way and will support others to do the same through Locality planning.

July 2019

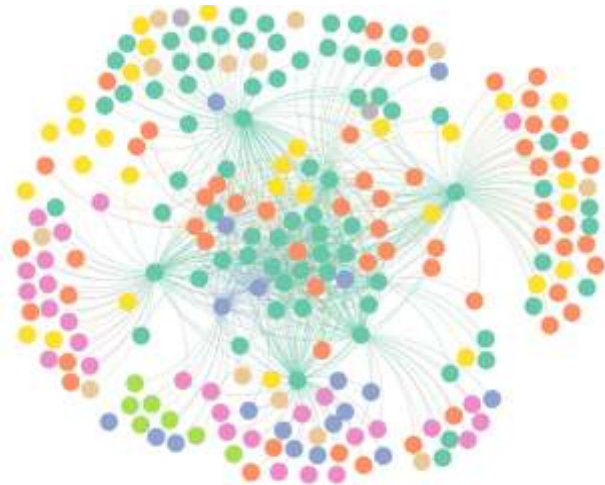
- Visual analysis shows some people are key contacts within the network
- Also shows the importance of Doncaster Council
- Very good spread across sectors especially charities



- Legend
- A charity or voluntary sector organisation or social enterprise
 - DMBC
 - A local-government financed body
 - Mainly seeking to make a profit
 - A central-government financed body
 - Other

March 2020

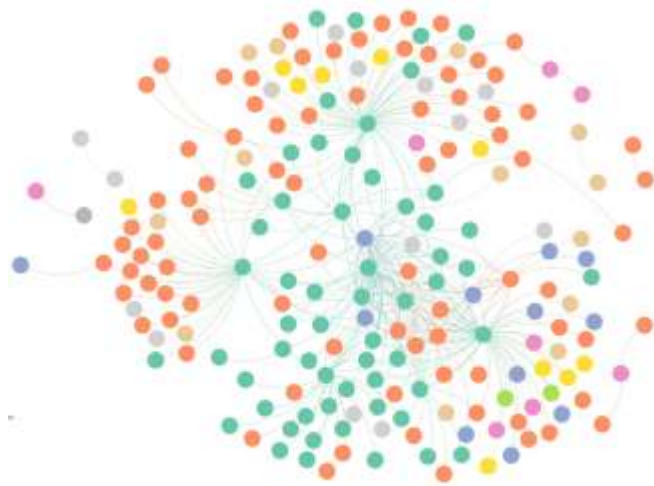
- Increase in number of people engaged (and/or responding to the survey)
- More dense connections
- Apparent emergence of new people with multiple connections



- Legend
- Doncaster Council
 - A charity or voluntary sector organisation or social enterprise
 - A central-government financed body
 - Mainly seeking to make a profit
 - Commissioned
 - A local-government financed body
 - Other
 - Unknown

May 2021

- Number of connections much lower when compared to 2020 – reduced from 669 to 347.
- The number of individuals in the network is similar (233 to 199).
- The number of people may vary due to who completed the survey – but this drop in connections indicates less density in the middle of the network highlighting the LDPs move towards distributed leadership.
- There is also evidence of collaborations between individuals not part of the 'core' of the network.

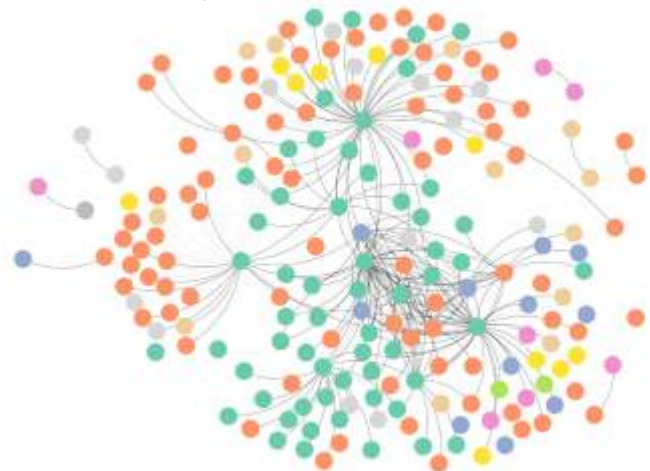


- Legend
- Doncaster Council
 - A charity or voluntary sector organisation or social enterprise
 - A central-government financed body
 - Mainly seeking to make a profit
 - Commissioned
 - A local-government financed body
 - Other
 - Sports Club

