

# DONCASTER LOCAL DELIVERY PILOT



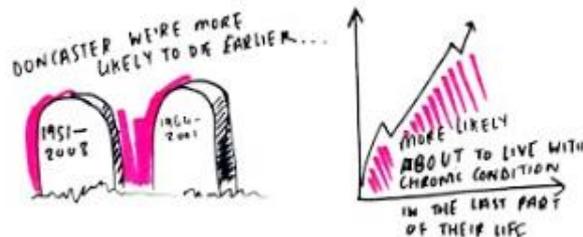
## Contents

Where Have We Come From? .....	3
Where Have We Got To & What Have We Learned? .....	6
Our Local Delivery Pilot Vision .....	6
Our Theory of Change .....	6
Insight.....	8
Systems Mapping.....	17
Engagement Activity .....	19
Process Learning .....	22
Evaluation .....	25
Where Are We Going? .....	28
Doncaster’s Proposal for Change.....	28
Active Communities.....	29
Future Parks Doncaster.....	33
Doncaster’s Evaluation Framework .....	38
Doncaster’s Systems Leadership and Engagement .....	39
Maximising the Impact of Major Sports Events.....	43
Marketing and Communications .....	45
Where we might go next?.....	49

# Let's Crack On!

## Where Have We Come From?

Doncaster has been working with partners to raise the profile of physical activity and sport as a vehicle for change in relation to the Borough's key priorities. The Local Delivery Pilot application was the result of a culmination of collaborative activity to place physical activity and sport as an important contributor to Doncaster ambitions for its residents (see our journey in diagram 1).



Our local challenge is framed by high levels of inactivity, low levels of participation and high levels of deprivation with 1 in 5 of the LSOA's in the top 10% nationally. The number of adults and children carrying excess weight is very high. Another central issue is the required change in low levels of aspiration and achievement.

Our partners have worked hard to consolidate the strategic positioning of physical activity and sport over the last 2-3 years – it is at the heart of what is prioritised locally. We believe our partnership working remains strong with governance patterns which are well developed, positive and delivering powerfully. The 4-year Doncaster Growing Together [Strategy](#) identifies nine transformational programmes which explicitly include physical activity and sport. This means that physical activity and sport is considered equally as important as the other eight transformational themes such as improving educational attainment of the Borough and the Place Plan. Success for all partners is defined by challenging the engrained social norm around physical activity and sport which led to the identification of Doncaster as a Local Delivery Pilot (LDP).

Get Doncaster Moving Board is responsible for the delivery of the physical activity and sport transformational priority and this is chaired by the Director of Public Health, Dr Rupert Suckling. Accountability is held by the DPH working closely with the Doncaster Council Portfolio Holder and Cabinet Member for Public Health, Leisure and Culture.

The LDP expression of interest, stage one application, site visit, stage 2 application and designation is the result of a culmination of activity to secure the potential for physical activity and sport to contribute to a step change in participation behaviour. This stretches as far back as Doncaster's inclusion in the CLOA / Sport England Commissioning work in 2016 and has since seen the adoption of a Physical Activity and Sport Strategy which sets out our ambition for the next 10 years.

Of course physical activity and sport does not sit in a bubble – we are acutely conscious that our work here will be about influencing and bending resources too. There are a range of place-based and asset based community development work whose experiences are invaluable as we continue to quicken our pace. The Well North, Well Doncaster work is an example which has been in place since 2015. Our exploration over the last few months has started to align on common geographies but also to push and build on the trust networks and bonds developed locally – where this provides the best way to deliver sustainable change.

The LDP early development award and GDM capacity investment have helped to develop momentum and to begin to enhance our understanding of our local communities lives in their places. We are clear about our immediate priorities, which will enhance our ability to progress further and faster.

# Strengthening local partnerships... to Get Doncaster Moving

Jodie Bridger, Yorkshire Sport Foundation  
Clare Henry, Doncaster Council



## Introduction

In January 2016, Doncaster Council and Yorkshire Sport Foundation (YSF) partnered to deliver a whole systems review of physical activity and sport in Doncaster. This new way of working included: YSF staff embedding within a local authority; co-commissioning of specialist support; and developing joint plans to engage wider partners to tackle inactivity in Doncaster. This has resulted in Doncaster positioning physical activity and sport as one of nine priorities in the Borough Strategy; in turn accelerating the ambitions of Doncaster's new 10-year Physical Activity and Sports Strategy, Get Doncaster Moving.

Director of Public Health identifies physical activity as a public health priority. One in three adults do less than 30 minutes of physical activity per week, contributing to:

- The second highest proportion of people with a long-term limiting illness in the Yorkshire and Humber Region,
- 8% of adults with diabetes, and
- 30% of Doncaster adults are obese, and nearly 75% carry excess weight.

DMBC and YSF co-commission a review of physical activity and sport, using the Chief Leisure Officers Association (CLOA) methodology.

Recommendations:

- Strengthen leadership
- Create governance
- Improve the business case
- Innovate long term solutions
- Identify capacity

YSF embed a Local Development Manager within Doncaster.

## Learning – ingredients for success

- Open, honest relationship; taking time to build it
- Genuine commitment towards collaboration
- Clear understanding of the added value
- Engagement at all levels
- Spending time together
- Agreements in place
- Equal partners

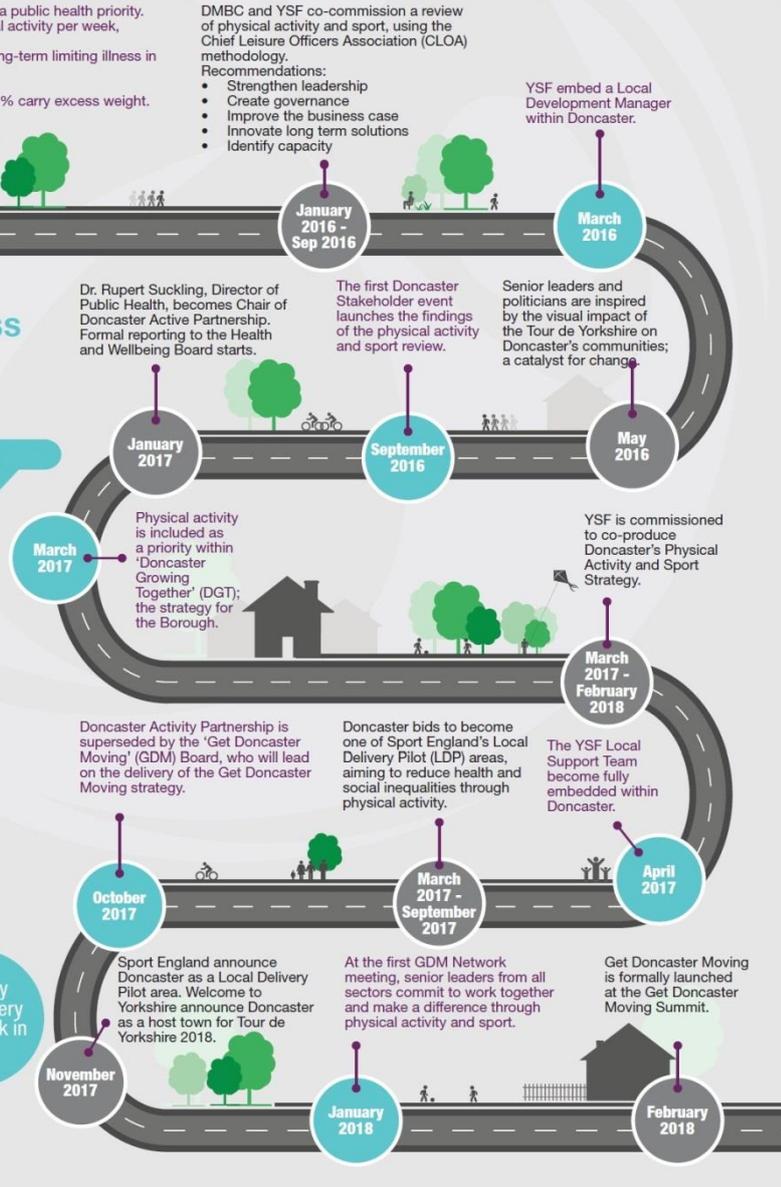


Diagram 1 – Doncaster's Journey Nov 2015-Jan 2018

# Where Have We Got To & What Have We Learned?

## Our Local Delivery Pilot Vision

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.

## Our Theory of Change

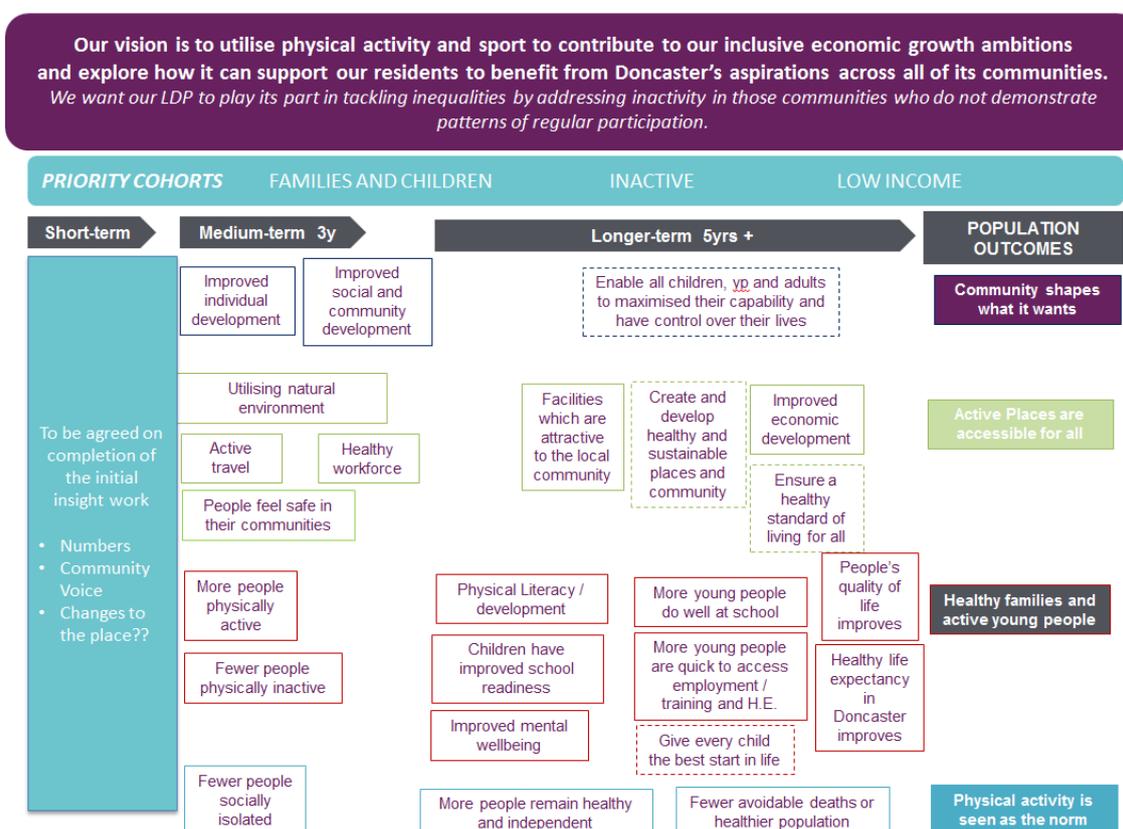


Diagram 2 Our Theory of Change

Our Theory of Change (diagram 2) provides a model of how we want to progress to achieve our vision and the population outcomes that we wish to impact upon.

The aim of the framework is to improve our understanding of the action required at all levels of the local system to break down barriers to physical activity, especially among our priority cohorts; Inactive, Low Income and Families and Children.

## Our approach is twofold:-

- To work across the borough to influence the opportunities where we can create the right conditions for people to form active habits and routines.
- To build a richer picture of our Doncaster communities through talking, observing and importantly, listening to gain deep understanding of the issues impacting on the lives of local people.

It has been our intention that Doncaster’s Local Delivery Pilot is built upon continual engagement with our communities and the wider physical activity system. We have developed a methodology to ensure that our investment proposals take an iterative approach, are flexible and dynamic enough to react to the continual learning and take account of the “Community Voice” throughout.



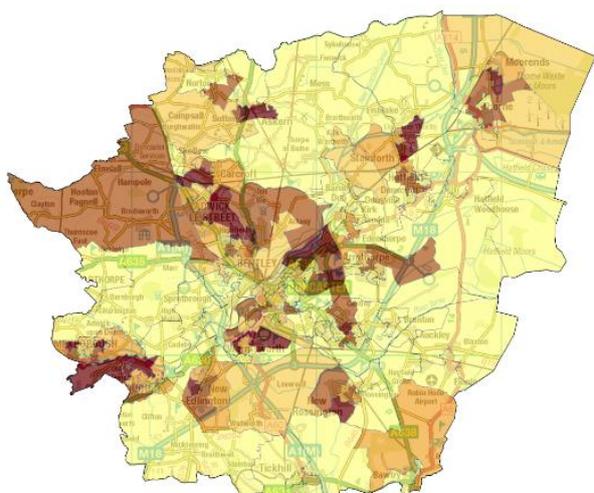
Diagram 3

## Insight

Our approach as part of the development of our Physical Activity and Sport Strategy identified our priority groups utilising locally available data sets and corroborated by our strategic partners. The three priority groups are:

1. **The Inactive** – we recognise that we could improve Doncaster’s physical activity levels by moving those who are already quite active to being even more active but we know that there are more significant health gains to be made by moving those who are inactive (0-30mins of PA per week) to be more active.
2. **Families with children and young people** – we are keen to pursue an intergenerational impact to our PA work. By working with individuals in families we want to break emerging norms for inactivity being passed from adults to children. We also feel it’s important to support families / households to participate in physical activity together.
3. **People living in income deprivation** – this not only means people living on social benefits but also those in low income and or precarious work.

