

Doncaster LDP Evaluation

Year 1 Report

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01. INTRODUCTION

This section of the report introduces the Doncaster Local Delivery Pilot, how it is being evaluated, and the focus of this report.

The Local Delivery Pilots

Sport England is funding 12 areas in England to develop Local Delivery Pilots (LDPs). The vision for the LDPs, as set out in Sport England's *Towards an Active Nation*¹, is for the 12 areas to trial different place-based approaches to tackling physical inactivity nuanced to their local context. The 12 LDPs were announced in December 2017 and collectively reflect a diverse range of places in terms of location, population size and demographic profile. A range of communities are represented, from entire counties or local authority areas to specific defined geographical communities. Further information about the LDPs can be found [here](#). The Metropolitan Borough of Doncaster is one of these 12 LDPs.

The Doncaster LDP

Doncaster's selection as an LDP was the culmination of collaborative activity spanning two years to make physical activity and sport a key contributor to the achievement of the borough's ambitions for its residents. Efforts commenced in 2015 when the Director of Public Health identified physical activity as a public health priority: one in three adults in the borough were doing less than 30 minutes of physical activity per week, which contributed to a range of poor health outcomes. Following this, Doncaster Council and Yorkshire Sport Foundation (YSF) jointly commissioned a review of physical activity and sport in Doncaster in January 2016. The recommendations of this report led to:

- embedding YSF staff within Doncaster Council to engage wider partners in their aims;
- physical activity being included as a key strand of work in 'Doncaster Growing Together' (DGT) – the Strategy for the Borough – in 2017;
- the launch of 'Get Doncaster Moving' (GDM) in October 2017 (formerly Doncaster Active Partnership) to lead on the delivery of the ten-year Physical Activity and Sport Strategy;
- the buy-in of wider partners to tackle inactivity in the borough; and
- the formal launch of the GDM brand in February 2018.

The inclusion of Doncaster in the 2016 Tour de Yorkshire (TdY) route further supported this by acting as a major influencer in the area – not only to promote physical activity and sport but also to appreciate the wide range of outcomes and impacts it can bring about.

The Doncaster LDP is managed through the GDM Advisory Board and sits under the strategic local partnership (Team Doncaster), DGT, reflecting its importance in Doncaster.

¹ Sport England (2016), *Sport England: Towards an active nation – Strategy 2016-2021* London



On a day-to-day basis it is managed by the LDP Core Team, which includes staff from Doncaster Council and is supported externally by capacity from Sport England. Although Doncaster already had GDM prior to funding, the LDP has been described as enabling Doncaster to increase its capacity and resources in order to implement change more quickly and in greater depth.

The LDP set out to achieve two main outcomes: systems change and increased physical activity among residents. Systems change is intended to enhance capacity for the strategic leadership of physical activity by both strengthening and expanding the network and challenging partners to proactively and autonomously consider how they can enhance physical activity levels in their day-to-day work. Those for whom physical activity is not a core responsibility are integral to this approach, as are communities who are empowered to take responsibility for addressing barriers to physical activity in their areas. Central to this approach is the belief that population change in terms of increased physical activity will follow as a result. The LDP Core Team set out, using Pathfinder investment funding, to understand how they could influence change through adopting a test-and-learn approach. They initially have focused work on five main strands: system leadership and engagement, Active Communities work, Future Parks, major events, and marketing and communications.

While the LDP is a Doncaster-wide approach, three priority groups have been identified:

- the inactive – those who undertake less than 30 minutes of physical activity per week;
- families with children and young people; and
- people living in income deprivation (including those in low-income and/or precarious work).

The Doncaster LDP is halfway through an initial two-year funding period and is delivering a range of key activities (as described below). The LDP is considering sustainability and planning for the period after this initial funding has ended. Doncaster LDP has recently submitted a further Investment Plan to assist with this to secure funding which can be profiled until 2025.

Key activities undertaken in the last year

Over the last 12 months, the LDP has undertaken a wide range of activities to contribute to the achievement of its main two outcomes. These activities are summarised to provide context to the evaluation's findings. It follows that they are not intended to provide an exhaustive account but are rather illustrative examples to aid the interpretation of the findings emerging from our activity.

System leadership and engagement

Activity has continued to build connections and partnerships both within and outside of Doncaster Council to enhance the strategic leadership of physical activity, especially among those for which it is an important, but not a core, responsibility. The LDP Core Team has sought to identify, engage and nurture relations with key individuals and organisations to ensure the inclusion of physical activity and sport within work and



enhance capacity to drive forward this agenda in the future through distributed leadership. This has resulted in notable successes spanning the full socio-ecological system in Doncaster, including a strong collaboration with Team Doncaster's Children and Families Executive Board (resulting in a commitment from cross-sector senior leaders to embed physical activity in their work), Early Years (through collaboration on the 'Starting Well' programme), and the Primary Care and health sector (through the Health and Wellbeing Board and Doncaster Clinical Commissioning Groups).

Active Communities work

Active Communities builds upon the work of Well Doncaster in Denaby, an Asset-Based Community Development (ABCD) approach to health and wealth which empowers local people and trusts communities to shape their future. The four Well Doncaster Officer posts match-funded by the LDP (resulting in a dual role designed to fulfil the objectives of both Well Doncaster and the LDP) have now successfully been filled, enabling Well Doncaster to expand from supporting one community (Denaby) to seven communities by July 2019. The officers have worked to gain the trust of local people and organisations in this period, and support residents, groups, organisations and services to work together. To help this work, Positive Action Groups (PAGs) have been developed in most of the areas; these are community neighbourhood groups supported by an officer.

Alongside this, Well Doncaster Officers have been managing the Active Communities Grant, which launched in December 2019. Local people, groups and organisations can apply for up to £500 to support Doncaster residents to be more active through initiatives that create the right conditions for people to 'get out and about more' and be active where they live. Since the grants were launched, over two investment rounds a total of 16 initiatives have been awarded with funding to the value of over £7,000.

Future Parks

In October 2019, Future Parks consultants were engaged to support this work. They have been commissioned to provide the Council with the expertise and capacity to deliver actions to improve the parks and open spaces in the borough. The actions identified build on:

- insight and learning gathered from previous engagement activities;
- a systems mapping exercise for Doncaster's parks, conducted in March 2019; and
- a workshop in April 2019 which used this aforementioned information to develop a work plan to support the Council's approach to parks and open spaces.