The current network

- Although COVID-19 has made developing new partnerships difficult, one-third of the relationships on the network map were developed in the last year.

— = started in the last year (115)
 — = more than a year (230)

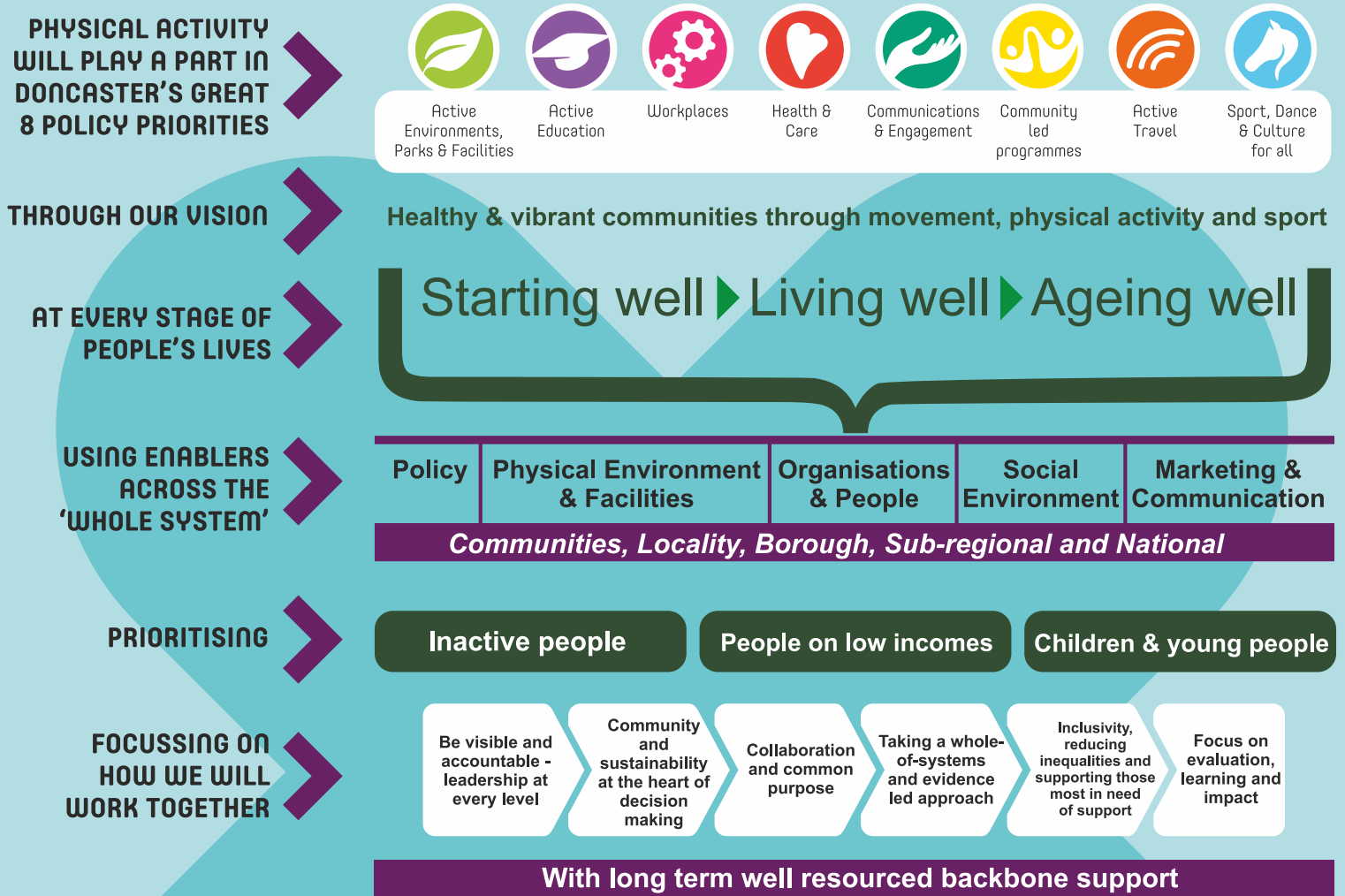


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8

Get Doncaster Moving strategic framework

This strategic framework will guide the way we work, set out our priorities and provide a reference point for current and future investment. We won't be able to do everything we would like to immediately so a number of priority actions will be identified and reviewed on a regular basis. These are detailed in the following section.





Priority actions

Priority actions have been identified through the strategy development process and extend from existing work with agreed investment. They are linked to the policy themes and backbone support that we know is important to achieve the Get Doncaster Moving vision. The actions do not sit in isolation and a challenge for us all is to maintain the connections and interdependencies between our collective work. We recognise the value of what we could achieve across the

themes and our actions need to be developed in a responsive way. We don't immediately have all the answers - that is part of our continuing work as we listen and learn. The resource, pace, focus and priority across the actions will need to be flexible and will change over time to reflect the huge number of opportunities that are now in place. A number of headline priorities are already clear at Borough level. We will embed and integrate these themes

and priorities into the four Locality Plans to be responsive to local solutions in a sustainable way. We need to learn and develop ways of working with Localities structures. A mutually beneficial relationship will be developed where the Localities Plans will be influenced by Get Doncaster Moving and Get Doncaster Moving will be influenced by the Localities Plans. Therefore, more detailed action plans at a locality level will be developed to accompany this strategy.

THEME:

1. Active Environments, Parks and Facilities

Ambition:
Everyone in Doncaster can enjoy being active in local places and spaces. The natural and built environment will be safe, accessible and inclusive for local people. We must provide the right environment if we want people to be active.

Priority Actions:

- 1.1 Deliver the actions within the Doncaster Future Parks Plan, including 15 bespoke park plans.
- 1.2 Re-fresh Doncaster's stock of leisure facilities, to meet community needs.
- 1.3 Use national and local evidence base, including community-centred approaches, when developing new, or making improvements to, children's play spaces.
- 1.4 Influence decision makers to provide accessible and affordable community use of school sports facilities.
- 1.5 Ensure Active Design is at the forefront of planning proposals so that natural and built assets meet the needs of local communities, wildlife and the environment whilst supporting movement, physical activity and sport.
- 1.6 Increase the land devoted to greenspace and nature (including developing a 'Great Yorkshire Fen') to support physical activity.

2. Active Education

Ambition:
Education settings in Doncaster ensure every child and young person is active by embedding multiple physical activity opportunities throughout the school day to support wellbeing, academic achievement and behaviour.

- 2.1 Support every primary school pupil to be physically active for more than one hour a day.
- 2.2 Support schools across Doncaster embed the Creating Active Schools (CAS) Framework with physical activity at the heart of school ethos, policy and values.
- 2.3 Engage with schools and offer strategic support, opportunities and training via the Doncaster PE and Active Schools network.
- 2.4 Implement the Healthy Learning, Healthy Lives programme in early years, schools and colleges including improving diet, nutrition and increasing physical activity.

3. Workplaces

Ambition:
Doncaster's employers encourage and support their people to be physically active throughout their day.

- 3.1 Develop a whole workplace approach for people to be active throughout their day, informed by existing good practice.

4. Health and Care

Ambition:

Physical activity will play a major role within health and care systems – through policy, processes and practice – so that everyone in Doncaster can enjoy more healthy years of life.