Our early approach utilised a number of data sets to gather an understanding of our audience and communities. We have used Sport England’s Active People Survey Small Area Estimates, Experian Mosaic and local facility usage data. This highlighted the geographical communities with the highest proportion of people within our priority groups. This also correlated to geographical gaps in our physical activity infrastructure and that the interventions we have in place, such as our leisure centres and our parks, are not being used by all parts of the community. Map 1 below shows the ‘hotspots’ of inactivity and our target groups across the borough; with the darker areas showing the least active communities.



Map 1 our most inactive communities

**‘Doncaster Talks’** - Alongside our data analysis, Team Doncaster carried out a piece of research, **‘Doncaster Talks’** (see appendices), which has provided a way of understanding the motivations and barriers that exist around improving the health and wellbeing of people who live in the borough. It has influenced a more insight-led and community-led approach to the design, commissioning and improvement of services across Team Doncaster. The findings from **‘Doncaster Talks’** have directly influenced our approach to

affecting population-level change in physical activity levels; it told us that:

- We need to align opportunities around the needs of families and communities
- To increase people’s openness to change, we need to reposition health messages, building more trust, and reframing opportunities around people’s motivations.
- We need to help people become connected and maintain connection with others through targeting resources where social connection is at risk
- Living in “Donny” holds a different meaning for different people. For example, people who live in or close to Mexborough or Thorne do not identify with Doncaster, but with their own town or village. We need to understand how geographical identity may be impacting on capability, opportunity, motivation and behaviour.
- Ill-health and/or unhealthy behaviours can be accepted as normal in some parts of

*“My motivations? My kids. Motivated to do everything for them. I used to play football and rugby as a child, my parents never came to matches, didn’t support it much. A lot of what motivates me is my upbringing, doing better for them. Don’t have motivations about myself, all about other people really.”*

the borough. This suggests that living a physically inactive lifestyle is seen as the norm, despite people knowing the health benefits of being active.

- Residents prioritise the health of family members above their own, and through reliance on the presence of and motivation from close family to stay healthy or make a change. We need to demonstrate that being healthy (active) yourself is better for your children and that it is important to role model these

behaviours.

- Work needs to be done to promote cycling to beginners, in a way that tackles the barriers of safety, traffic and pollution.

## Well Doncaster and Community Led Support (CLS)

Public Health in Doncaster has embedded asset-based community development approaches since the start of the [Well Doncaster](#) programme in 2015. Doncaster was one of the first places to be involved in a national program led by Public Health England and Manchester University in response to the Due North report’s findings (see appendices) around the health inequalities between the North and the South of England. It challenges traditional ‘old’ ideas of health improvement by working with communities to shape more effective health, care and welfare services. The programme puts a focus on improving health by being part of a vibrant and connected community and living in a pleasant environment, rather than a deficit-model of tackling specific health issues in isolation.

Work started in Denaby in 2015, using an Appreciative Inquiry (AI) model as a strengths based insight approach to build on assets and what's already strong. We are recognised as an exemplar among the ten ‘pathfinder’ sites in the North of England, and the following components have been key to its success:

- Focusing on culture change, enterprise and inspiration in communities that lasts long after the programme has finished

- The connections between local people, health experts, public services, businesses, voluntary and community groups.
- *“Focusing on what’s strong, not wrong”*
- Continued conversations with the community have identified local priorities and strengths, which have led to co-produced solutions
- Community involvement continues to be a key strength and many of the priorities raised in the community conversations over the years have been met
- Having a permanent, proactive and responsive presence in Denaby through the employment of a Community Project Officer has aided the development of relationships and strengthened links between Well Doncaster, the community and local services
- A ‘Micro Grant’ scheme to support local community groups to develop sustainable initiatives, projects and events. This has provided an opportunity for local people to step forward to lead the change they want to see.

Due to the significant impact of the Well Doncaster approach in Denaby, work has started to widen the focus across four different communities; Stainforth, Edlington, Balby and Bentley. The vision of Well Doncaster is for it to act as a ‘lightening rod’ around which local people and statutory services can rally; whether it is the reopening of the community library, the establishment of peer support, the change in use of the children’s centre or returning allotments to use. Acting as a catalyst for action, encouraging people to reconnect with what keeps them healthy whether that’s volunteering, getting into work or unleashing their creative talents.

By 2021, Team Doncaster’s engagement and support with communities will be transformed, with Well Doncaster’s principles embedded at the heart. The DGT Borough Strategy has set out to change the way that public services deliver community support. In Doncaster, the Community Led Support (CLS) Board is working to shift the culture long-term across the system work closely together with operational frontline teams from health and social care, the voluntary sector, partners and specialist teams including commissioning and business experts.

The principles and learning from Well Doncaster are shaping our thinking for how we engage and support our *residents and community organisations to shape what they want* to embed physical activity in to the culture of Doncaster. This is reflected in our investment proposal for Active Communities.

## **Desktop evidence review of Community-based participatory research (CBPR)**

We used our data sets, 'Doncaster Talks', Well North and other learning to start to understand our communities. However, this did not give us a strong enough picture about the relationship between our communities and physical activity levels. We needed to involve our communities to help our understanding, and we were interested to see how CBPR could build upon the existing strengths, resources and relationships within our communities to address inactivity. We commissioned Sheffield Hallam University to conduct a review of CBPR approaches in community-based physical activity promotion to inform how we might use it to understand the lived experience of our target groups.

The review findings demonstrated that CBPR approaches have been used in a range of different communities and contexts. It highlighted that engaging the target population as co-researchers in the development, implementation and evaluation of community-based services has previously contributed to successful community-based physical activity programmes. The review showed that CBPR is a key contributor to the formation of partnerships between communities and stakeholders in order to provide a deepened understanding of the experience of physical activity for particular communities.

## **Behavioural Insights**

The findings from the evidence review were used to develop a logic model for further insight work. Using our LDP Development award, we commissioned experts in Behaviour Change at Sheffield Hallam University to design and deliver the first three stages of a behavioural insights approach. It positions community at its heart and adopts a robust methodology for community based research. It is a process of collaboration and co-inquiry in which applied behavioural science knowledge is integrated with existing community knowledge and applied to solve real life problems. It is simultaneously concerned with bringing about change, developing self-help competencies, and adding to scientific knowledge.

This piece of work has been an important part of our journey; bridging the gap between our initial thoughts and hunches, and then identifying an approach to work with our communities to test solutions. A summary and timescales of this approach is in the diagram below:

## Insight

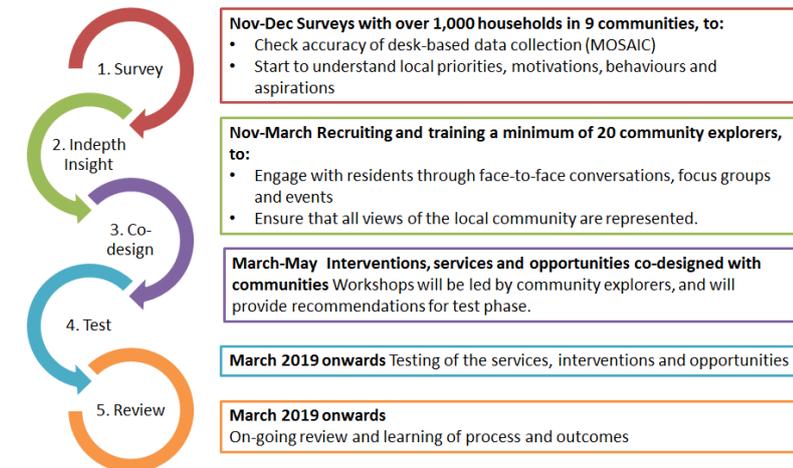


Diagram 5 Insight

It is an iterative process, where learning from each phase influences the next. At the point of writing, the stage 1 survey work has been completed and we are part-way through stage 2.

Stage 1: The full findings from stage 1 are included within the supporting documents. The work so far has told us that:

- The MOSAIC data and our identified ‘hotspots’ are reflective of our target audience
- Our identified geographical communities are inactive – those communities surveyed have higher levels of inactivity than the borough average based on the Active Lives Survey (demonstrated in chart 1 below). This confirms our initial analysis but also highlights the scale of the challenge.
- Our communities are different
- There are differences in the number of minutes young people are active for outside of school.
- Motivations and behaviours differ across each geographical community
- Within the same communities, there are differences in capability, opportunity and motivation between inactive residents and active residents.

	INACTIVE LESS THAN 30 MINUTES A WEEK	FAIRLY ACTIVE 30-149 MINUTES A WEEK	ACTIVE 150+ MINUTES A WEEK
Doncaster	31.2%	11%	57.8%
8 'target' communities	57.7%	11.7%	30.6%

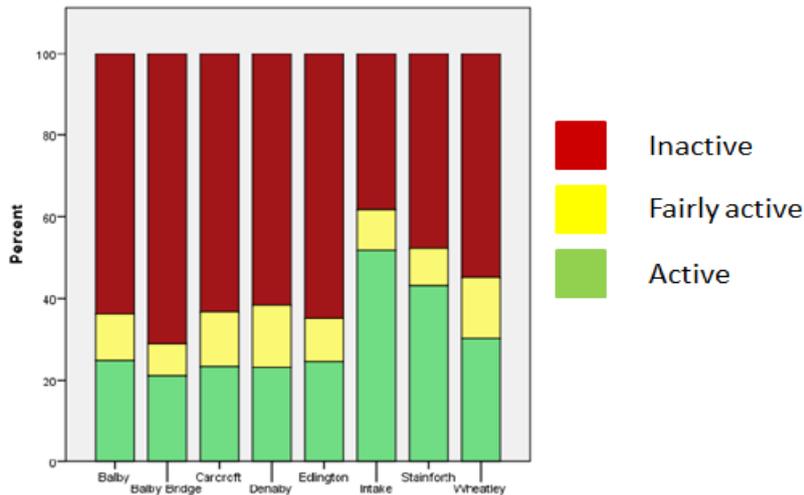


Chart 1

Stage 2 aims to build capacity within voluntary sector community organisations (who are better placed to engage our target group) to have conversations about physical activity and use the information to become community leaders and advocates. It supports local ownership and sustainability, by building on existing skills and assets.

There has been some significant learning from the Community Explorers so far, they:

- are leaders within their settings; they have an existing skill set to influence and be champions of physical activity
- are passionate about change within their communities
- have a strong commitment to continue using their research skills for the benefit of their organisations
- have requested to use the findings of the research to 'do things differently' within their own settings
- want to be involved in GDM/LDP long term
- provide their own voice of lived experiences, and have a wide reach to the voice of our target groups

Stage 3 has been developed using the UK Design Council's 4-stage Double Diamond framework with the 4-D model of appreciative inquiry. It will provide a structure for the workshops, guiding us from exploring insights, to identifying, prioritising and refining

solutions. The diagram below shows the combined double diamond and appreciative inquiry framework used to develop our approach.

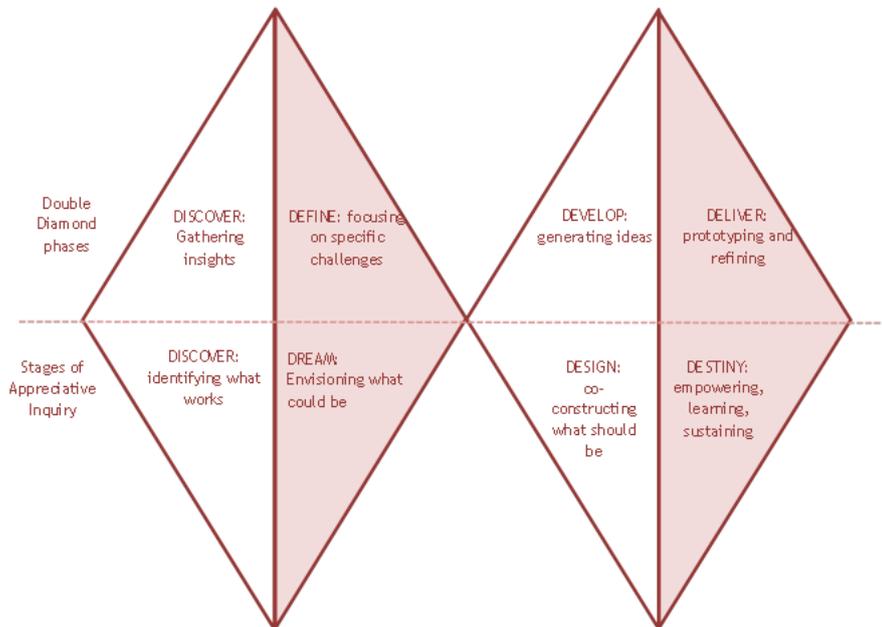


Diagram 6 double diamond

Some initial testing and prototyping of the solutions developed during stage 3 will take place in stages 4 and 5 using a small amount of resource from the LDP Development award. However, based on our early learning, we anticipate that further resource will be required to test solutions across all eight identified communities.