Since their appointment, the Future Parks consultants have engaged in a variety of activities including delivery of a visioning workshop with partners; design and dissemination of a volunteer survey; site assessments of 15 parks across the borough; developing bespoke park plans; and producing a proposed schedule of improvements to 15 parks. This culminated in the submission of a draft Doncaster Future Parks Evaluation Framework in March 2020.

Major events

2019 and 2020 have seen Doncaster host several major sports events. In February 2019, they were host to a Six Nations Women's International Rugby match. In May of the same year, Doncaster held its first-ever TdY stage start, followed by two stages of the UCI Road World Championships in September.

During the 2019 TdY, several interventions were piloted to determine what works in practice to both increase engagement and physical activity in the local community. A micro-grant scheme (for up to £200) was developed to support community groups to set up events in target areas (e.g. to fund refreshments, decorations, seating and tables). Both on the day and in the longer term, interventions were similarly piloted and tested during the 2019 UCI Road World Championship.

The major event strand is currently being evaluated by Leeds Beckett University. This is a rolling programme which involves piloting interventions, evaluating their impact and then re-designing, or designing new, interventions for future major sports events.

Marketing and communications

In October 2019, the marketing organisation BJL Group was procured and work began on the marketing strategy, supported by a communications professional in the Council. The concept has been developed and co-produced over a six-month period with stakeholders. Ideas were tested with different community groups and informed one agreed approach to be tested in the two identified communities of Denaby and Balby. The campaign 'No body should be stopped' acknowledges the role that environments play in determining behaviour; this will be subject to a 'soft launch' in the aforementioned pilot areas prior to a high-profile launch Doncaster-wide, using the pilot areas as proof points that they are already on the journey. This will be followed by localised campaigns across each community that will evolve in response to the learning emerging from the experience in each place.

Contextual factors

There are a range of contextual factors which affect the work and achievements of the LDP, and must be taken into consideration when examining evaluation findings:

- Doncaster Council had already identified physical activity as a strategic priority in DGT, prior to their selection as an LDP, and therefore had already made some progress in their journey towards system leadership. GDM brought together a group of partners committed to the agenda. This supported Doncaster to gain LDP funding as they already had a commitment to tackle physical inactivity.
- Well Doncaster was established prior to the LDP focusing on Denaby in Doncaster. This allowed the team to 'test' an element prior to LDP funding which could then be developed in response to learning and rolled out into new areas quicker than would have been possible in the absence of this intervention.
- Prior to the LDP, Doncaster had secured a number of major sport events to be hosted in the area. The TdY prior to the LDP was seen in particular as a key change moment that encouraged stakeholders to recognise the value of physical activity.

- Doncaster has large rural areas with green and blue space. While this provides opportunities for residents to be active, it also fragments the area, with different communities disconnected due to poor transport infrastructure.
- A climate and biodiversity emergency was declared in September 2019, with active travel being seen as one way to help support this work.

About the evaluation

Aims and objectives

CFE is undertaking a process and outcome evaluation of the first two years of the Doncaster LDP to understand ‘what’ happens as a result of the pilot, and ‘how’ and ‘why’ change occurs. The evaluation will inform how the Doncaster LDP evolves, as well as contributing to the national evaluation, producing evidence to help the LDP to understand how it can achieve whole system change for the lasting benefit of local people.

The evaluation has four key elements:

- **Systems Outcome:** focuses on the whole system approach, connections, partnership dynamics and changes within the socio-ecological system locally. This will enable the LDP to better understand the interactions between people, structures and processes that work together to make up the local physical activity system.
- **Population Outcomes:** centred on the interventions delivered to, and the impact on, participants.
- **Community Voice:** capturing ‘what works for whom in what context’ and the impact of the work on individuals and communities.
- **Learning:** of the Doncaster Local Delivery Pilot, to capture how things have been done and what could be done again in the future.

Evaluation activities undertaken over the last 12 months

The last twelve months of the LDP evaluation, following on from the Baseline Report, comprised the elements outlined below.

Annual partner survey including Social Network Analysis (SNA)

In January/February 2020, an online survey was undertaken with representatives from Doncaster Council and identified partners for a second time (the first was conducted in July 2019). The questions sought to explore any changes in i) attitudes and perceptions in relation to the physical activity system within Doncaster (Part 1); and ii) professional networks both within and outside of the Council to inform the SNA (Part 2). The survey was disseminated by the Director of Public Health to members of the physical activity system (both those involved in the baseline survey and those new to the system in the intervening period) who were, in turn, requested to forward it to other partners with whom they work. In total, 49 responses were received to Part 1 and 35 to Part 2.

Stakeholder interviews

Working with the LDP Core Team, key stakeholders were identified for interview. These included a mix of longitudinal interviews, with stakeholders interviewed during the

scoping phase and standalone ones consulted further to developments specific to that time. Telephone interviews lasting up to one hour were undertaken with nine representatives from across Doncaster Council, the LDP Advisory Group and other key partners. The interviews were undertaken to:

- explore their role and how it is linked to the work of the LDP and Get Doncaster Moving;
- understand their views about how physical inactivity is being addressed across Doncaster;
- examine their perceptions of LDP and Get Doncaster Moving's work to date and any changes in the last 18 months; and
- identify any early impacts from LDP and Get Doncaster Moving's work.

Residents' Panel

A panel of Doncaster residents was set up to respond to short online surveys and polls to explore their perceptions of physical activity and awareness of Doncaster Council's actions to tackle inactivity. A total of 250 residents were recruited by the evaluation team and the Well Doncaster Officers were responsible for recruiting up to a further 50 residents from the Active Community areas. Panel members are aged 16 and over. The panel represents all of Doncaster but is boosted for the five target Active Communities and the three priority groups (physically inactive, low income, and families and children). At the time of writing, the panel had 284 members. Panel members are incentivised to complete the surveys and polls, receiving £5 and £2 respectively for each one completed. One survey and one poll have been conducted with the Residents' Panel in advance of this report. The survey explored residents' perceptions about physical activity and the poll examined residents' awareness of major sport events in Doncaster. In total, 216 and 196 panel members responded to the survey and poll respectively.

Community site visits

Research was undertaken with Well Doncaster Officers and residents about the work of the LDP. The individuals interviewed in each area varied according to local circumstances but included the Well Doncaster Officer, a member of the Community Explorer Network and residents who had been involved in local activities. The residents interviewed received thank-you payments of £5. The interviews covered what activity had taken place to date, what had worked well and less well, and any emerging impacts.