4.1 To develop new and strengthen existing relationships between health and care colleagues in line with new Locality and sub-regional structures.

4.2 Embed physical activity into health and care clinical pathways - prehabilitation, rehabilitation and treatment. For example embedding movement and physical activity opportunities within Doncaster's approach to Ageing Well, particularly Doncaster's Frailty Network.

4.3 Support for the health and care workforce to build strength-based conversations about physical activity in to their practice, and how to signpost to local and accessible opportunities.

4.4 Embed movement, physical activity and sports opportunities within Doncaster's approach to Social Prescribing; with a particular focus on dance, walking, cycling and activity within nature-based or 'green and blue' environments.

4.5 Embed physical activity within Health and Care research, including Adults Health and Wellbeing Action Research and the Born and Bred in (BaBi) Doncaster research cohort and outcomes.

5. Communications and Engagement

Ambition:

Increase the awareness of the importance of being active to connect and inspire people from all backgrounds to be active. Use targeted campaigns and engagement to support individual, community and population-level behaviour change.

5.1 Develop and deliver an engagement and communications plan to support consistent messaging so that local people have a high exposure to the campaigns and range of opportunities available.

5.2 Create a 'social movement' and a recognisable brand for movement, physical activity and sport across the Borough, with consistent and targeted messaging, campaigns and engagement.

6. Community led programmes

Ambition:

Community life, social connections and having a voice in local decisions are all factors that underpin good health. Build on the strengths of each community locally with local people creating a range of easy and enjoyable opportunities to be active.

6.1 Support complementary and sustainable community led programmes that are designed by local people in their local area using behaviour change theory, including understanding the connection between capability, opportunity and motivation.

6.2 Enable and connect investment for local action through Localities commissioning approaches - joining up investments for shared outcomes.

6.3 Support social mobility by providing opportunities for people to access voluntary work, placements, apprenticeships and employment through engagement in movement, physical activity and sport.

6.4 Work across public and private sector organisations, businesses, residents and the voluntary and community sector to provide more equitable, inclusive and enjoyable local opportunities to be active.

7. Active Travel (walking, wheeling and cycling)

Ambition:

Doncaster is a place where people find it easy, safe and enjoyable to make journeys on foot, by bike and on public transport for work, pleasure and everything in between. Developing more active ways to travel will provide more pleasant streets, better air quality, lower carbon emissions and reduced congestion.

7.1 Strengthen and grow the Active Travel Alliance, who will be principally responsible for the implementation, governance and monitoring of the associated strategies and plans.

7.2 Take a test and learn the approach to temporary and permanent street closures including School Streets and Play Streets.

7.3 Co-produce community led active travel schemes to embed active travel in our everyday lives, in particular short journeys by walking, wheeling and cycling and integrating longer journeys by using the public transport system.

7.4 Review, refresh and support the delivery of the Get Doncaster Walking strategy.

7.5 Support the delivery of the Get Doncaster Cycling strategy.

8. Sport, Dance and Culture for all

Ambition:

Equitable access to formal and informal sport, dance and cultural activities is the norm across Doncaster at every stage of life. Inclusive, fun and high-quality opportunities at all levels allow talent to flourish. More major sporting and cultural events take place in Doncaster - both large scale and at a grassroots level.

- 8.1 Ensure all voluntary sector led sports clubs have the tools they need to develop sustainable and thriving organisations.
- 8.2 To work strategically and collaboratively with National Governing Bodies of Sport (NGBs) to align to the GDM vision and ensure investment is targeted and aligned to local, regional and national strategies.
- 8.3 Attract major cultural and sporting events to Doncaster that can promote civic pride and maximise social impact to make communities happier and healthier places, where people want to live.
- 8.4 Establish Doncaster Dance Alliance, who will be principally responsible for the implementation, the governance and monitoring of the recommendations of Doncaster's Dance Strategy.