### Social Impact Assessment and Decay Curve Research for Major Events

In May 2016, Doncaster hosted a stage finish of both the men's and women's Tour de Yorkshire (TdY) for the first time. The race passed through 10 communities on the day of the event, with an estimated 50,000 people watching the race road side. The event was a great success empowering our communities and residents in ways we had never planned or imagined.

The race brought communities together and generated an energy that had been lost in some communities for years. It became evident that the impact reached further than anticipated.

Typically, the impacts of events are considered in economic terms. This can provide politicians and other public sector stakeholders with powerful arguments in terms of new jobs created and existing jobs supported by such events, helping organisations justify what can be a considerable capital expenditure on such activities.

We believe that the social and non-economic benefits associated with civic and sports events are just as important and need to be captured to better evidence and understand

the value of these events for local communities involved. Referring back to our initial LDP application we were very honest that in our communities, inactivity may not be considered an immediate priority for some of our families. We need to test ways in which we can unleash the potential that major sport events can play in *supporting our residents to benefit from Doncaster's aspirations*.

Events are likened to “the sociocultural glue that binds communities and, ultimately, nations together. They are occasions to share traditions, to connect with one another, and to express cultural heritage. They offer opportunities to celebrate, remember and showcase the very best of cultural and creative endeavours. In short, events are important” (Jamieson, 2014, p63). In particular, sports events are argued to lead to greater levels of cooperation and a higher level of unity and social cohesion within those communities that very little else can seemingly do with such success. We saw this happen in 2016 in a way we had not imagined or intended. It became a “light bulb moment” for all and truly displayed the power of sport and positive impact these events have on communities supporting our inclusive growth agenda in a way we hadn’t imagined or predicted.

Following the success and impact of hosting the 2016 TdY, senior leadership recognised the value and agreed to sign a 3 year partnership allowing us to host further stages of the TdY commencing in 2018. Capitalising on our success in hosting major events has secured further opportunities including the Women’s 2019 RFU six nations and being selected as a host town for Rugby League World Cup in 2021.

It is our aspiration to develop Doncaster as a place that hosts major sports events with a view that each event will engage and benefit our communities whilst raising the profile of Doncaster as a destination town.

To help us understand how these events impact our borough and communities we have commissioned two pieces of research. Doncaster Council independently commissioned research to measure the economic impact of 2018 TdY which identified very significant revenue resulting from the event across Doncaster.

Despite the significance of the economic benefit, we knew very little about the impact of the event on our communities, and how major sporting events in the future could play a role in supporting our inclusive economic growth ambitions. Using the LDP Development Award, we commissioned a Social Impact Assessment for Doncaster’s section of the 2018 Tour de Yorkshire route. The research had 2 aims. Firstly, to use an evidence-led approach around understanding the social impacts of sports events on local communities and their levels of physical activity. Secondly, to understand the use of the TdY 2018 race as an opportunity to pilot a new and innovative practical approach to assessing and monitoring the social outcomes of future major sporting events in Doncaster.

In addition, this research included a “deep dive” into exploring how best our delivery partners can avoid the “Wimbledon effect”/decay curve following the event. This concept in this context will be used to refer to the extent to which people inspired by this major sport event maintain behaviour change and increased physical activity in the longer term. Findings were then used to make practical recommendations of interventions that could be made for future TdY events to maximise local benefits and act as a catalyst/‘sparkler’ to encourage people to live a more active lifestyle.

#### The Social Impact Assessment 2018:

- Provided recommendations to improve the on-the-day event experience, for the benefit of the community
- Provided a framework and specific actions for community engagement; before, during and after the event – to sustain community engagement and prevent the decay curve beyond the event
- Identified groups to target engagement activity, and their engagement needs
- Demonstrated that communities feel better connected to their place and fellow citizens when events take place
- Showed that we can use these events to positively affect physical activity behaviours but need to do so over a longer period but before and after the event.

It is our vision working with our communities to further develop this work and research. This will enable us to test cutting edge opportunities for our residents to become physically active and develop individuals and communities through the impact of major sports events.

We are implementing the suggested actions from the 2018’s TdY research to test and learn further to shape our approach for 2019’s TdY. The interventions that we will continue to develop these actions with our communities

## Systems Mapping

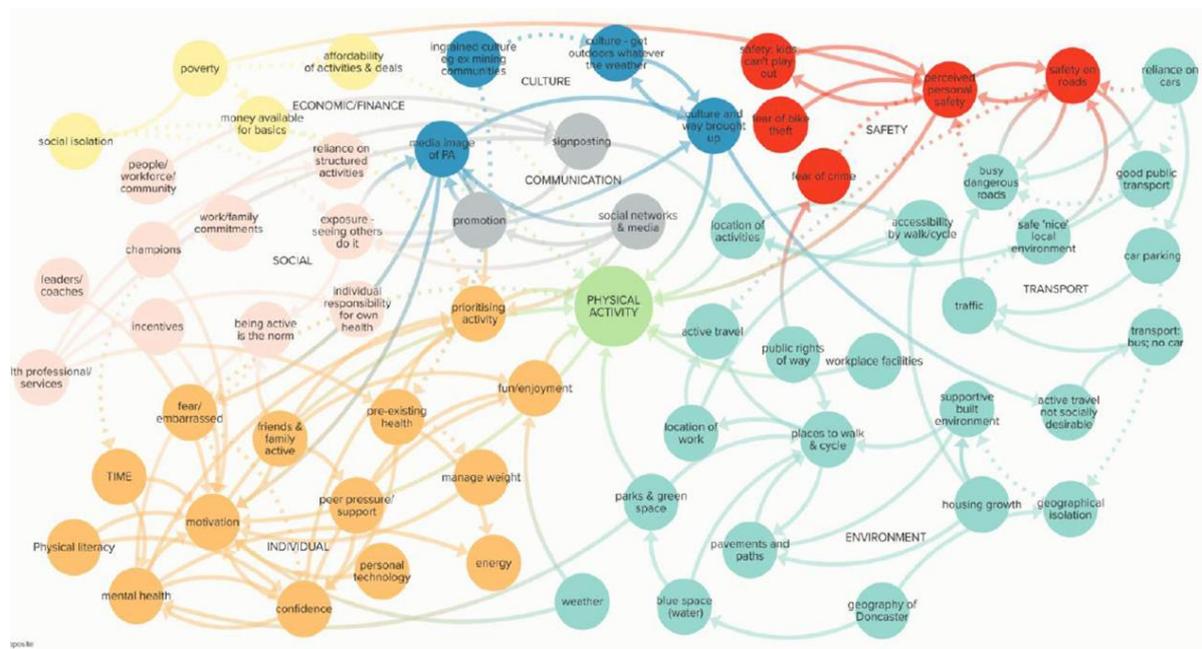


Diagram 7 Revised physical activity systems Map for Doncaster

Starting with an understanding of the 'local system' has been one of our first steps; we feel this is essential in piecing together and making sense of what elements should be our focus. Bringing together stakeholders involved in tackling our inactivity problem has helped them to identify their part in a system and to appreciate better the roles of others. The process of generating a system map and the insights we have found is almost as beneficial as producing the map itself. It has been a way to engage our key partners to understand the complexity of the challenge, identify the opportunities and focus in by simplifying elements of the system and consider areas of collaboration.

This has been achieved with 3 facilitated sessions by Nick Cavill in collaboration with Professor Harry Rutter, using system science that was used on the systems mapping approach that Nick and Harry have developed from the WHO Global Action Plan for Physical Activity.



This is a continuing approach, and we are starting to use our map to communicate the multiple factors and cross-sectoral nature of the influences on physical activity and that this needs to be achieved across a variety of policy areas – not solely the responsibility of leisure or health.

We are currently considering what areas will provide changes to the dynamics of the local system where there could be the opportunity to push for important scaled but sustainable change. The emerging themes that show strong connections and therefore potential areas for further exploration are:-

- Communications to change social norms
- Improving road safety
- Focus on active travel
- Use of and promotion green space
- Building on existing community assets especially local people with knowledge/ explorers knowledge
- Long -term: being more radical and taking a whole system approach term

## Engagement Activity

Extensive engagement with stakeholders has made a significant contribution to the direction and pace of our Get Doncaster Moving Journey. We have seen huge value in constantly testing our findings, assumptions and ideas in a range of settings, illustrated in table 1 below:



*Get Doncaster Moving Summit – Children & Young People’s Workshop Jan 2019*

Engagement type	Description
Stakeholder mapping	We have identified the stakeholders with existing and potential interest and influence. This is an ongoing process and has identified that, while we have done well at engaging our ‘usual suspects’ in the traditional way, we need to do more to build and strengthen relationships those who can have a high influence.
Get Doncaster Moving Board	Provides high-level accountability and over-sight of the LDP. The LDP delivery team engage with the board to provide 6-weekly progress updates, and engage with the board to provide strategic direction and support.
Get Doncaster Moving Network	A group of 100 (usual attendance 40-50) organisations who are directly involved in the delivery of the Get Doncaster Moving Strategy. The network meets 4 times a year to coordinate borough-wide plans, meet other network members, and share learning across organisations. It has played a key role in developing the physical activity and sport strategy, and providing a sounding-board for the LDP.
Get Doncaster Moving Summit	The summit is an open invitation to all stakeholders involved and connected to Get Doncaster Moving, to celebrate successes and share learning. We have currently held 2 summits with approximately 100 attendees at each one. <a href="http://www.getdoncastermoving.org/annual-summit">www.getdoncastermoving.org/annual-summit</a>
Get Doncaster Moving Website	The website provides an opportunity to become a hub for

<a href="http://www.getdoncastermoving.org">www.getdoncastermoving.org</a>	information sharing across Get Doncaster Moving stakeholders. We have had 9880 and 32,671 separate page visits homepage visits since the website went live (Feb 2018).
LDP Advisory Group	We have been working to build appropriate governance structures to better connect our work to those who work directly with our audience and who hold their trust. We want our governance structures to be agile; we recognise that unusual suspects and organisations outside of the sector won't be able to give huge amounts of time – their expertise and connections are however critical – we have created a LDP Leadership Group who will shape our direction of travel but won't get sucked-into regular meetings – this is starting to gather momentum.
Active Schools and Children and Young People (CYP) Groups	Doncaster's Children and Young People's Group was formed four years ago, to share information and plan delivery across organisations who provide for children and young people, within and outside the school gate. It has previously been an operational-level group that reported in to the Activity Partnership and it has strengthened relationships between delivery partners. More recently, the Active Schools Group has emerged, with a narrow focus on schools. Both groups are in a position where they require strategic support in order to have an impact across the borough.
Systems mapping workshops	The methodology utilised in developing Doncaster's map has contributed to our participatory approach to our LDP. It has provided a consulting mechanism using workshop exercises. This has enabled various stakeholders (over 75 individuals) over 3 separate sessions to contribute to developing the current physical activity systems map for Doncaster gaining an understanding of the complexity of our challenge.
Team Doncaster	We continue to position physical activity strategically as a policy driver within the Council and other partners – adoption of the Physical Activity and Sport Strategy and Walking Strategy The positioning of physical activity and sport as one of nine transformational agenda's for Doncaster Growing Together continues to build opportunities and momentum. E.g. CLS
Active Travel Alliance	The Active Travel Alliance is co-chaired by DMBC Public Health and Transportation Team. Its overarching purpose is to bring together partners to work collectively to increase and promote active travel across Doncaster. It has supported the establishment of a provider forum and cycling user group to ensure coordination and input from a wide range of stakeholders. It oversees the delivery of the Walking Strategy and Cycling Strategy.
Leisure Facilities Feasibility Group	Looking carefully at our leisure facility stock in order that they are fit for purpose going forward
Get Doncaster Dancing Steering Group	A core group is overseeing the engagement with the dance sector in Doncaster to develop and produce a life course

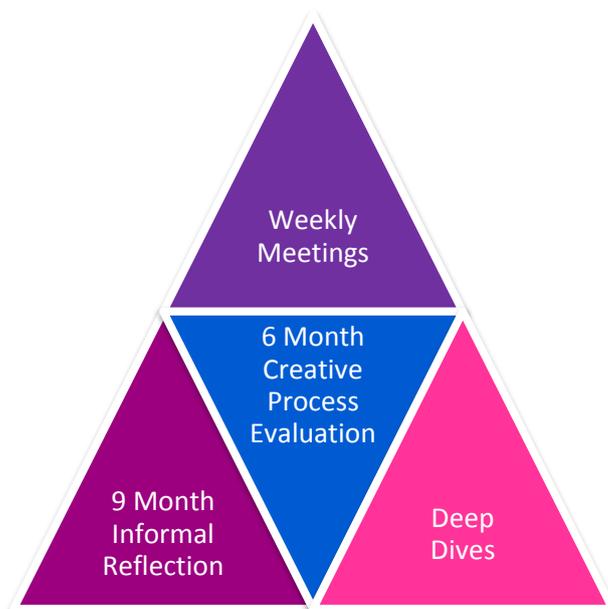
	approach to dance to address the inequality of participation in Doncaster. Wider engagement will be taking place in the near future via a series of events, focus groups and surveys.
NGB engagement	In Nov 2018, we hosted an engagement meeting with NGBs to discuss opportunities for partnership working across the Get Doncaster Moving Programme. This has resulted in both formal and informal partnerships with a number of NGBs.
Members seminar	A seminar is planned for the 26 <sup>th</sup> February 2019. To ensure that elected members are updated on the progress of our whole system approach to physical activity and more importantly provide the opportunity for discussion on the direction of the work.
Community Led Support	Our LDP Programme Manager is now an active member of the CLS Project Board, which is responsible for driving transformational change in how public services are supporting communities.
Social Impact Assessment of TdY	Our approach included <ul style="list-style-type: none"> <li>• Engagement of 28 key stakeholders/experts and 690 residents across 6 communities</li> <li>• Develop team of local explorers to support to undertake post event survey</li> <li>• Key stakeholder phone interviews</li> <li>• Physical activity expert interviews</li> <li>• Physical activity resident focus groups</li> </ul>

*Table 1 Engagement*

Our learning over the past 6 months has identified how important engaging with our local partners is. At our recent Summit in January 2019, a clear message from attendees was the huge benefit in enhancing our ability to work together as we can't affect the whole system on an individual basis. The need to address how we communicate to affect other parts of the system was also a common theme. We have been impressed with the amount of support that has been offered to the Get Doncaster Moving and Local Delivery Pilot work. It is imperative that this stakeholder relationship is managed and galvanized to capitalise on this current level of engagement.