Process learning sessions

Two facilitated process learning sessions were held with the LDP Core Team in February and March 2020. At the first session, the priorities for the process evaluation and method were considered and agreed. This was in response to the national evaluators, IFF Research, and Sport England affording local evaluators greater flexibility to align the individual objectives of the LDPs. This session also considered what has worked well and less well, focusing primarily on the system change strand of work. The second session used the emerging findings for this report to stimulate discussion with the LDP Core Team about their process learning.

About this report

This report summarises the key findings emerging from evaluation activity undertaken by CFE in the 12 months since our Baseline Report in March 2019. It focuses on process learning and early outcomes and impacts, and is structured in three main chapters. **Chapter 2** summarises progress towards system leadership, including challenges encountered, while **Chapter 3** focuses on system change at the local level through references to the Active Communities work. **Chapter 4** considers the findings emerging in relation to major sports events and **Chapter 5** summarises our emerging conclusions.

02. PROGRESS TOWARDS SYSTEM CHANGE

This section describes the progress made towards system change 12 months into the pilot, based on research with partners and key stakeholders in Doncaster.

The current physical activity system in Doncaster

The current network

The current physical activity network includes a wide range of different types of organisations. Figure 1 shows the current physical activity network as of January/February 2020 drawing upon the SNA.

Key defining features of the network are:

- Doncaster Council is represented in the network by the darker green circles. As reflected in the interviews, they are important to the network based on the large number of circles and their position close to the centre of the network;
- those individuals with the highest number of connections in the network are key members of the LDP Core Team (some members of the Core Team are permanent posts not funded by the LDP) or funded LDP positions, highlighting the continued reliance on these within the network;
- there are some key individuals who are part of Doncaster Council who have a large number of connections positioned at the centre of the network and form a ‘bridge’ between others on the periphery; and
- only a small number of people who responded to the survey did not consider themselves to be part of the physical activity network in Doncaster (indicated by individuals with no ‘lines’ connecting them to another person).

Figure 1: The physical activity network in Doncaster – January/February 2020. Partnership survey 2020.

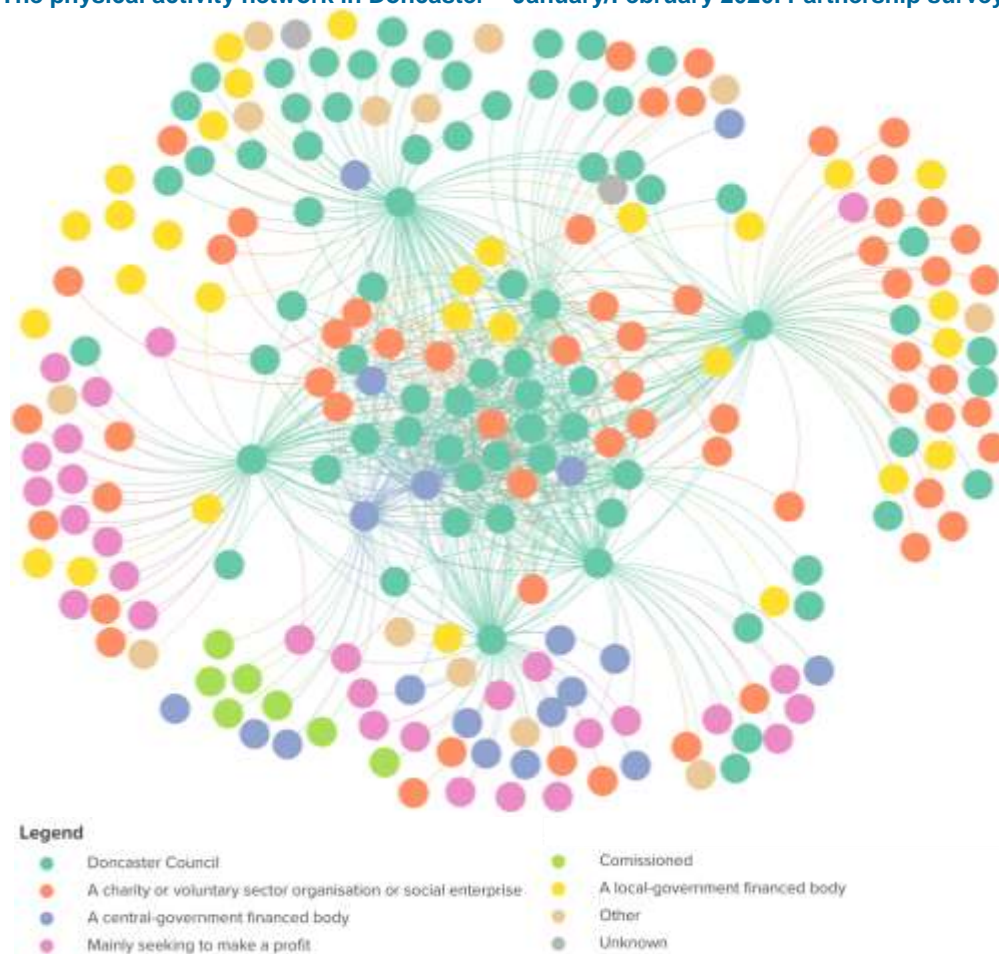
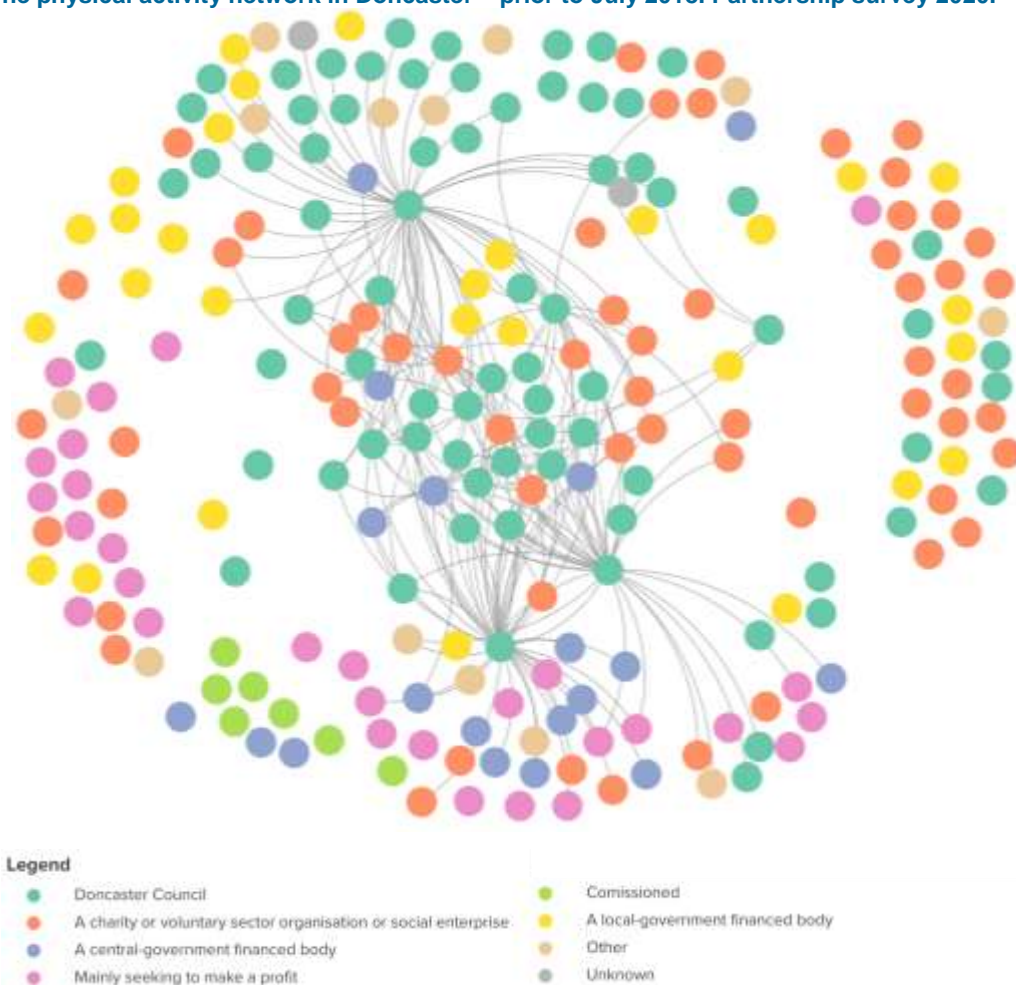