9. GDM backbone support

- 9.1 The Get Doncaster Moving vision and actions will be integrated into the four Locality Plans to contribute to local priorities.
- 9.2 Invest in 'physical activity in all policies' across the Borough and embed the approach across the Council and partners.
- 9.3 Conduct a governance review for Get Doncaster Moving and link with Team Doncaster- advocacy, engagement and decision making.
- 9.4 Ensure a wider and more diverse representation for leadership at every level. For example, leadership development and learning opportunities.
- 9.5 Work with Team Doncaster partners to establish a mutually beneficial monitoring process to align with the Borough strategy.
- 9.6 Ensure support for movement, physical activity and sport is considered as part of place-based investment planning at a local, South Yorkshire and national level.
- 9.7 Develop a way for everyone involved in Get Doncaster Moving to access the latest data, insight and learning to support their individual and collective work.
- 9.8 Support the continued development of the Get Doncaster Moving network to build common purpose, innovation, connection and collective impact.

10. Localities

- 10.1 Learn and develop ways of working with Localities structures for a whole population approach. We expect Localities Silver and Bronze teams to be guided by the Get Doncaster Moving strategy when making decisions.
- 10.2 Continue to focus our efforts in 11 specific geographical communities with the highest rates of inactivity.

NORTH	SOUTH	EAST	CENTRAL
Bentley	Conisbrough Denaby Edlington Mexborough	Moorends Stainforth Thorne	Balby Intake Wheatley

'What does GDM mean to you?'

"For some people it's a way of thinking, for some people it's taking action."

10 Understanding our impact

As we work towards realising the Get Doncaster Moving vision many things will contribute to achieving the changes we desire. We want to see a positive transformation for Doncaster and we need to recognise the time it takes for change to happen.

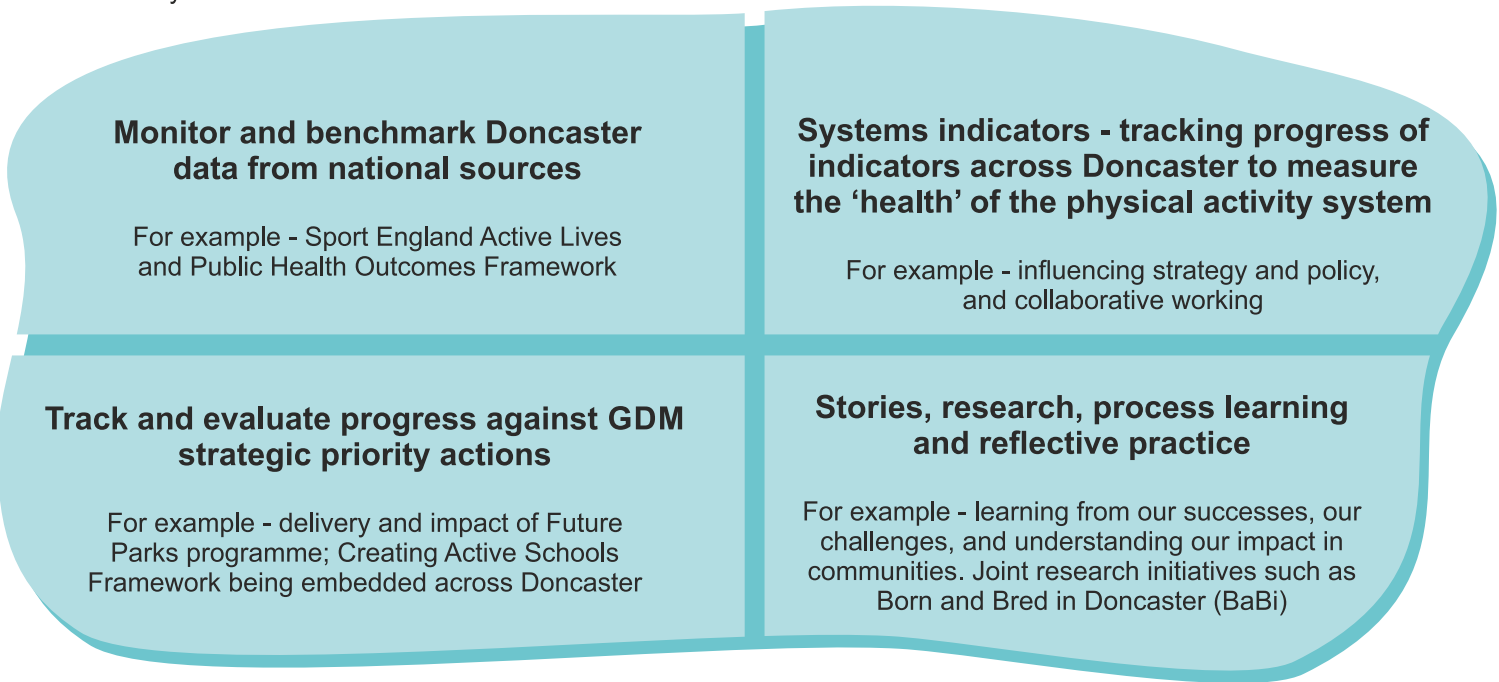
What we know about evaluating complex systems change is still emerging. Cause and effect is extremely difficult to demonstrate when so many different factors have