## Process Learning

Process evaluation is embedded within Doncaster's Local Delivery Pilot providing a constant narrative with the aim of capturing the learning from our work so far and planning on the direction to take. This has been done in a number of ways both formally and informally and we have ensured that this is a key element of our Evaluation Framework to further advance our approach.



*Diagram 8*

Our reflections gathered in our stakeholder interviews and our weekly and monthly meetings, provide the emerging approaches that we want to further progress via our proposals. (for our stakeholder interviews please see <https://getdoncastermoving.org/frequently-asked-questions>).

We are determined to ensure that we harness the opportunities that we have opened up and explore the challenges that our insight and networking are uncovering.

The following reflections are derived from our process evaluation so far.....



**Great leadership** with the permission to 'Crack On!', but we recognise that this is not at all levels in all sectors.



We have been developing a number of ways to provide opportunities to engage with a wide range of individuals, organisation and communities. We have a programme of network events, a yearly Summit and have developed a group to provide challenge to our LDP work.



**Understanding our communities** was early recognised as the main reason to apply for the LDP in Doncaster. We needed specific granular knowledge and understanding of our communities and want to ensure that we can follow this up.



We are training local community explorers within community groups to have those in depth conversations with residents.

We have found that our inactivity levels are worse than national data suggests in some of our communities.

We need to move quickly to harness the doors that are being opened currently in working with our Community Led Support approach in Doncaster.



Definite **passion to work differently** but some parts of the physical activity system are constrained by processes, but also our history, including a significant under investment.



We are developing ways to help our colleagues, partners, volunteers and residents think differently. We want to prototype and test approaches quickly that have been co-designed with residents.



**Long lasting legacy.** We are clear in Doncaster that the LDP needs to address our inequalities in participation and not increase the gap between the active and most inactive.



Our LDP is working with communities and residents to develop people as the change agents in the places they live and work.

Our communications and marketing plan aims to support our behavioural insights approach ensuring that we develop a culture where leading an active lifestyle is the norm.

## Evaluation

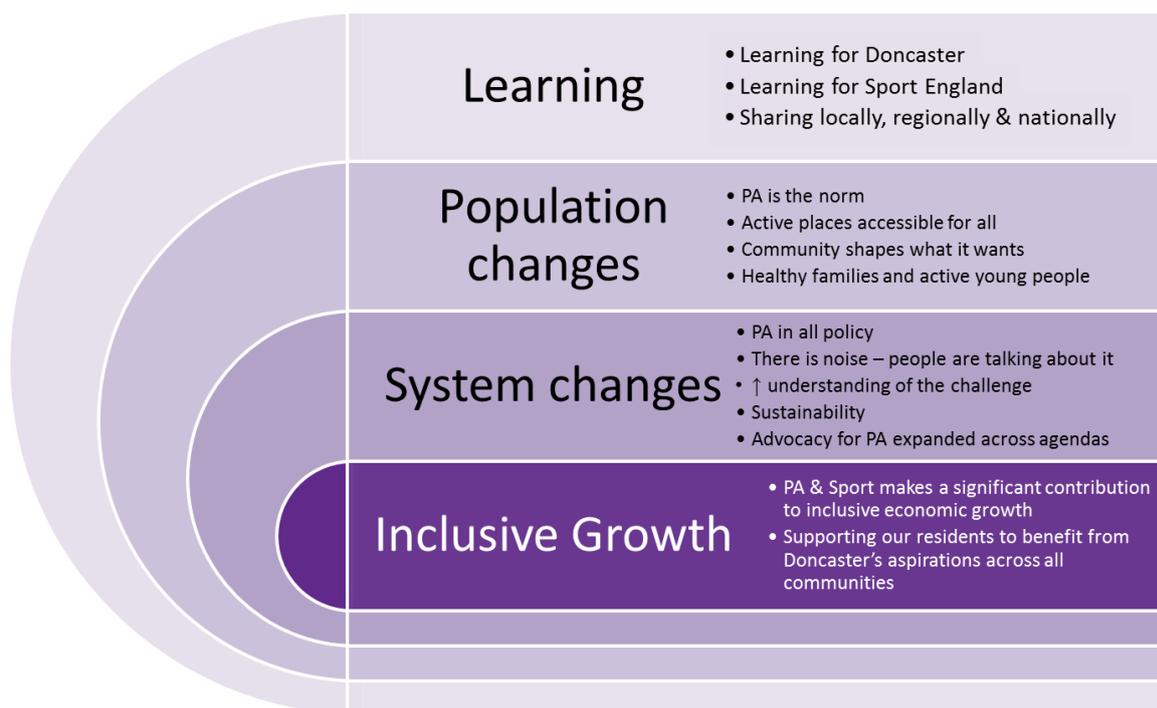


Diagram 9 Elements to Evaluation

Work has taken place to identify four elements to our evaluation approach which have been built into the contract specification of our Evaluation Tender:

**The Systems Outcomes** which focuses on our whole system approach, connections, partnership dynamics and changes within the socio-ecological system locally. This will enable us to better understand the interactions between people, structures and processes that work together to make up the local physical activity system in its widest sense.

**The Population Outcomes** which are centred on the interventions delivered to, and the impact on residents.

**The Community Voice** which captures “what works for whom in what context” and captures the impact of the work on individuals and communities.

**The Process Learning** of the Doncaster Local Delivery Pilot to capture how things have been done, what is the learning and what should be done again in the future.

The short term outcomes are yet to be fully identified, as they will be developed in response to the community participatory research. Our provider will need to work with us to identify how they can address the measurement of the impact of these outcomes. They will also consider progress against other comparable LDP geographic or thematic areas.

The evaluation will be formative as well as summative in design, helping to shape the local pilot by:

- Clarifying the shared aims and objectives of the pilot and what it is trying to achieve
- Developing a further theory of change for the pilot, in full partnership with the local community and other key partners (this will build on early work by IFF researchers contracted to provide evaluation support for the national LDP programme for Sport England.
- Monitoring progress towards the achievement of key outputs and outcomes over the lifetime of the pilot
- Informing the continual improvement of the pilot as it develops.

There has been a considerable amount of work achieved in 2018 across Get Doncaster Moving and our Local Delivery Pilot. Our journey shown in diagram 11, demonstrates the various elements. We have used this time to build evidence, to start to test and learn new approaches to move our whole systems approach further with sustainability being a constant value that we wish to create. Below we have outlined some examples of our work as evidence of how we are thinking across the whole system.

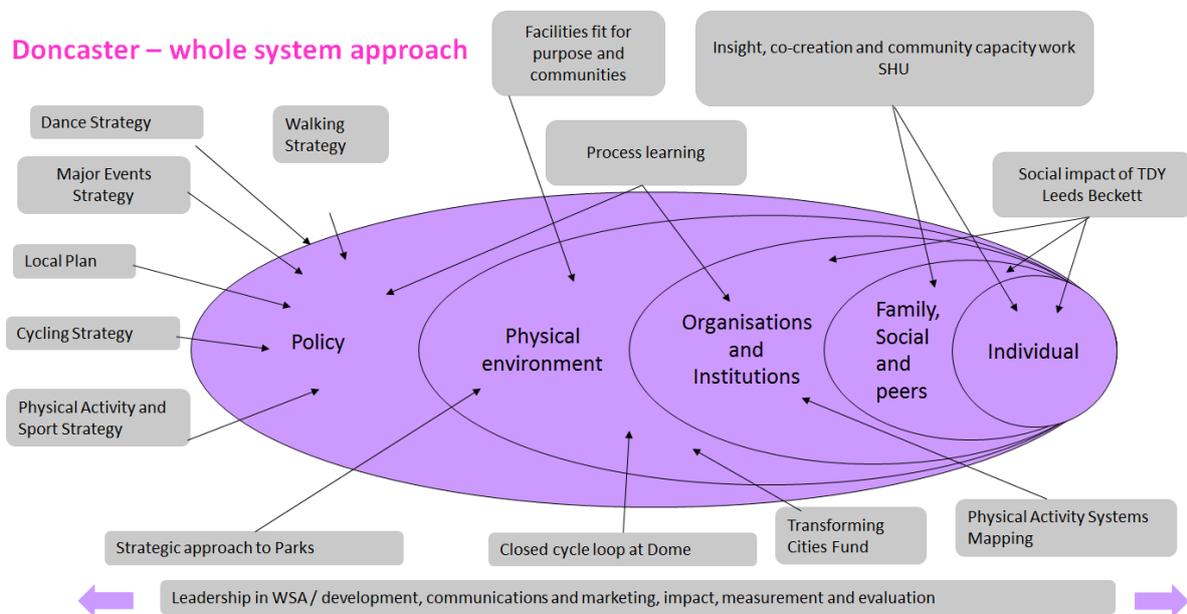


Diagram 10 Doncaster's Whole System



# 2018 - A year in the life of Get Doncaster Moving



**KEY**

- Local Delivery Pilot
- Get Doncaster Moving programme and strategy
- Other points of interest

Since the review of physical activity and sport in 2016, Doncaster has been working hard to address physical inactivity. The first two years of our journey in 2016 and 2017 positioned physical activity as a strategic priority within the borough's inclusive growth ambitions; aiming to reduce inequalities within our communities by addressing inactivity levels. 2018 has started to turn our ambitions into reality, with the Local Delivery Pilot (LDP) and Get Doncaster Moving (GDM) programmes developing together at pace. However, we recognise that we still have a long way to go in our journey towards 'healthy and vibrant communities through physical activity and sport.'

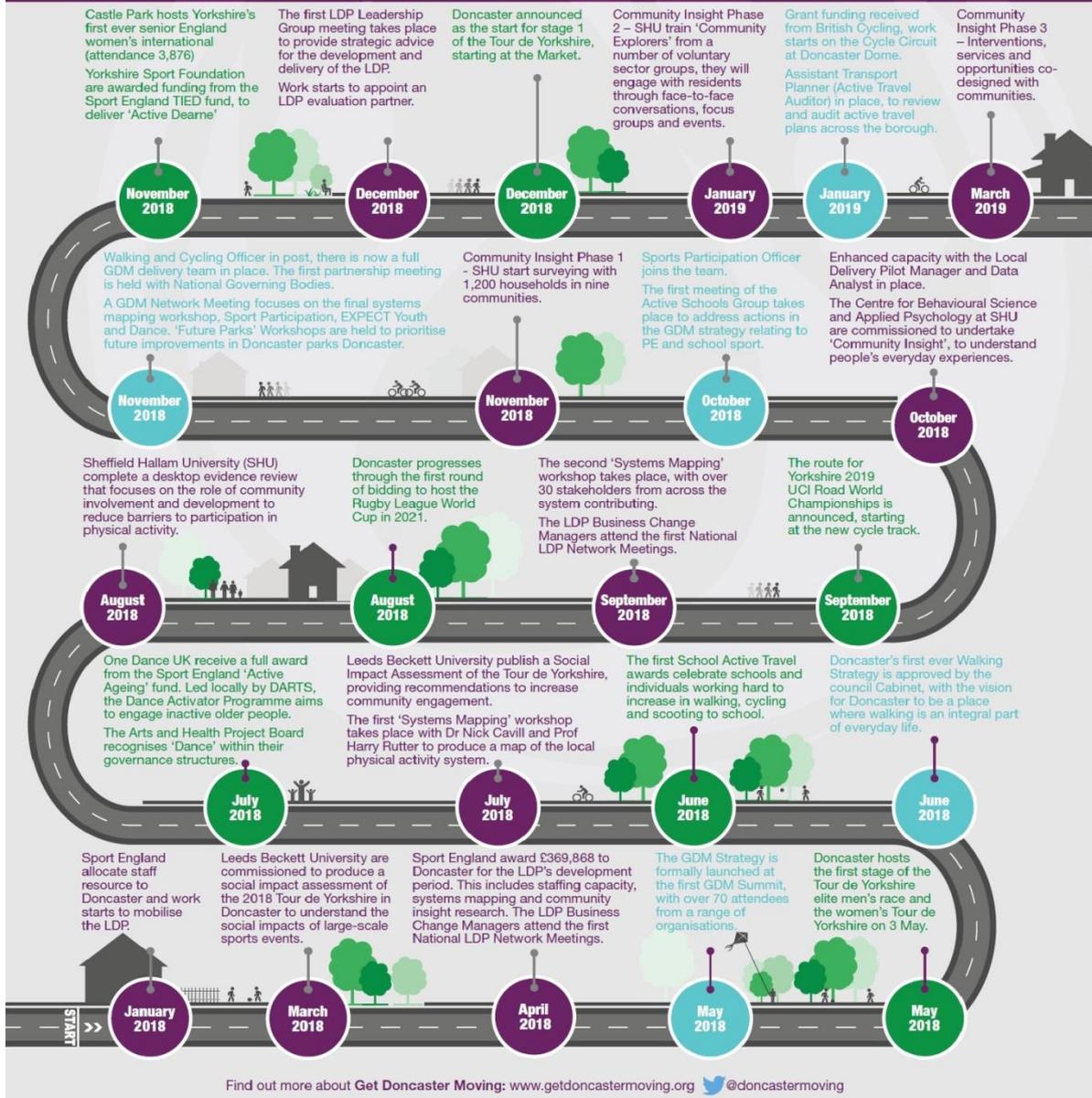


Diagram 11 Our journey 2018



## Where Are We Going?

### Doncaster's Proposal for Change

Our proposals have been shaped by the insight, evidence base and learning that we have gathered including engagement work, which we have previously described. From our initial LDP application we have been clear that starting with a deep understanding of people, their lives and the barriers to being active was key to our approach. We want to continue this feel and start to address some of the ideas challenges and barriers that we have come across so far. This provides the context and reasoning for each of our proposals for investment.