Figure 2 shows the connections of survey respondents who reported that their professional relationship to increasing physical activity in Doncaster was developed prior to the LDP's establishment in July 2018. In total, 70% of the 665 connections in the network were established after the LDP started. Many of the circles in the diagram do not have any lines joining them to people operating in the network; this indicates that they are new relationships. Also, more of those operating near the centre of the network are working with each other, with a greater number of 'lines' joining them in Figure 1 when compared with Figure 2.

The increase in connections is partly due to individuals who have been recruited using LDP funding; all connections linked to these people are therefore new. Some of the new roles, such as the Well Doncaster Officers, are key to the development of the network as a key part of their role is to develop community relationships. However, this is not the case for all individuals and highlights that significant progress has also been made by those already in the network forging new relationships.

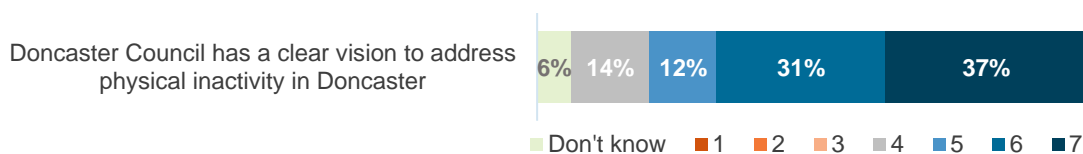
Figure 2: The physical activity network in Doncaster – prior to July 2018. Partnership survey 2020.



The role of Doncaster Council

The majority (80%) of respondents to the partner survey agree ² that Doncaster Council has a clear vision to address physical inactivity in Doncaster. No one disagreed with this statement. These findings reflect those of the baseline partner survey in July 2019.

Figure 3: Views on Doncaster Council's vision. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



Partners and stakeholders interviewed similarly report that Doncaster Council has a clear vision to tackle physical inactivity. Having a long-term strategy was frequently cited as evidence of this. The strategy ensures the LDP funding is not considered a short-term intervention but rather supports the long-term vision to tackle the multiple barriers to inactivity:

² By scoring this statement 5, 6 or 7 on a scale from 1-7, where 1=strongly disagree and 7=strongly agree.

“They're trying to do things differently... it is refreshing to see them set out a longer-term vision for physical activity in the borough and try and underpin the facts that there's not one reason why someone's not physically active... they haven't reverted to type and gone to what I've seen other councils do and deliver just loads of activity and hope that that helps getting people more active.”

— Stakeholder/partner

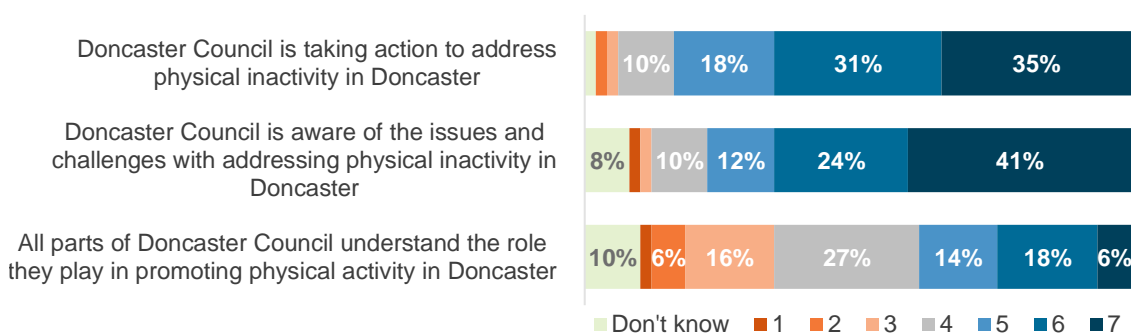
Alongside having a clear vision, interviewees report that Doncaster Council plays a critical role in the current physical activity system, driving forward the work of GDM which includes the activities of the LDP. They are seen as driving changes across the area and bringing various partners together to tackle the collective problem. Interviewees perceive that tackling physical inactivity within the Council is being driven by the Public Health department in the Council, and primarily by those individuals in the LDP Core Team (as reflected in the SNA above). Over the last 18 months, some partners describe seeing a notable change in how much influence the team has on the system and that the new relationships they are developing with partners enable them to make changes:

“Some of those people have been now allowed to flourish. So the people I directly work with... they've been able to actually move forward agendas, get onto planning, get involved in decision making.”

