

Doncaster Process Learning Report September 2018

Introduction

This report sets out the learning since the Site Visits associated with the LDP pilot process between September 2017 and September 2018. It is based on interviews from 9 people in the locality alongside the SE personnel who has been linked with Doncaster since January 2018. The process followed to generate this report included a series of facilitated interviews with interviewees framed around specific questions. The interviews involved both a facilitator and a graphic illustrator who drew the comments and feelings expressed during the sessions most of which lasted 30-45 minutes. After the sessions the graphic illustrator drew a 'storybook' together under the common themes and this is presented as the principle way to meet the request for process learning from Sport England. The rest of this report provides an attempt to focus down on the learnings and also provides some additional resources to and depth to the learning processes in Doncaster over the last year.

Overview

Doncaster partners were delighted that Sport England supported the local vision through LDP designation. The LDP sits under the direction of the 'Get Doncaster Moving Board' which itself reports into Team Doncaster and the 'Growing Doncaster Together' strategic partnership. Physical activity is one of nine agreed transformational agendas within Doncaster with the aim of changing the physical activity norm in the place. The vision for the LDP is 'to utilise physical activity and sport to contribute to our inclusive economic growth ambitions and explore how it can support our residents to benefit from Doncaster's aspirations across **all** of its communities' We want our LDP to play its part in tackling inequalities by addressing inactivity in those communities who do not demonstrate patterns of regular participation. In general terms, much is happening, much more needs to be done and this report sets out key learnings and lessons learnt **at this point in time**.

Critical Learning Points

A number of detailed learning points are included against headings below but the following have been identified as critical and have implications for wider-transferable learning at scale in other localities across the country:

1. The local circumstances in Doncaster enable us to challenge and test traditional ways of working – to push boundaries and experiment and 'crack-on'.
2. We need to move quickly but pace is sometimes stifled by processes that currently have to be followed.
3. We haven't been able to engage our communities as quickly as had been hoped – distributed leadership remains a concept not a reality.
4. Our partnership working is developing but needs to deepen, evolve, include new organisations and the community itself.
5. Partnerships are not static – they need to be constantly engaged, agitated, involved to live with and through the change we want to see.
6. Clarity of vision is key to allow people to see that a change in culture /changes in perceptions is / are required
7. The impact of Tour de Yorkshire and its role as a tool to support / instigate changes in perception of what it means to be a Doncastrian have been crucial.
8. Personalities play into strong leadership and partnership working has been very successful to date. In the future this will need to expand to the communities who will equally need to have a clear, and well understood vision which they own.

9. The work within the pilot is constantly evolving, whether that be relationships, approaches, conversations; good bottom-up, top-down and lateral (between sectors) communication is required.
10. The emerging shared learning requires cultural change for both Sport England and Doncaster and its partners. While our rhetoric is smooth, fluid, flexible our processes on either side do not display these traits yet e.g. SE investment process.

Sport England themes	Learning
Place	<ul style="list-style-type: none"> • Vision for the LDP work is known and understood and voiced in similar ways – Doncaster knows the weakness of participation locally ‘I want physical activity to address and help the community to aspire’ ‘It’s about having everyone involved’, ‘how do we build a healthy community’ • There is a strong sense that a culture change is required – ‘how do we change the culture’, ‘we need to look differently’ ‘what is sport?’ ‘we want a happier community’, ‘change people’s mindset’ • The challenge of delivering sustainable change is voiced with the importance of ‘changing perceptions’, ‘we need to do co-production’ and ‘we need to talk to people’ and ‘how do we get partnership?’ • The long-term implications of determining how a place grows and changes / is redeveloped is identified ‘How you plan a place can change outcomes’ • The perception of the value of activity to Doncaster does seem to be changing ‘Tour De Yorkshire really showed people the importance of activity, it’s not the LDP driving it’
Audience	<ul style="list-style-type: none"> • There is an understanding that we need to know more about our communities ‘how do we get our different communities involved?’ • There is also an understanding that this needs to be driven by community need ‘having the service users at the heart of the project’, • There is an understanding of the integrated nature of communities and the place in which they live ‘we are mapping people and places together’ • Understanding the current physical activity system in Doncaster is identified ‘our system mapping helps us to see our barriers’. The mapping work acknowledges that it is a by-product of ‘those in the room’ but it also helpfully identifies organisational and thematic gaps which we can build from. • The pilot is eager to rebalance the roles and responsibilities to better respond to individual users ‘it’s about genuine collaboration’ • There is an aspiration to embrace a different way of doing things led by the community and for the community - ‘I want more community involved, more grassroots’ ‘it’s about imagining together as a community’ • There is an appreciation that this needs to be rooted in communities differently ‘gathering people is important, local networks are important, local knowledge is important’