an impact on whether or not people move more or are being more active, particularly when considering change at a Doncaster population level.

Therefore, we need to understand our impact by capturing statistics and stories – the quantitative and qualitative data and insight that shows the difference we’re making. It will include our collective impact through the projects and programmes we

build; the policy we influence; the Get Doncaster Moving network we want to grow; and the stories from ‘community diamonds’ that we can celebrate.

We will support the development of an overall monitoring matrix that can be used to understand our impact, and link directly to the Doncaster Delivering Together 10-year borough strategy. This will be updated on an annual basis.



11 Get involved

There are lots of ways to get involved and contribute. We are all Get Doncaster Moving and every one of us has a role to play. You can use this document to talk to family, friends and colleagues about Get Doncaster Moving; think about how you contribute to the vision; share your successes and the things that could be better; and get out and about to enjoy moving, being active and taking part in sport across the Borough.

If you’d like to interact and connect with others as part of Get Doncaster Moving you can use the following details:

 @getdoncastermoving  getdoncastermoving@doncaster.gov.uk

 @getdoncastermoving  @doncastermoving  www.getdoncastermoving.org

Together, let’s Get Doncaster Moving!



Appendix A: The Story So Far....

Date	Description
November 2015	<p>Doncaster Council's Director of Public Health identifies physical activity as a Public Health priority.</p> <p>'Well Denaby', an ABCD approach to public health, care and welfare starts as one of ten pilots involved in a national program, known as Well North.</p>
April 2016	<p>Doncaster is inspired by the visual impact of the Tour de Yorkshire in Doncaster's communities; a catalyst for change.</p>
September 2016	<p>Doncaster Council and Yorkshire Sport Foundation (YSF) co-commission a review of physical activity and sport, using the Chief Leisure Officer's Association (CLOA) methodology. The recommendations highlight that Doncaster needs to:</p> <ul style="list-style-type: none"> • Strengthen leadership • Create governance • Improve the business case • Innovate long term solutions • Identify capacity
March 2017	<p>Physical activity is included as a priority within 'Doncaster Growing Together' (DGT) Borough strategy.</p>
October 2017	<p>The 'Get Doncaster Moving' (GDM) Programme Board is established.</p>
November 2017	<p>Sport England announce Doncaster as a Local Delivery Pilot (LDP) area.</p> <p>Welcome to Yorkshire announce Doncaster as a host town for Tour de Yorkshire 2018.</p>
March 2018	<p>Get Doncaster Moving and the 10-year strategy is formally launched at the Get Doncaster Moving Summit.</p>
April 2018	<p>Sport England make first investment award to Doncaster for the LDP's development period. This includes staffing capacity, systems mapping and community insight research.</p>
May 2018	<p>Doncaster hosts the first stage of the Tour de Yorkshire elite men's race and the women's Tour de Yorkshire. Leeds Beckett University undertake their first social impact assessment of the event to understand the social impacts of large-scale sports events.</p>
June 2018	<p>Doncaster's first ever Walking Strategy is approved by the council Cabinet, with the vision for Doncaster to be a place where walking is an integral part of everyday life.</p>
July 2018	<p>The 'Systems Mapping' work with Dr. Nick Cavill and Prof. Harry Rutter helps us to bring stakeholders together to produce a map of the local physical activity system.</p>
August 2018	<p>Sheffield Hallam University (SHU) complete a desktop evidence review that focuses on the role of community involvement and development to reduce barriers to participation in physical activity.</p>
October 2018	<p>The first roles funded by the LDP join the team; Local Delivery Pilot Manager and Data Analyst in place. Doncaster Council-funded roles join shortly after (Walking and Cycling Officer, Active Travel Auditor and Sport Participation Officer).</p>