— Stakeholder/partner

The majority of respondents to the partner survey agree that Doncaster Council is taking action to address physical inactivity and is aware how challenging this is. There is, however, a widely-held view that not all parts of the Council understand the role they play in promoting physical activity in Doncaster, which has not changed since the partner survey in 2019 (Figure 4).

Figure 4: Views on Doncaster Council’s role in tackling physical inactivity. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



Those interviewed describe how progress has been made with some other departments within the Council (outside of Public Health). Although existing relationships were already held with some prior to the LDP, progress has been made with a move towards joint working rather than simply information sharing, evidenced by the development of joint policies. Another example of how physical activity is gaining importance within the Council is that the most recent physical activity strategies have received whole Cabinet attention



rather than sitting with an individual cabinet member. In part this was reported as a result of the prominence of the LDP funding and the regularity of updates it necessitates.

Several interviewees indicated that greater joint working and engagement across the Council's departments should continue to be an area of focus:

“I think there's a clear vision, yes. Particularly at director level and cascading down into the various departments. I think there are some departments that still don't get it and who still work in isolation.”

— Stakeholder/partner

Engaging new partners

The findings from the SNA and the interviews confirm that a wide range of new partners have been engaged in the work to tackle physical inactivity in Doncaster. So far more success has been made in engaging partners where individuals already recognise the importance of physical activity. There has been more limited success with those who do not already recognise the importance of physical activity or where it is not central to their role.

Key factors critical to successful engagement of partners (including those in Council departments) identified so far include:

- Drawing upon existing professional relationships (sometimes built over years) and not necessarily based on tackling physical inactivity. Mutually beneficial relationships are critical to this; whereby individuals provide support to colleagues in the anticipation that the favour will be returned to enable them to advance their own objectives.
- Working with individuals in partner organisations/departments who are passionate about their own work and the remit of their organisation rather than perceiving it as 'just a job'.
- Raising awareness about what the LDP is trying to achieve and sharing success stories.
- To gain buy-in from senior leaders, it is important to prove things work, especially in a complex system. However, this can require time to test initiatives on a smaller scale and gather the necessary evidence to demonstrate what is effective.
- Identifying the right time to engage with a new partner, taking into consideration their capacity, and also considering the strategic offer, such as identifying how tackling physical inactivity can support them in their role:

“We bide our time... we are building our relationships, we are showing how we're supporting their outcomes. We are sharing what we do and how we fit in their agenda.”

— Stakeholder/partner

- Maximising what some individuals consider to be 'business as usual' opportunities (such as engaging individuals, undertaking meetings, organising presentations), are all critical in bringing about system change and spreading the message.

- Having stability in the Core Team and key partners to ensure knowledge and momentum is retained and staff are able to develop in their roles. This has been important in not only engaging partners but progressing the whole LDP.

There was agreement from those interviewed that more work is needed to engage under-represented departments in the Council and different partners. Examples suggested through the interviews included:

- GPs
- Social prescribers
- Schools
- Businesses
- Cultural sector
- Local politicians

A wide range of challenges have been identified when engaging any new partner in the physical activity system. These differ depending on the remit or organisation type or the seniority of the individual involved:

- Capacity to engage in the work when there are multiple competing priorities. This is perceived as even more difficult for senior leaders, especially in the Council.
- Encouraging partners to engage with GDM when not utilising a traditional funding approach for physical activity opportunities. While the funding was helpful to act as an initial hook to engage partners, some disengagement has occurred as they have realised they will not be funded to run activities.

“[There are] Providers sat around the table that are getting annoyed at our approach because it’s not actually giving them what they want...they haven’t got any incentive to buy into this differently.”