We have developed bespoke Doncaster LDP values (see diagram 12). We are adamant that the work that we do now must be sustainable and bring about change that sets us on our long journey to turn around our inactivity levels. Our initial financial ask was modest and it has been expertise, experience and knowledge that we have been the most keen to gain.

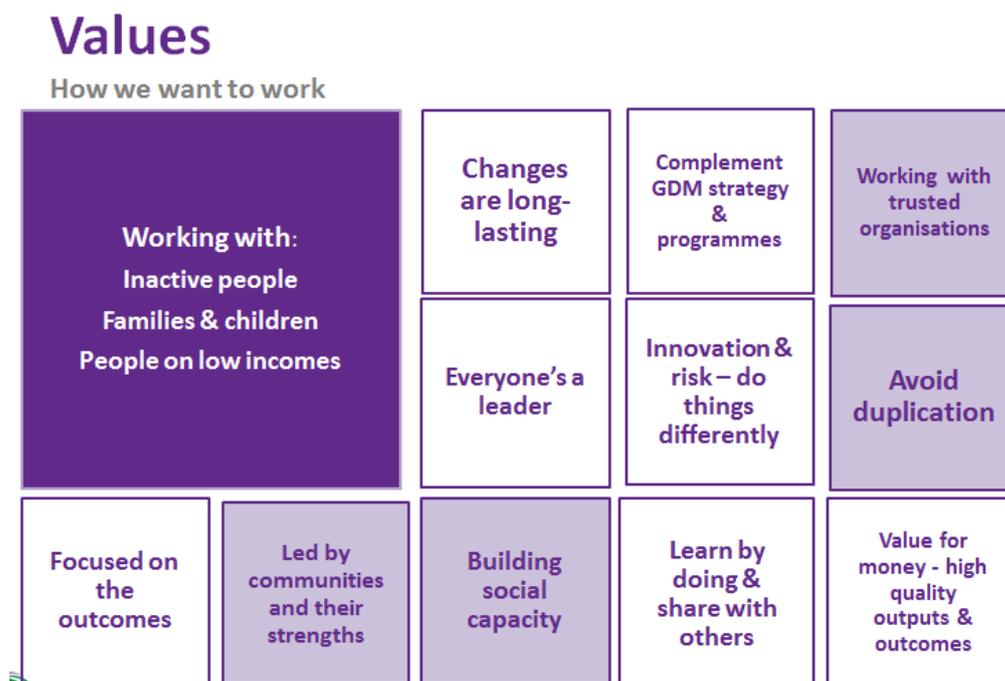


Diagram12 Values

There are six strands to our proposals for change that we wish to start with and explore where it takes us:

- **Active Communities**
- **Future Parks Doncaster**
- **Doncaster Evaluation**
- **Systems Network & Leadership**
- **Maximising the Impact of Major Sports Events**
- **Marketing & Communications**

## Active Communities

We have learned a lot about our place, our geographical communities, and how we can adopt an approach that is aligned to our values. We know that there are stark differences across and within our communities; in their infrastructure, culture and not least, in their views and behaviours relating to physical activity. We have also worked hard to understand the role and positioning of the public sector (Team Doncaster) in engaging communities and the voluntary sector.

Community-led support and community engagement is gaining fast momentum across the Doncaster Growing Together portfolio, together with the success of the Well Doncaster programme. There is an immediate opportunity for the LDP to influence how physical activity is embedded within these plans, and also for the physical activity sector to learn from the asset-based modelling currently taking shape. We know that working in isolation from other community-led approaches is less likely to lead to system and population changes that last.

A hand-drawn graphic with the text "DONCASTER WORKING IS ALL ABOUT WITH COMMUNITIES". The words "DONCASTER" and "COMMUNITIES" are in large, bold, black, hand-drawn capital letters. "WORKING" is in red, hand-drawn capital letters above "IS ALL ABOUT". "WITH" is in red, hand-drawn capital letters to the right of "IS ALL ABOUT", with a red arrow pointing to the right. The word "COMMUNITIES" is in large, bold, black, hand-drawn capital letters below "IS ALL ABOUT".

Our behavioural insights work has tested our early thinking and prototyped a community-based participatory research model on a small scale. This has provided us with a major piece of learning about the scale and community engagement model. The scale of the challenge is bigger than we first thought; we have a spread of at least eight communities where physical inactivity is higher than the borough average. Community Explorers (and their voluntary sector organisations), are key influencers, well-connected and trusted by our target audience. They have provided depth to have local conversations, and have opened up new doors and opportunities, even at the early stages.

This has highlighted that, if we are going to have an impact in our communities, we need to have strong relationships with the voluntary and community groups within them. We need to have an on-going presence and be fully embedded within the communities in order to gain their trust and react quickly to opportunities for change. We need breadth across the Borough, and depth to the local conversations. Our existing capacity within the Get Doncaster Moving team does not give us the time or specific expertise to achieve this. We have an opportunity to integrate within existing structures, however we cannot rely on these alone if we are to work at pace and maintain the momentum gained over the last few months.

### What we hope to achieve:

- Physical activity is embedded within Team Doncaster's community engagement and Community-Led support approach

- Capitalise on the success and energy of the Well-North approach to maximise resource and accelerate our work within our identified communities
- Our identified geographical communities can shape what they want
- A long-lasting network of physical activity ambassadors within our priority groups
- A legacy of strengthened voluntary sector groups and community organisations who champion physical activity

Our proposal builds on the learning, energy and momentum from the behavioural insights work and aligns fully with Team Doncaster’s vision for community development and support. It has collaboration across the system at its heart.

### **Developing the role of Community Explorers**

We have recruited 20 Community Explorers who are volunteers within 4 community groups, embedded within focus geographical communities. They have made a substantial commitment to the project; to attend training, undertake the insight work, and participate in subsequent stages of the project (Phase 3). Throughout the training, it has been very clear that our Community Explorers are key influencers who are already well-connected to our target audience within their communities.

We would like to support the Community Explorer Network to continue having conversations about physical activity within their settings and with their peers, using similar methodology as phase 2 and phase 3 during the Development phase.

### **Community Champions**

A number of Community Explorers have shown that they have the skills, knowledge and understanding to support the LDP outcomes beyond their role as a Community Explorer. We want to capitalise on this opportunity and recruit fifteen ‘Community Champions’ who will be our advocates and influencers, embedded within community groups and organisations. They will be fully representative of our target audience, and will have a deep knowledge of their communities. Some Community Champions may be recruited from the Community Explorer programme, however we will do a wider recruitment across the voluntary and community sector to ensure that we have a more diverse group of community organisations, specific to different areas of Doncaster.

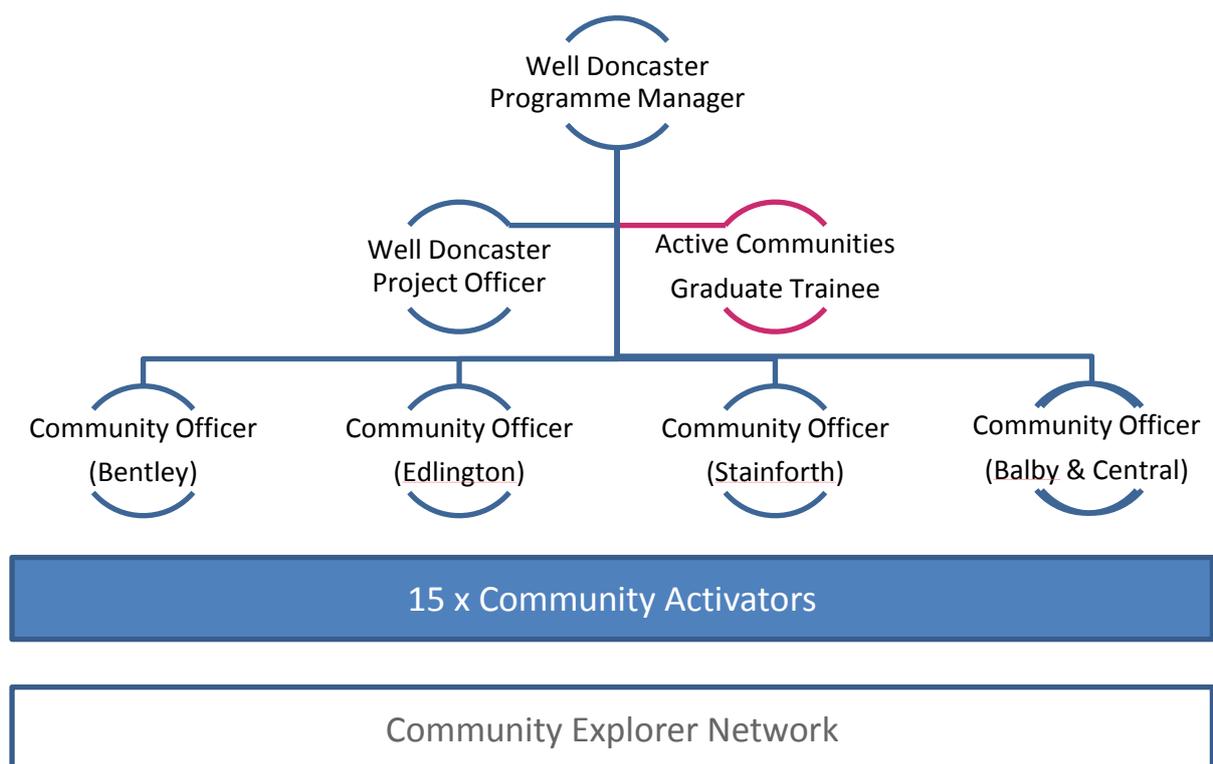


Diagram13 Embedded Well Doncaster and Active Communities Team

### Community Officers

Well Doncaster has expanded across four new areas of the Borough (Balby, Edlington, Stainforth and Bentley). The expansion will include the recruitment of two Community Project Officers from April 2019 (covering four areas). They will have a local presence and strengthen links between Well Doncaster, the community and local services. We will match-fund two posts within the Well Doncaster Programme; to ensure that the LDP remains fully integrated in the wider Team Doncaster community development approach and to embed physical activity within community-led conversations. We will use LDP investment to recruit two FTE Community Project Officers, who will join the Well Doncaster Team (see diagram 13). This relates directly back to our theory of change; giving us the capacity for the community to shape what it wants.

### Test and learn delivery

We need to be able to react quickly to what communities are telling us; either through financial investment, local connections or through bigger system changes. Investment for ‘test and learn delivery’ will enable us to act upon locally identified solutions quickly and at scale. This will be modelled and aligned with the Well Doncaster grants procedures, where a range of methods are used with local community groups and individuals to develop sustainable initiatives, projects and events. We know, through the Well Doncaster programme, that one grant system will not fit all. We aren’t able to determine what an

investment process looks like, because it is important that it is bespoke and co-designed with communities.

### **Operational Costs**

Regular engagement with our communities and voluntary sector groups will require a small budget to covering the cost of meetings, events and volunteer expenses. This will also include workforce development, embedding strength-based conversations within and across our Active Communities workforce.

## Future Parks Doncaster

Parks and open spaces are consistently identified through community engagement and our elected members as valued assets for our residents.

For example, ‘Doncaster Talks’ was a piece of insight and design research commissioned by Doncaster Council in 2017 to gain understanding of the motivations and barriers that exist around improving the health and wellbeing of people who live in the borough. People shared examples of a well-connected community and the characteristics well regarded by residents included places where there is easy access to high quality open spaces. They recognised the value of open space but those isolated by ill health are not necessarily accessing the assets that Doncaster has. Concerns voiced about protecting open space. Activities with a cost such as leisure facilities were highlighted as being unaffordable for families and therefore the provision of alternative free options was the challenge set by the ‘Doncaster Talks’ findings.