Date	Description
November 2018	<p>Castle Park hosts Yorkshire's first ever senior England women's international (attendance 3,876).</p> <p>Yorkshire Sport Foundation are awarded funding from Sport England to deliver 'Active Dearne'.</p>
March 2019	<p>Our three phases of behaviour change research conclude with the Behavioural Science Consortium; who surveyed 1,200 households, trained over 30 residents to undertake over 100 interviews and hosted a series of community workshops. This extensive research underpins our behaviour change approach today.</p>
May 2019	<p>Doncaster hosts the start of the Tour De Yorkshire from the Town Centre.</p>
June 2019	<p>The Early Years Toolkit is developed, to support Early Years Practitioners to embed physical activity in to their settings and provision.</p> <p>A Clean Air Day School Road Closure takes place at West Road Primary School.</p>
July 2019	<p>Sport England make second investment award to Doncaster, and the Well Doncaster Officers are recruited.</p>
August 2019	<p>The programme evaluation Baseline Partner survey, SNA results and methodology is agreed with our evaluation partner, CFE Ltd.</p> <p>Cusworth Parkrun is funded by the LDP and commences with an average of 130 runners per week with 70 volunteers.</p>
September 2019	<p>Doncaster hosts a start of the UCI Road World Championships from the new Cycle Circuit at The Dome.</p> <p>The Get Doncaster Dancing Strategy is approved by Doncaster Council's Cabinet.</p>
November 2019	<p>Parts of Doncaster are hit by severe flooding. The team supported the immediate response and recovery work.</p>
December 2019	<p>Doncaster's Cycling Strategy is adopted by Doncaster Council's Cabinet.</p>
January 2020	<p>The Active Communities Grants scheme is launched, providing opportunities for local people, groups and organisations to apply for funding of up to £500.</p>
February 2020	<p>Castle Park hosts the England Red Roses vs Ireland Six Nations game. Leeds Beckett University undertook stadia-based research as part of the major events research project.</p>
March 2020	<p>The first national lockdown due to COVID-19 is introduced, and members of the GDM Team join the Public Health response, including Contact Tracing, Welfare Calls and Public Health enquiries.</p> <p>DCLT close all leisure facilities and they are re-purposed from March-July to deliver community hubs.</p>