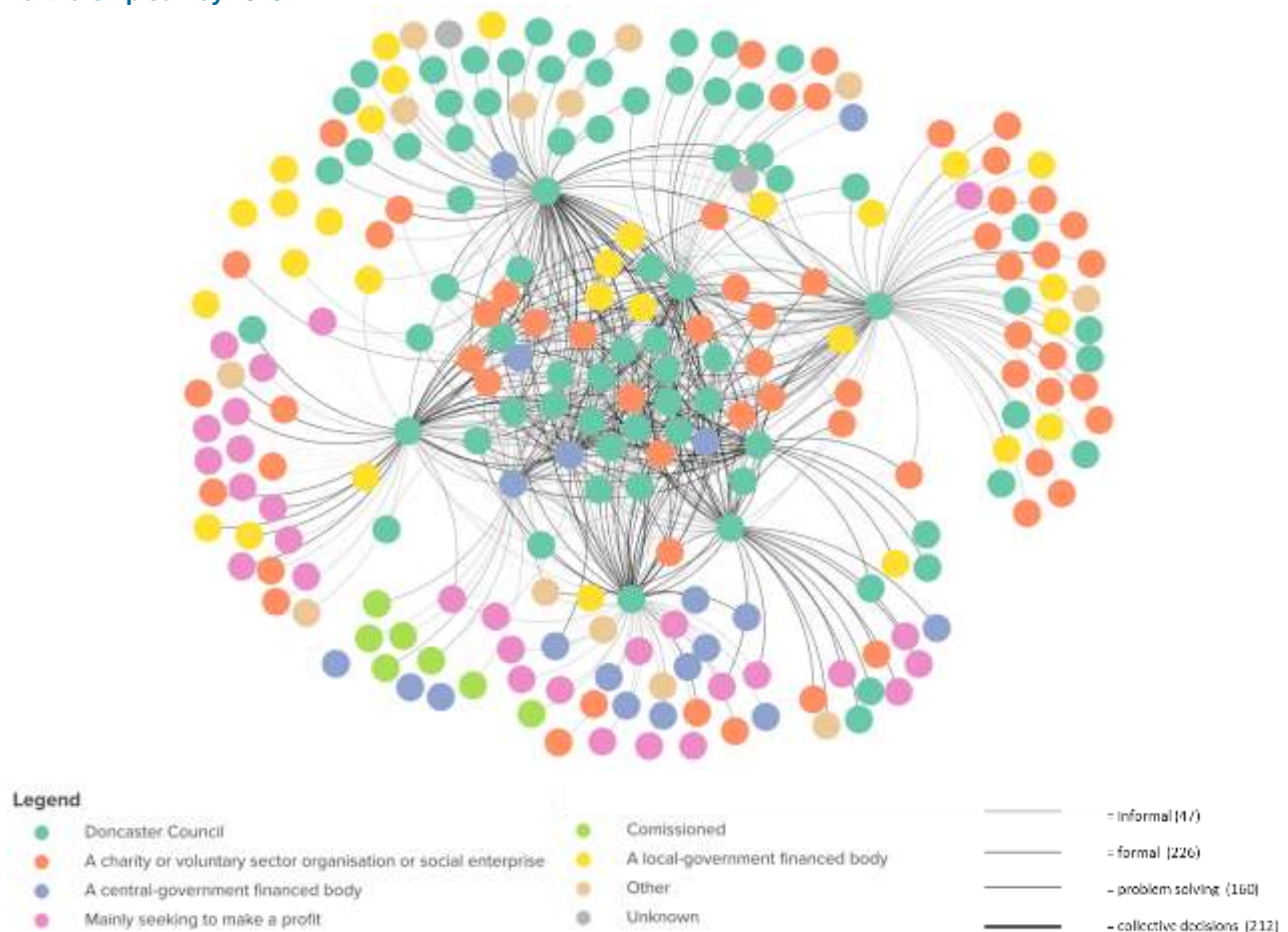
— Stakeholder/partner

- The pace of the work through the LDP has led to a feeling among some stakeholders that partners may disengage as the momentum is perceived as slow (this is discussed later in this chapter).
- Staff turnover where a key contact leaves an organisation and engagement has not moved beyond that individual. Identifying contacts within organisations who are likely to have longevity in their role is key to this; however, this is often not known.
- Ensuring the right people in a department or organisation are represented in meetings or groups, with strategic staff delegating representation to individuals who do not have authority to make decisions autonomously.

Nature of collaborations

The **strength** of the professional relationships between the people in the social network is shown in Figure 5. The darker the line, the stronger respondents rated their collaboration with the person to which they are connected. The results indicate that relationships between people are fairly strong with only 8% of connections being informal. Almost one-third (32%) are based on collective decision making to tackle physical inactivity.

Figure 5: The physical activity network in Doncaster – January/February 2020, strength of collaboration. Partnership survey 2020.



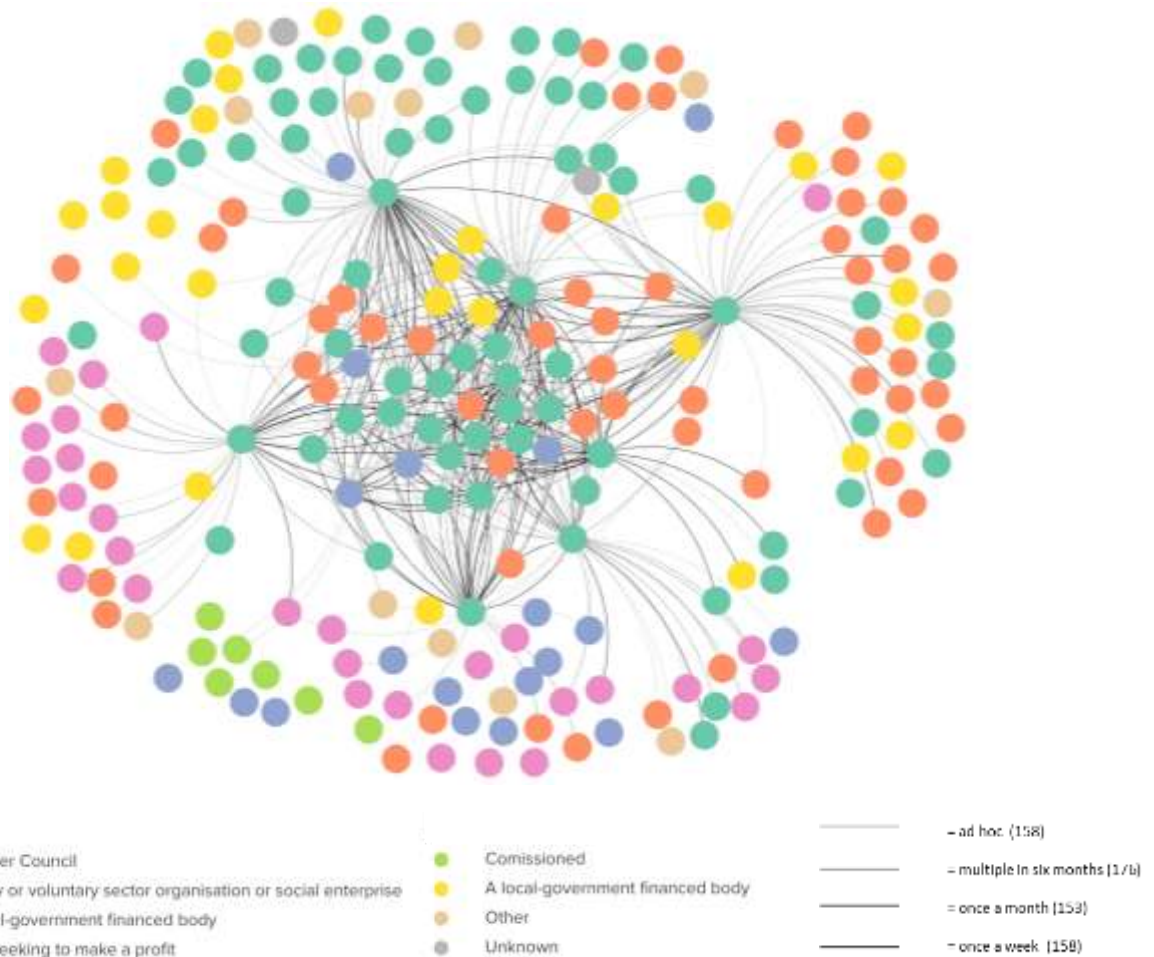
With an increased number of individuals engaged in the network, a decrease in the proportion of partners who are involved in problem solving or collective decision making, due to them being newer to the network, was likely. However, Figure 6 highlights that the network has not only grown but the proportion of connections that are based on problem solving has also increased from the baseline position.

Figure 6: Comparing strength between 2019 and 2020 SNA. Partnership survey 2019 and 2020.

Strength	July 2019 (388)	February 2020 (666)
Informal	15%	8%
Formal	33%	36%
Problem solving	19%	24%
Collective decisions	33%	32%

The darkness of the lines in Figure 7 show the **frequency** of survey respondents' collaboration with the people with whom they are connected. The lines at the centre of the network are darker, which demonstrates that people at the heart of the network collaborate more frequently with each other. Nearly one-quarter (24%) of all collaborations are occurring once a week (or more), with a further quarter (23%) occurring once a month.