Leadership	<ul style="list-style-type: none"> • The process to date has been enabled by a 'strong core team' and a DPH who is known in the local area and is a trusted partner - 'Rupert is a good leader'. • There is a reflection of strong feelings and commitment 'it is nice to have people who are passionate' • Leadership and accountability is shared across partners but there is a reflection that this could be 'done more equally' • At this stage leadership is strongest among established partners but distributed leadership involving local communities is not evidenced at this stage. • There is an understanding that collaborative leadership requires a stronger understanding of shared goals 'this only works if we pull in the right direction' • The LDP and GDM is well positioned within Doncaster but pace is an ongoing factor 'It's the biggest thing I have worked on but the pace is a big wow factor'
Learning	<ul style="list-style-type: none"> • Being part of a national pilot is important to Doncaster. 'This is bigger than Doncaster' • The scope and breadth of the collective challenge is becoming apparent for those involved 'I didn't know that I could change this' • Individuals in organisations are starting to understand their personal power to impact on the LDP 'this project has widened my experiences of what is do-able here' • Individuals are enjoying working differently perhaps away from traditional patterns 'this is a new way of working it's really positive' • The way of working across partners (regular meetings, events, informal discussions and networking) feels positive and is being undertaken in an inclusive way 'I feel part of the team, even if I am on the periphery' • Individuals are clearly on learning pathways 'normally we only usually hear from people complaining about stuff that's wrong', 'I've been pushed out of my comfort zone' and 'a bit out of the box' • Moving quickly from building work programmes to delivery is happening but capacity to learn and reflect is limited by pace 'it's like we are commissioning learning – we are a bit stretched' • Partners have a perspective about their progress towards whole system change - 'are we radical enough?', 'how disruptive are we?' and 'how can we disrupt with more purpose?'
Partners	<ul style="list-style-type: none"> • The strength of local leadership has brought many partners to the table in positive and challenging spirit. This has been successful to date but needs to deepen further 'people should put their skills in more' • The established partnership way of working is a strength but needs to continually evolve to deepen and embed relationships 'accountability is shared but it could be done more equally' and 'people should put their skills in more' • Partners are showing commitment (attending meetings regularly, entering into discussions, planning to work collaboratively etc) but recognise there is more to do - 'we've come a long way internally but not there yet' • Building the partnership is recognised as key 'I think our project is in a bit of a bubble, we need to find out who the disruptors are'
Commitment	<ul style="list-style-type: none"> • The LDP is a key element of Get Doncaster Moving and is well positioned to influence; the core team's contribution is valued and recognised 'the core

	<p>team have done great things’, ‘the amount of work has been huge’ and ‘the strategy is aligned’</p> <ul style="list-style-type: none"> • There is a perception that there is enough room around the pilot to ask fundamental questions ‘I am happy for how we are doing it properly’ • The LDP way of working has been high implications on the core teams capacity ‘it’s been intense, fast, slow, sporadic’ • The impact of LDP is well represented by the phrase ‘it’s like giving birth to an elephant’
Outcomes	<ul style="list-style-type: none"> • There is a clear vision attached to the Pilot and a clear understanding of a shift in real people’s contribution to it ‘to help people feel empowered’ • Partners are starting to think more broadly about the challenges inherent in securing systemic change ‘I’ve learnt this it’s not just this (small project) it is this ‘a bigger picture’ – open your eyes, open your ears to connect’ • Partners are clear on their perspective on what success looks like ‘It’s not a moment in-time, it’s about a cultural challenge’ • Equally partners are using different levers to stimulate activity in their place ‘Tour De Yorkshire really showed people the importance of activity, it’s not the LDP driving it’
Sustainability	<ul style="list-style-type: none"> • Views about sustainability seem clear ‘the Doncaster resident will make conscious moving choices (and) will have knowledge to make good choices’ • There is a good understanding that the change partners are wanting to see is via residents ‘The LDP is not the change agent, people are the change agent’

Other considerations:

Governance

- The original governance architecture remains broadly the same but with an additional ‘LDP Board’ created under the Get Doncaster Moving Board driving the adopted Physical Activity and Sport Strategy. This was created to ensure that operational matters within LDP were dealt with swiftly and as a direct response to the need to ensure that the LDP work didn’t shine too brightly taking the collective eye off the broader physical activity agenda.

Evaluation and Measurement

- Doncaster were always clear that they didn’t have the capacity to engage with the evaluation agenda. This work is now underway on the back of the appointments recently made.

Insight and learning

- Doncaster has identified the Borough as its target area. Mosaic tool has been used to focus down on where the priority groups in the place are most likely to be. Priority groups are people on low income families with young children and inactive populations. The insight work currently being procured will enable the LDP to test the accuracy of the Mosaic modelling.

Procurement

- Navigating procurement requirements can hinder swift progress. Using the Crown Procurement Framework has provided access to pre-procured frameworks – this has been an essential element of bringing the required insight work forward expeditiously.

Feel and implications

- The core team describe the LDP experience thus far as ‘hard’ and ‘energy sapping’
- The LDP journey has prompted a greater prominence and focus around physical activity and sport.
- The benefit of the prominence has been that new opportunities to connect are being offered; there is a genuine focus on the connection with physical activity and sport to deliver complementary outcomes.

Resources

People interviewed

1. Cllr Nigel Ball – Portfolio Holder for Public Health, Leisure & Culture
2. Dr Rupert Suckling – Director of Public Health
3. Jane Stimpson – Planning Manager
4. John Davis – Head of Foundation, Club Doncaster
5. Clare Henry – Public Health Specialist – Manager of Wider Determinants Team
6. Kerry Perruzza – Senior Transport Planner
7. Andy Maddox – Business Manager – Leisure and Sport
8. Jodie Bridger – Development Manager – Yorkshire Sports Foundation
9. Jo Miller – Chief Executive of Doncaster Council – to be done 2.30pm Friday 21st September
10. Russell Turner - Local Pilots and Priority Places Manager Sport England.

Stakeholder interview questions

(see attached file)

Graphic illustration of Get Doncaster Moving Summit May 2018

See attached

Graphic Illustration of Doncaster Get Doncaster Moving journey to Feb 2018

See attached

Additional milestones to the above

- Social impact of Tour De Yorkshire commissioned May 2018
- Physical Activity Mapping stakeholder workshop July 2018
- Insight contract October 2018
- Evidence review by Sheffield Hallam University November 2018.

Systemic Change – implementing the nested model, where are we and what is the direction of travel?

See attached