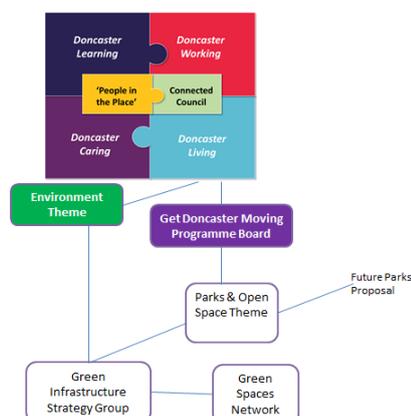
*"My village has a real sense of community and you can't go very far without seeing a familiar face. There's nice places to eat and some little shops, it would be nice to see further investment in the area to make community areas like the parks and green spaces more appealing."*

Within our appreciative inquiry approach taken as part of our Well North model in Doncaster, parks and open spaces were highlighted as being important to residents within one of our most deprived communities. Community led action is working on improving spaces so that the community feel safe and access these areas for a range of activities.

As with all local authorities, austerity has impacted on the potential for developmental investment in parks. We have been successful with small isolated changes such as funding to improve the paths within a couple of parks and the piloting of solar lights being a first for Doncaster, but we are need of a whole system review of our approach to parks and open spaces.

Discussions internally have taken place to look at ways to improve the parks and open spaces in Doncaster. It is one of 5 theme of Get Doncaster Moving which is one of the nine transformational priorities for the Borough (see diagram xx below). This supports Doncaster’s 10 year Physical Activity and Sport Strategy that identifies parks and open spaces as a key asset in addressing the inactivity levels of Doncaster residents.

There is currently an internal Green Infrastructure Strategy (GIS) group that meets to discuss areas of opportunity and has supported co-applications to a number of external funding bodies to develop our approach to parks and open spaces. This has recently fed into the emerging Environment Theme



of Doncaster Growing Together to develop Doncaster’s aspiration in relation to sustainability and to become a green city. The GIS supports the work of the Green Spaces Network which is a group of voluntary organisations and individuals that have a passion to improve the quality of their local parks.



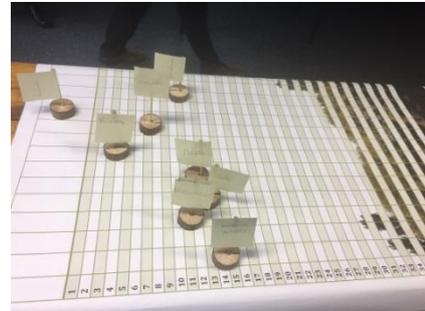
Diagram14 Vision Tree derived from workshops

This has led to Doncaster Council, on the behalf of the borough, developing an approach to gain a greater understanding and build a collective vision for Doncaster’s parks and open spaces.



Diagram 15 Consultation

There is a commitment by not only internal colleagues, but locally based partners and volunteers. We are currently in preliminary stages of consultation and development and have held an internal stakeholders workshop, including all relevant internal departments and extending the invite to local housing and Parish/Town Councils and a similar workshop with Doncaster Green Space Network; a collective forum made up from open space volunteers from across the borough, including members of friends of groups and individuals who engage positively with open spaces, alongside local authority representatives.



The workshops have been set out to understand how we can work collaboratively to improve our parks, increase usage and identify priorities, challenges and opportunities. The results of the workshop will act as checks and balances against the internal works we are progressing.

In addition, through social media we have recently commissioned site specific consultations against 23 open spaces across the borough; this consultation has received 1600+ responses within key locations, ranging from public parks, woodlands and amenity spaces. It has allowed us to begin to identify the general public’s priorities and concerns, how people use them, and gain a better understanding of the positive and negative reasoning behind why residents do or do not utilise their local open space. As a continuation of this we are looking to carry out a borough wide survey to further enhance this dataset, assisting in setting a benchmark from which we can reference development.

Emerging priorities for parks have been narrowed down to three aspects within both workshops on what was felt as the most important. The emerging priorities differed slightly across the two workshops and parks survey although there are some clear commonalities.

These priorities, in order of perceived importance were:

Order	Officer workshop priorities	GSN workshop priorities	Parks survey 2018
1	Physical activity	Safe/ Anti-social behaviour	Litter
2	Safe	Financed	Play
3	People	Basic facilities (e.g. toilets)	Walking routes/information

The main findings so far from the workshops and surveys are:

- The opportunities and mapping demonstrates the complexity of parks and open spaces; this should be built on to link up and coordinate work, to make the best use of resources available;

- Identify a ‘parks champion’ to promote and drive the focus on development and optimisation of quality parks and open spaces in Doncaster;
- Consider ways to improve perception of safety of the public using parks and open spaces in Doncaster

### What we hope to achieve

We have asked Nick Cavill to advance the work on the physical activity systems map for Doncaster. This will focus specifically on parks and open spaces (including blue space) which have emerged as a theme. By taking a systems based approach to parks and open spaces, we will be looking holistically at our provision. Identifying the changes most needed to set in motion a shift in our open space provision, engagement and improvements to working practices. This will enhance our offer and enable current and future generations the opportunity to actively participate in, enjoy and benefit from our open spaces.

In addition, utilising the in-depth insights we are gathering with our Community Explorers model, we hope to use this information to shape the way we engage our residents within this work and harness the opportunity we have to test hyper-local changes to support people to be more active.

From all the local evidence and systems mapping we have gathered so far we have developed our early thinking of the areas that we feel would support the development of Doncaster’s parks for the future.

Our thinking so far has been centred on 4 headline themes:



Diagram16 Open space themes

## Proposal

It is clear that parks and open spaces are an important asset to Doncaster and its residents as a way to provide free, local and accessible way for people to become active and stay active.

We already have the senior and political support to drive this work and would welcome the additional capacity and expertise to support our aspiration to develop our proposed themes into an effective delivery plan to embed parks and open spaces into the fabric of Doncaster's future growth. Currently we are gradually progressing but we have limited capacity to drive this forward quickly and respond to the opportunities as they arise.

Doncaster's Local Delivery Pilot's values are to ensure that we enhance social capacity and build on our existing assets ensuring that we do not duplicate what is already happening. Therefore we feel it is vital that Doncaster's Green Space Network is embedded into the transformational approach for parks and open spaces. To continue our reciprocity approach we would like to provide support to volunteers and their groups for their involvement via payment/vouchers to support the work that they do in parks.

We will then utilise this work to develop our plan to deliver an offer across Doncaster to support residents in using parks and open spaces for physical activity participation. An element of this would to investigate the use of blue space in Doncaster which currently has not been explored due to lack of capacity and expertise.

This approach will be developed with support from both the Green Infrastructure Strategy Group and the Green Spaces Network and will be supported with the programme management of Get Doncaster Moving with the Get Doncaster Moving Board overseeing progress.

## Doncaster's Evaluation Framework

The evaluation for Doncaster's Local Delivery Pilot will produce robust findings to be used to measure change locally and help to determine the future development of the LDP. This local evaluation process will support the national evaluation and will collect information on the key metrics required to assist the national programme evaluation. The Evaluation Framework currently consists of 3 elements:-

1. Evaluation partner
2. Active Lives Survey Boost
3. Systems Mapping

### Evaluation Framework

Doncaster Council, on behalf of GDM partners has undergone a procurement process to commission an organisation who can support the development and then deliver a detailed process and outcome evaluation of the Doncaster Local Delivery Pilot. It will improve our understanding of the action required at all levels of the local system to break down barriers to physical activity, especially among our priority cohorts; Inactive, People With Low Incomes and Families and Children – see specification in supporting document 9. We have been clear that we want this process to be co-designed by residents linking into our current Community Explorer work but also to leave a lasting legacy of a methodology and insight to be continued to inform our future approach.

### Active Lives Survey

Doncaster's Local Delivery pilot takes on a Borough wide approach in addition to focussing on the communities that are the most inactive enabling work to take place across the whole physical activity system. Owing to a lack of an established borough wide method of assessing activity levels, the Active Lives Survey sample for Doncaster will be boosted. This will enable better tracking of Doncaster's activity levels, allow for interrogation into some level of demographics and provide confidence in the changes that were reported.

### Systems Mapping

This process and outcomes have been described in detail in the earlier part of this document. We would like to repeat the process near the end of the proposed Local Delivery Pilot timeframe as a form of evaluation. Looking at the system further down the line would assist in the reflection of what has potentially changed. We would commission Nick Cavill to complete this work and provide independent analysis and review into the impact that the Local Delivery Pilot has had on Doncaster system to address inactivity. This will provide invaluable insight into what may be working well and what hasn't that will contribute to the wider learning of the national Local Delivery Pilots.

# Doncaster's Systems Leadership and Engagement



We want to continue our ethos of co-production and co-design. It has been designed into our current insight and evaluation work as a key philosophy. We feel this is the best way to challenge the status quo and to both individually and collectively deliver a gradual change in addressing the complexity of our inactivity challenge.



Our learning from our Summits, Networks, Programme Boards, Process Evaluation and Systems Mapping over the past 6 months has identified how important engaging with our local partners is. In particular we have been



impressed with the amount of support that has been offered to the Get Doncaster Moving and Local Delivery Pilot work. It is imperative that this stakeholder relationship is capitalised to enhance this level of engagement. This funding will support Doncaster's Local Delivery Pilot Team with the resources to drive this area of work and in particular when working in our communities.

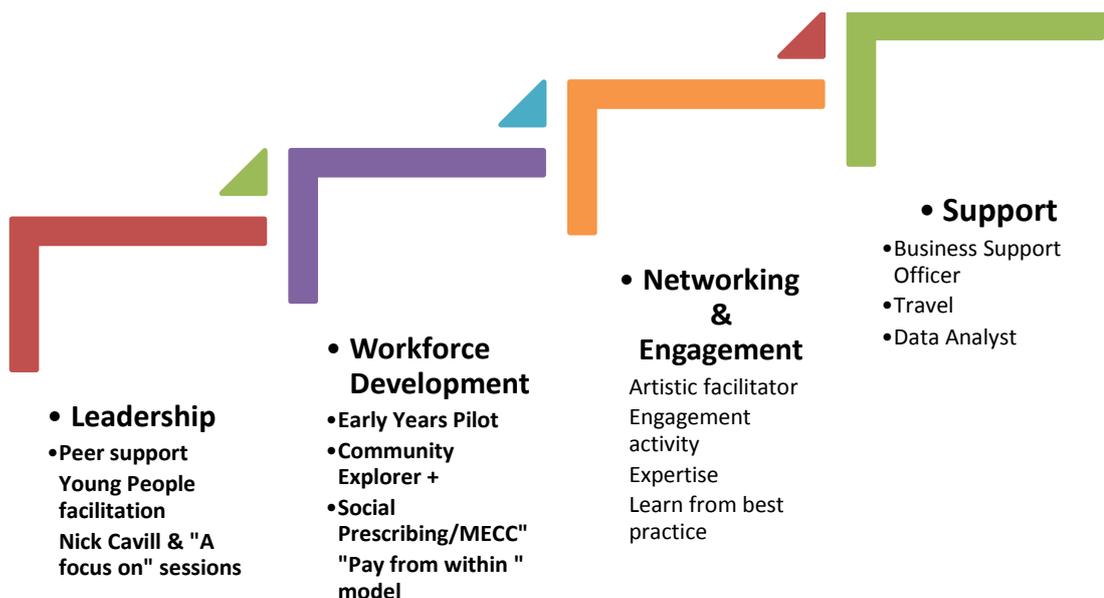


Diagram17

## Leadership

In Doncaster there is the potential for coherent and interconnected leadership at a local level in addressing inactivity. We are enhancing our strategic leadership across Doncaster to support system change for physical activity and sport with support from Team Doncaster. However, we recognise that unusual suspects and organisations outside of the sector won't be able to give huge amounts of time. Their expertise and connections are however critical. We want to test different methods of professional development and leadership engagement. This could potentially be a "pay from within" model – embedding staff within departments, Team Doncaster partners and wider organisations, to influence sustainable changes throughout partner organisations.



The use of the systems mapping approach with Nick Cavill has highlighted the benefits of the process to engage leaders at all levels. We would like to continue our work with local decision makers and elected members so not only can they support distributed leadership within their communities/organisations but communicate the complexity of the challenge and the need for system change to be sustainable.

We also want to use systems mapping methodology to test "a focus on" sessions that deep dive into emerging areas of potential approaches from our insight and systems mapping activity. For example, delivering sessions with senior decision makers on the political direction of active travel linking work from our community street audits.

## Workforce Development

Investing in physical activity advocacy, championing and enabling for the widest relevant workforces will help support individuals from our priority audiences that are outlined in our Theory of Change.

We need to activate professionals in all areas including spatial planning, early years, social care, psychology, sport and leisure, the media, trades unions, education and business to bring about radical change.

Our approach for workforce transformation would target our priority cohorts outlined in our Theory of Change; building on our 'Every Contact Counts' approach, supporting social prescribing and enhancing our community champions to embed physical activity advocacy into their day to day work. Recently our social prescribing service has been re-commissioned and is timely to start discussions on what their learning is to engage with individuals.