Figure 7: The physical activity network in Doncaster – January/February 2020, frequency of collaboration. Partnership survey 2020



As with the previous charts, the proportion stating once a month or more has increased since July 2019; this indicates that not only have the number of connections increased but so has the frequency of collaboration despite the growth in the network observed.

Figure 8: Comparing frequency between 2019 and 2020 SNA. Partnership survey 2019 and 2020.

Frequency	July 2019 (367)	February 2020 (666)
Ad hoc	30%	25%
Multiple in six months	32%	28%
Once a month	21%	23%
Once a week	17%	24%

Further analysis was undertaken to explore whether the length of an individual's engagement in the network influences the strength or frequency of their engagement (Figure 9). A high proportion of connections established pre-July 2018 are based on collective decision making (48%); however, nearly one-quarter (26%) of newer

relationships similarly involve this and one-quarter (25%) involved problem solving. This highlights that although older relationships are more likely to be stronger, many new relationships are also strong. The frequency with which the collaborations occurred showed less difference. While a slightly higher proportion of new relationships are ad hoc or infrequent (27% compared with 18%), there is little difference across the other categories.

Figure 9: Strength and frequency of collaboration in 2020 by length of relationship. Partnership survey 2020

	I work with them informally	I formally exchange information and knowledge	I am involved in problem solving to tackle inactivity	I make collective decisions with this person to tackle inactivity
I worked with this person on increasing physical activity in Doncaster prior to July 2018	3%	27%	22%	48%
I did not start working with this person until July 2018 (or later)	9%	39%	25%	26%

	On an ad hoc basis or infrequently	Multiple times in the last 6 months	At least once a month	At least once a week
I worked with this person on increasing physical activity in Doncaster prior to July 2018	18%	31%	24%	27%
I did not start working with this person until July 2018 (or later)	27%	27%	23%	23%

Through the interviews, there is a clear view that over the last 18 months a wider range of partners are engaging with the council to work collaboratively and coordinate approaches.

“Taking a collective approach and combining resources, expertise and skills, so that we can do more together and hopefully have a larger outcome and a better outcome for local people.”

— Stakeholder/partner

Partners agreed that individuals had started to work together more effectively, enabling the sharing of ideas and research findings, coordinating work and accessing funding together.

“What GDM has done is probably reignited our belief in partnership working. Doncaster Active Partnership used to be a talking shop... I think the big shift is it being chaired by either the Council representative Councillor Ball or Dr Rupert Suckling, because it gives it credibility. It gives it credibility within the context of strategy.”

— Stakeholder/partner

Ensuring meetings do not become transactional has been a key focus for the Core Team, who have sought to ensure they are utilised effectively. A number of actions have been taken recently to improve the function of the GDM Advisory Board, including inviting new people to attend, engaging members differently and changing the agenda to give more responsibility to members for leading things to encourage ‘collective ownership’. Linked to this, some members of the Core Team noted that deciding which partners they can trust to lead activities is an important decision. This is to ensure that the delegated activities are undertaken to the required standard in the necessary timeframe.

Key areas to consider

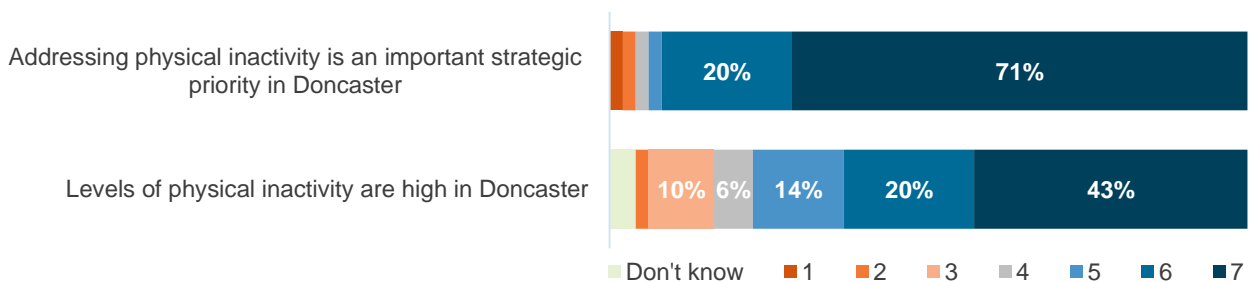
- Work could be undertaken to map who the LDP wish to engage and compare this to who actually engages, to identify notable gaps in the network.
- The development of a database, such as a CRM system, to capture key relations so that the full extent of the network is known. This could be used to identify 'owner/s' for each contact to manage relations, streamline communication and avoid duplication.
- Disengagement from the network and staff turnover is inevitable and will continue to feature in the future. Examine how the LDP can more effectively manage the risk of this.
- Consider how to formalise relations where appropriate through items such as Memorandum of Understandings.
- Decide how the different strands of work under the LDP can be communicated effectively, to whom this should be promoted, and whether the elements which have not yet started delivery should be promoted.
- Agree whether all partners need to be kept aware of the activities of the LDP/GDM and, if so, what additional support and expertise is required to achieve this.
- Identify which partners in the network should be involved in collective decision making or problem solving and, if they are not already, review ways to engage them.
- Review which partners are critical to the network and need to be engaged more regularly.

The role of partners and individual departments

Recognising physical activity is important

As in the 2019 survey, most partners believe addressing physical inactivity is an important strategic priority in Doncaster. In relation to partners' knowledge that levels of physical inactivity are high in Doncaster, the level of agreement has risen slightly, from 67% to 78% scoring this as 5, 6 or 7.

Figure 10: Views of the importance of physical inactivity. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



Recognition of the wide range of outcomes that increased physical activity can bring was clear through the interviews, as was the sense that this has changed across Doncaster, especially in the last couple of years.

“So, there's a real recognition, not just with us. Obviously going for the local delivery pilot there is a recognition and it's a strategic thing now, physical activity and culture have both been recognised as important for the whole place. So I don't think there's any lack of awareness or lack of knowledge.”

— Stakeholder/partner

The TdY was highlighted as a clear turning point, with a broad range of individuals seeing the wider benefits that sport and physical activity can bring to an area. Major sports events such as TdY and the UCI have also contributed to partners and politicians in the area changing their attitudes about perceptions on how to tackle physical inactivity. Alongside this, the climate and biodiversity emergency that was declared in September 2019 has further supported this, with active travel seen as a prominent part of this. This is influencing a move away from traditional solutions, such as increasing the amount of funding available for facilities, to considering the broader definition of physical activity and changing the system to help meet the wide range of priorities across Doncaster.