Date	Description
May 2020	<p>Staying Strong at Home (SSAH) and PE Parent developed and disseminated. The SSAH booklet was distributed to households and provided residents with tips to help people be active, healthy and happy at home.</p> <p>Team supported sport and physical activity partners to access the Mayor's emergency response fund.</p>
June 2020	<p>Rugby League World Cup announces Doncaster as a host to National Team Samoa during the 2021 tournament.</p> <p>Hatfield Outdoor Centre opens after COVID-19 adaptations take place. This included an outdoor pool, camping amenities and water assault course, delivering significant uplift in usage.</p> <p>Successful bid for Emergency Active Travel Funding, enabling further investment in Active Travel schemes.</p>
July 2020	<p>DCLT reopen gyms and pools under COVID-19 restrictions.</p>
August 2020	<p>Cabinet approves the receipt of funding for phases 4 & 5 of the Local Delivery Pilot, featuring Future Parks, Dance, Active Travel and Active Communities.</p>
October 2020	<p>Doncaster Future Parks Manager appointed.</p>
November 2020	<p>Further £1.3m funding secured for Active Travel via the Transforming Cities Fund.</p>
January 2021	<p>Doncaster Council awarded £1.7m of Public Decarbonisation Scheme funding to replace ageing coal boiler and heating system at Askern Leisure centre with air source heat pump, thermal insulation to reduce the carbon footprint of the building.</p> <p>Successful with a £25K Football Foundation application to acquire new football goal posts for all DMBC owned and maintained football pitches.</p>
March 2021	<p>Led by Club Doncaster Foundation, Doncaster applies to the Football Foundation Active Through Football initiative. The EOI was unsuccessful but lessons learnt and consortium set up to deliver future opportunities.</p> <p>GDM Network Events relaunch, with a virtual event chaired by Cllr Nigel Ball. Attended by over 80 network partners, who reviewed the 12 months of COVID-19 response and shared ideas for collaborative working.</p> <p>First GDM campaign launched, with a focus on walking where you live and the first adventure trails are delivered in partnership with Doncaster Mumbler, as group walks and other outdoor activities are allowed to resume.</p>
April 2021	<p>Outdoor sports allowed to return as part of the Government lockdown roadmap.</p> <p>Conisbrough Forward become the 50th recipient of an Active Communities Grant, supporting them to inspire people to take on more varied, longer and guided walks.</p> <p>Doncaster's pilot Creating Active Schools Framework program commences with 5 local Primary Schools.</p>

Date	Description
May 2021	<p>Grant awards support 5 community organisations to recruit and employ part time Community Connectors in Bentley, Balby, Wheatley and Intake, Stainforth and Edlington.</p> <p>Dance On partnership, funded by the LDP, starts with darts.</p> <p>Armthorpe Leisure centre reopens after £1.2m refurbishment.</p>
July 2021	<p>Well Doncaster team lead the Appreciative Inquiry in priority communities (top 20 most deprived communities). Insight highlights priorities in communities including physical activity, active travel and green space.</p>
August 2021	<p>Second round of campaign work focusing on walking and cycling goes live, and our partnership with Doncaster Mumbler delivers summer holiday adventure walking trails across Doncaster's parks.</p>
September 2021	<p>Well Doncaster host Dragon's Den funding opportunity. Winning organisations included Yorkshire Bike Shack to relocate and create a 'bike shack' at Woodfield Park, Balby and Scawthorpe Community Centre to set up a new Boxing Club.</p> <p>Active Travel Behavioural Insight research starts with the LGA.</p>
October 2021	<p>Walk leader training developed and delivered. By November, 5 training sessions were delivered and 26 walk leaders trained.</p> <p>'Play Street' Pilot takes place in Intake.</p>
November 2021	<p>Well Doncaster support a partnership between Active Fusion, Street Games and Flourish Enterprise to pilot a Street Games NextGen project in Balby.</p> <p>GDM Team start to test the Game Plan practitioner's handbook working with Leeds Beckett University to measure the social impact of Rugby League World Cup 2021.</p> <p>First meeting of Doncaster PE & Active Schools Network, attended by over 30 primary school teachers.</p> <p>Doncaster Green Space Network Co-ordinator starts.</p>
December 2021	<p>School Street Closure takes place at Hawthorn Primary School, to mark the COP 26 event.</p> <p>YSF complete a Review of the GDM strategy and the LDP Impact report is submitted to Sport England, measuring progress against intended outcomes.</p> <p>The Conservation Volunteers (TCV) host their first Doncaster Green Space Network meeting.</p> <p>Doncaster Active Travel Alliance receive funding from the Department for Transport to deliver a feasibility study on a project to link Active Travel opportunities to Social Prescribing.</p>



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