Professional and community champions will be supported in a distributed leadership approach building into the work already described in our Active Communities proposal and enhancing the approach to furthering the skills of staff and volunteers who have been trained in Making Every Contact Count.

A very specific approach we would like to develop is in regards to 0-5 year olds that would support our Young People and Families focus and support some of the medium outcomes within our Theory of Change. This is a result of the data that we have seen within Doncaster's Pupil Lifestyle Survey which showed that in 2017 only 8% of primary school children reported that they met the national recommendations for physical activity. This has recently been corroborated by the new Children's Active Lives Survey that demonstrated that Doncaster rate for inactivity was 73.8% ranking us within the bottom 10% of local authorities.

We have been working closely with colleagues leading on the "Starting Well" area of work and the 1001 days area of opportunity of the Place Plan. This has included the Head of Early Years, Public Health Specialists and Head of Family Hubs to identify areas of need in relation to encourage under 5 year olds to be active and meet the national recommendations. A recent survey of 77 individuals working with early years (private and public sector) highlighted the appetite and need to co-design a bespoke physical activity training resource. We would like to take advantage of this engagement with colleagues to prototype a resource that would provide staff with the tools needed to provide support to families and create an active environment within their setting.

## Networking & Engagement

Feedback from our Network and Summits highlight the value that is placed on these events to share best practice but also link Doncaster's physical activity system. The Local Delivery Pilot will not be able to capitalise on all of the opportunities that arise from our events but we can help supporting different sectors/organisations/individuals to come together.

### Working across the system

- It's complex – "in it together"
- It's about our ability to work together
- Need to focus on what we can influence/control
- Can't do all of this individually
- Don't measure success with the same criteria
- We need to work with local people/organisations/clubs to change their practice to be accessible for all
- How do we communicate to affect other parts of the system.
- Need to create a network to link – speed dating type events?? Virtual??

To influence this so we can use evidence based approach to addressing inactivity; we propose to share international/ national/ local evidence and good practice. Identifying a number of approaches and methods that can help support our colleagues and communities to translate insight, data and learning into what it means in their area of work. We want to commission work to fill gaps in our understanding, bring in expertise from identifying any gaps in knowledge regarding the different target audiences.

## Support

There is a fantastic amount of work taking place in Doncaster but it is at pace and we are honest that we are at times struggling to keep up. To ensure that we have enough capacity to take advantage of the opportunities that are arising through our engagement work, we have identified a number of areas that would help release the current Business Change

Managers and Programme Manager. This would enable them to focus on increasing advocacy with strategic leaders, stakeholders and our community organisations. We hope that this would provide the opportunity to work in an agile and flexible way to respond to the insight and learning not only from the Local Delivery Pilot approach but wider across the borough.

## Maximising the Impact of Major Sports Events

Since 2016 Doncaster has developed a reputation for Hosting major sports events and has established an event cycle over the coming years:

Year	Event	Comment
2016	TdY stage finish	No research, but anecdotal impact recognised by senior leaders
2018	TdY stage finish	Economic Impact Assessment Social Impact Assessment research piece 1 (funded via development award)
2018	England v Canada Women's RFU international	No research
2018	England v France Women's 6 Nations RFU International	No research
2019	TdY stage start	Social Impact Assessment research piece 2 (funded via development award)
2019	UCI Road World Championships start - Junior Women's and U23 Men's	Proposed research via accelerator investment
2020	TdY stage	Proposed research via accelerator investment
2021	TdY stage (unconfirmed)	Proposed research via accelerator investment
2021	Host Town, Rugby League World Cup, 3 games and Hosting of a team	Proposed research via accelerator investment



It is clear that major sporting events play an important role in engaging our communities to become more socially active and potentially for people to become active and stay active

This sequence of existing events provides the potential to test and learn, refining programme delivery and implementing across numerous communities. In particular, this profile of events provides opportunity to understand how different communities engage and

react as well as provide longer-term basis to establish robust learning of how to impact on the physical activity and sport decay curve

We already have the senior and political support to drive this event cycle forward and would welcome the additional capacity and expertise to further support the work so we can establish a robust delivery mechanism that maximises both the social impact and physical activity engagement that these events present and embed them into the fabric of Doncaster's future growth.

Currently we are utilising the research from 2018 TdY to plan our delivery and community engagement and will through remaining funds from the development award undertake further research to assess the impact of the initial recommendations.

The portfolio of international events and potential new events including one day events, multi day stadia events and singular stadia events provides an unparalleled opportunity to understand how they engage communities and the difficulties in ensuring we maximise impact.

## Marketing and Communications

Our work so far has produced volumes of valuable insight that needs to form a key part of our communications approach. We know that 'Doncaster' means different things to different

*Culture  
CHANGE*

people; we are a borough of communities rather than a homogenous geographical area. We also know, using the intelligence we have gathered during the first steps of our journey, that we need to hang our communications around the differences in capability, opportunity, motivation and behaviour (COM-B) within each of our communities and target cohorts.

Learning from the Systems Mapping process and extensive engagement activity has told us that extensive work needs to be done to engage with and influence our 'advocates' and 'business-to-business' stakeholders at all levels of the system. At a recent Summit event in Jan 2019, over one hundred organisations from Get Doncaster Moving partner organisations highlighted the importance of communications in underpinning systems change; their comments are summarised in diagram 18 below. In doing so, we anticipate that we can influence a number of components within and across the whole system, as a catalyst for systems change.

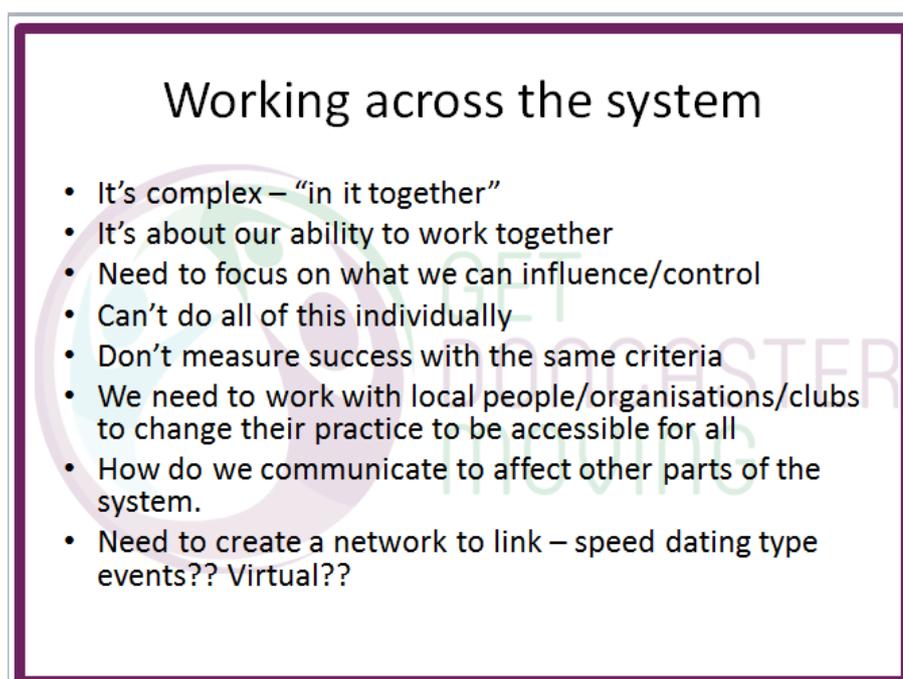


Diagram 18

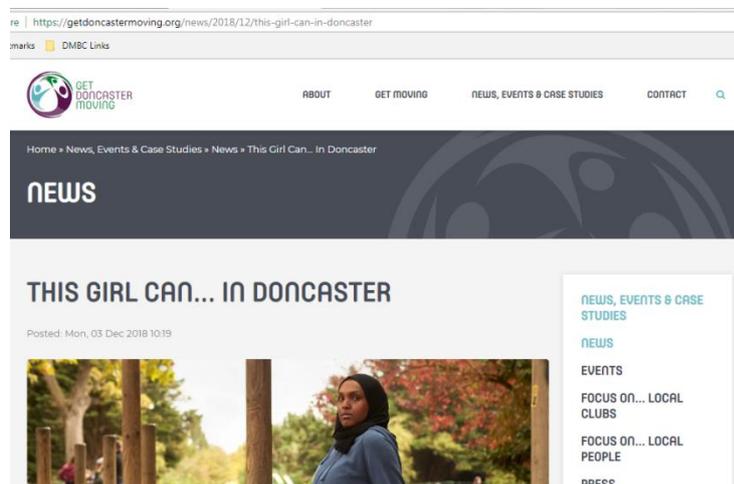
It is clear that we can't rely on big ticket borough-wide communications to deliver our objectives. Although raising the awareness of the Get Doncaster Moving brand and what it stands for will be a key element of any communications plan, it will not be enough to influence population and system change. Instead we will need to develop marketing and communications tactics that specifically relate to our theory of change by:

- Targeting individual communities and taking into consideration the specific challenges and audiences of that community. Co-producing with communities will be key to success.
- Engaging and influencing organisations who are operating and influencing the whole system of physical activity.
- Sharing the learning of our local delivery pilot locally, regionally and nationally

We aren't tackling this from a standing start; we have an online presence through the Get Doncaster Moving website ([www.getdoncastermoving.org](http://www.getdoncastermoving.org)) and Twitter accounts (@DoncasterMoving), and we have delivered a range of



stakeholder engagement activities over recent years. We also have the information and understanding that is required to develop a marketing and communications plan, but we don't currently have the resource or specific expertise in the team to turn this into a plan and to deliver it to meet the outcomes of our LDP. In order to build on the research and learning so far and have a meaningful impact on our outcomes, we need to work with a specialist marketing agency to help us develop and execute a comprehensive and effective marketing and communications plan.



We are flexible and open to working with an agency and their specialist expertise to design an approach that is in line with our theory of change. With this in mind, we can provide an outline of what the brief will include, but the specifics and detail will be worked through with our supplier:

- Design and creative
  - Co-production with our target cohorts and stakeholders
  - Developing strong design and creative executions

- Produce a toolkit of promotional materials that can be used on an ongoing basis
- Campaign management
  - Developing and delivering strong and impactful campaigns to meet the objectives and targets of the programme
  - Media buying
- Events
  - Co-producing social marketing approach to events and community engagement
  - Supporting existing mass-participation and major events that will generate excitement
- Ongoing PR support including:
  - Case studies
  - Press releases
  - pushing key spokespeople for relevant interviews with local / regional / national press
  - Leading on activity for key initiatives – such as national awareness days
  - Managing a reactive press office function and be prepared to support with any ‘crisis communications’ issues
- Online and social media management, to cover:
  - Supporting with the management of the GDM social media presence
  - Looking at other potential social media channels GDM could engage with more (e.g. You Tube)
  - Supporting with management of the website where required
- Developing and implementing a stakeholder engagement strategy
  - Working with all members to identify relevant stakeholders to target
  - Sending out relevant information to stakeholders (flyers / posters etc.)
  - Hosting relevant stakeholder events and supporting to build relationships
- Evaluation
  - Providing quarterly evaluation reports on all activity including:
    - Coverage books
    - Social media figures
    - Stakeholders reached

Our marketing and communications requirements are complex and specialist nature and we have limited expertise and capacity to manage a programme of this scale within the GDM LDP delivery team. We require the support of a communications professional to manage the contract with the chosen agency, ensuring that delivery remains in line with the agreed contract and outcomes of our LDP. We are able to access the support of a Communications Business Partner (CBP) within Doncaster Council, on a 1-day a week basis. The CBP has had extensive experience working within and managing contracts with multi-discipline

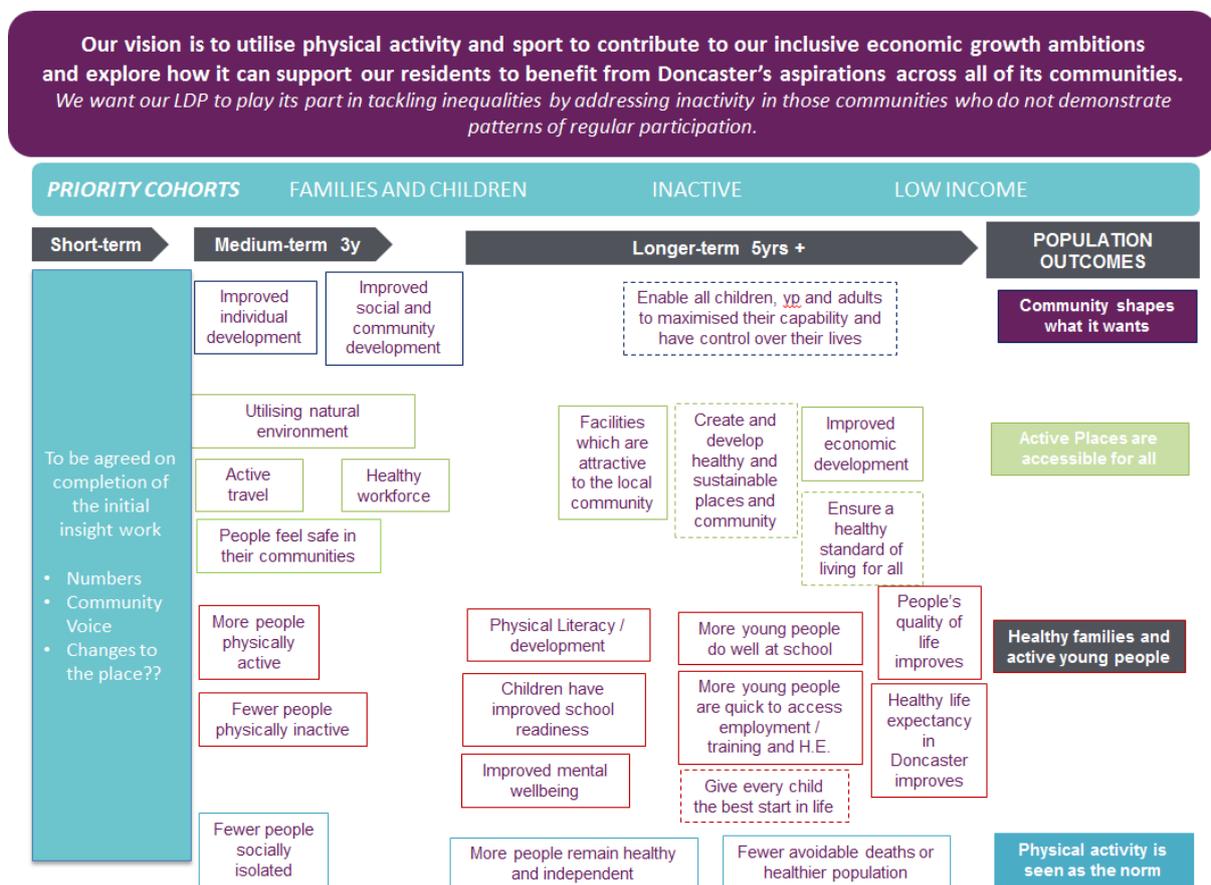
communications agencies, and also has a deep understanding of Get Doncaster Moving, our LDP and our ambitions for inclusive growth.

## Where we might go next...

We have described the chapters of our journey; of where we have come from, where we have got to and how the learning so far has informed our planning. Our proposals will move us a step closer towards our inclusive growth ambitions, but there are already emerging themes for us to consider beyond the scope of this investment plan.

### Our Short-term outcomes

Our theory of change shows how our long-term and medium-term population outcomes will contribute to our vision of physical activity & sport playing it's part in reducing health inequalities and our economic growth ambitions. At the time of writing this investment proposal, we are in the process of recruiting an evaluation partner, who will work with us to define and specify our short-term outcomes. We expect to have these identified by May 2019, and this will mark a significant point in our journey.



We see this application as another step in our journey working in collaboration with Sport England to understand better how to enable our citizens to become more active as we further develop our whole-place / whole system approach in Doncaster. We know that this application represents another significant step forward, but we view this as a foundation phase which we will continue to build upon with further pathfinder and / or accelerator applications to Sport England in the future. Our system mapping work has helped us to be

clear about where we feel the gaps are; some of our initial ideas of those gaps are outlined below and as we write this we want to highlight that we will now explore these areas in closer detail and test them with our communities. We need to see if they provide systemic opportunities to disrupt and energise the local system in a different way, to the benefit of our citizens. These areas may form the basis of a future application(s) but we want to be led by our residents and focussed on those opportunities which we feel could make significant in-roads into changing the social norms in Doncaster.

## Children and Young People

Families and children are a priority cohort within our LDP. In the early chapters of our story, we knew that we had challenges with the physical inactivity levels of our children and young people. Our Pupil Lifestyle Survey, conducted in 2015 and again in 2017, showed the low level of children meeting the national recommendations. Table 2 compares the results:



Pupils responded that they did PA for an hour or more that caused them to get out of breath and/or sweaty on at least 5 days in the week before the survey.	2015	2017
Primary School	7%	8%
Secondary School	8%	10%

Table 2

In December 2018, the picture of inactivity among our young people unfolded further when Sport England published the first ever Children and Young People’s Active Lives Survey. A summary of the results in table 3 that Doncaster school pupils were ranked in the Bottom 10 nationally for averaging less than 60 minutes of activity per day. The Doncaster rate of meeting the CMO guidelines of 60 minutes a day was 11.1% against a national average of 27.7%.

Metric	Don Rate (%)	National Rate (%)	National Rank	Total LA	Total LA with Results
30 minutes or more every day <sup>1</sup>	11.1%	27.7%	297	324	297
An average of 30 minutes or more a day but not every day <sup>1</sup>	15.1%	11.8%	29	324	222
Less active (less than an average of 30 minutes a day) <sup>1</sup>	73.8%	60.5%	9	324	314

Table 3

We have built in further investigation about our children and young people to the Behavioural Insights work with Sheffield Hallam University, funded by our LDP Development Award. In the door-to-door surveys conducted in phase 1, households were asked about the activity that their children do outside of school each week, therefore it may be that the young people in these households may be more active than reported due to being active at school. In total there were 305/1200 households living with children and young people and

the average amount of physical activity a young person did outside of school is **160 minutes** per week. However, table 4 shows that in some communities, the averages can be as low as 30 minutes.

Area	Physical Activity		
	Number of Households with Young People	Mean (minutes)	Standard Deviation
<i>Balby</i>	46	78.91	100.63
<i>Balby Bridge</i>	12	30.83	35.73
<i>Denaby</i>	16	36.56	93.43
<i>Edlington</i>	41	162.11	347.91
<i>Intake</i>	29	206.98	275.11
<i>Wheatley</i>	38	84.37	143.06
<i>Carcroft</i>	45	173.89	290.02
<i>Stainforth</i>	78	261.38	291.03

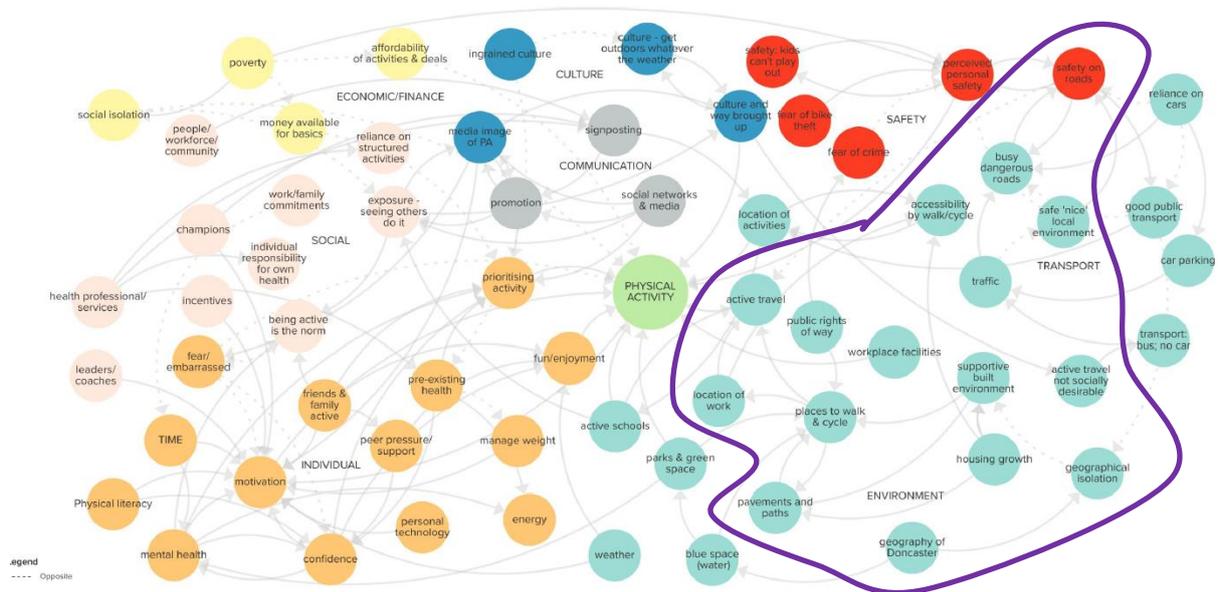
Table 4

Set within a backdrop of relatively high, and increasing inactivity levels, Doncaster has a wide range of delivery partners, connected both through the Get Doncaster Moving Network and the EXPECT Youth partnership. We are also one of twelve areas in England chosen by the government as an opportunity area (OA), designed to unlock the potential of our young people through education.

We need to understand how we can connect the existing resource and infrastructure surrounding children and young people, in order to have lasting changes with children and their families. We will facilitate engagement with leaders of the children and young people agenda across the Doncaster Growing Together Portfolio. We anticipate that this will open up new opportunities and energy to influence system changes that will help to influence physical activity levels of families and children.

## Active Travel

Active Travel has been highlighted with our systems mapping as a key strategy to improve general physical activity levels of the people of Doncaster. This was highlighted as it is a particular method which incorporates physical activity into daily routines which may be more successful for those facing time constraints.



This supports the work that has taken place via the Doncaster Active Travel Alliance including the adoption of Doncaster’s Walking Strategy, development of separate walking and cycling policies in our Local Plan and the recently commissioned Cycling Strategy. We were successful in securing internal funding via Doncaster Growing Together for:-

- **Walking Officer** - to deliver the implementation of the Walking Strategy & perform Community Street Audits providing community insight into local journeys made by residents.
- **Active Travel Auditor** - to provide a mandatory systematic process applied to planned changes to highway and other infrastructure/ developments, which is designed to ensure that opportunities to encourage walking and cycling are considered comprehensively and equally important, that walking and cycling conditions are not made worse by proposed changes.
- **Cordon Counts** – expanding the number of sites and frequency of our travel counts in order to increase our confidence of the data.

More recently there has been the opportunity to contribute to Sheffield City Region’s submission to the Government’s Transforming Cities Fund. This highlights the importance of investment in inclusive and healthy active travel solutions as part of a reliable, sustainable transport system based on the evidence that across the City region 71% of all trips are still made by car.

Supporting active travel brings a number of co-benefits; helps to address our transport challenges and achieving our growth potential, help address air pollution and embeds physical activity into individuals daily lives.

Doncaster Council on behalf of the borough is fully committed to utilising this opportunity for significant infrastructure investment to bring about a step change in Doncaster's active travel participation. It will provide a pivotal phase of transformative strategic cycling and walking infrastructure planned for Doncaster. We know from our Walking Strategy that there are approximately 12,000 Doncaster residents who live within less than 20 minutes' walk to work but currently do not do so. Our adopted Walking Strategy has clear ambitions for Doncaster *to be a place where walking is an integral part of everyday life and walking is the first choice for short journeys.*

We have applied for a transformational package of schemes to open up new active travel routes across the Borough through the Transforming Cities Fund. Key packages in this scheme include the creation of cycle lanes, new cycle and pedestrian crossings, and a series of strategic cycling and walking improvement works to deliver new active travel connections. With the potential of significant level of funding it is critical that we ensure that this is supported by an approach that provides residents with the capabilities to utilise the opportunity that new active travel infrastructure provides to be more physically active.

### **Doncaster Future Parks**

Earlier we described the amount of work that has already taken place but we are clear and honest that we do not have the resources or expertise to develop this at the pace we would like. We hope to commission leaders in the field to develop specific sustainable investment opportunities utilising insight that they have gathered and build on the systems mapping that Nick Cavill has produced. We envisage that this work will take approximately 6-8 months and therefore will be aiming for this to be part of future investment proposal.

### **Workforce**

The systems mapping process has raised challenges and opportunities relating to shared and strategic leadership across the system. However, we feel that there is a wider workforce who can influence physical activity levels down to a community level. Broadly, this is referring to individuals on the 'front line' and how they can influence physical activity levels:

- Delivery staff (paid and voluntary)
- Support and administration staff (e.g. receptionists)

We feel that this is a particular area to focus that can contribute to sustainability across our systems taking learning from our partners who are also developing approaches.



**CULTURE  
CHANGE**

**LEGACY**

## Appendices – Useful links

You may need to copy and paste the links in to your web browser.

- LDP Stage 1 application - <https://getdoncastermoving.org/uploads/lpd-stage-1-application.pdf>
- LDP Stage 2 application - <https://getdoncastermoving.org/uploads/lpd-stage-2-application.pdf>
- Stakeholder views at GDM Summit 2019 <https://www.youtube.com/watch?v=X0HLIttVCq4>
- GDM Local Heroes <https://www.youtube.com/watch?v=kA-xQ8Kt8lc>
- Doncaster Growing Together Strategy <http://www.doncaster.gov.uk/services/the-council-democracy/doncaster-growing-together>
- Doncaster Talks Report <https://www.uscreates.com/wp-content/uploads/2018/03/Doncaster-Talks-A-customer-insight-report-for-Team-Doncaster-1.pdf>
- Well Doncaster <https://welldoncaster.wordpress.com/>
- <http://ideas-hub.org.uk/ideas-hub/well-doncaster/>
- due north report - <https://www.gmcvo.org.uk/system/files/Due-North-Report-of-the-Inquiry-on-Health-Equity-in-the-North-final.pdf>
- SHU CBPR report - <https://getdoncastermoving.org/uploads/shu-awrc-doncaster-community-engagement-in-pa-lit-review-final-version-v-8.pdf>
- Social Impact Assessment of the Tour de Yorkshire (2018) - <https://getdoncastermoving.org/uploads/the-social-and-economic-impact-of-events-report-5-8.pdf>
- Doncaster opportunity area: <https://doncasteropportunityarea.co.uk/>