Championing physical activity and bringing about changes

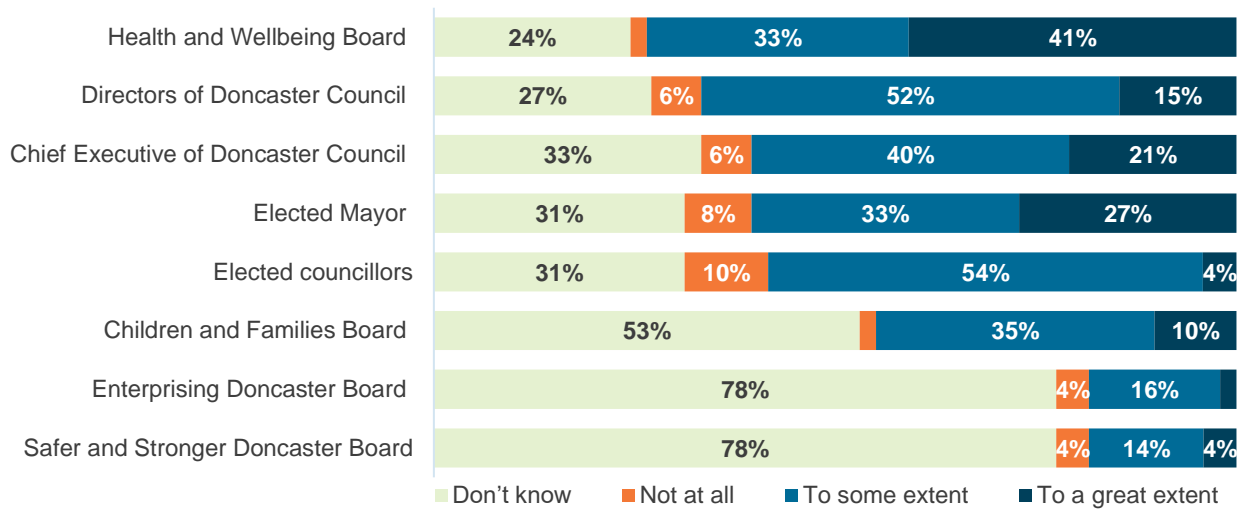
Doncaster Council is very much seen as the organisation leading the LDP and the work of GDM, with the view that some partners are not engaging or not championing physical activity outside of meetings:

“[we have] stewardship of the system... We're probably the ones keeping the torch alive at the moment, until others can see some resources, some benefit of the LDP for them and help them to lift their heads up I think that'll probably stay the same.”

— Stakeholder/partner

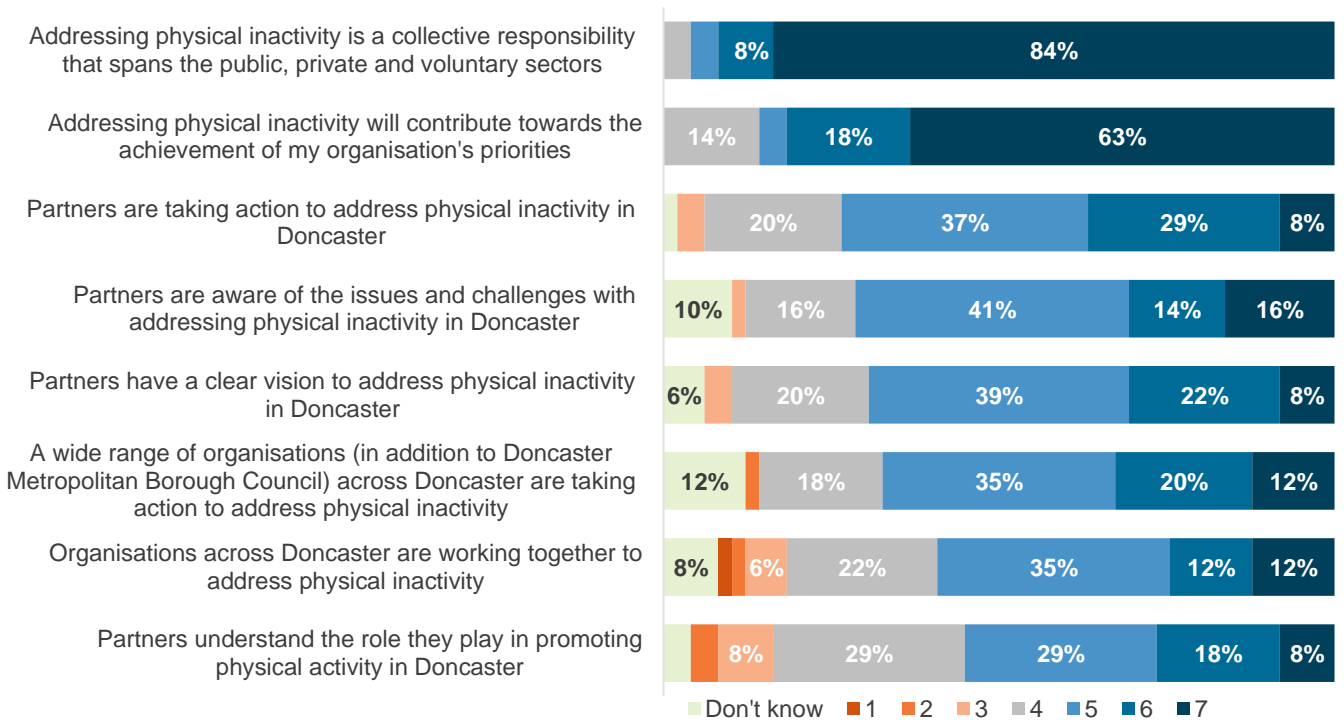
There continues to be mixed views from those responding to the partner survey on the extent to which Doncaster Boards and individuals are promoting physical activity (Figure 11). Very few respondents indicate ‘to a great extent’ for most options, with a more frequently reported view that they do ‘to some extent’. A high proportion of respondents state ‘don’t know’. In addition, the SNA identified key individuals who were missing from the network (represented in some of the categories below). While the Core Team know that these individuals are working on the physical activity remit, this is not reflected in the SNA when individuals are asked to state who they are working with. This is further highlighted here, with a high proportion of individuals stating they ‘don’t know’ if they are championing physical activity.

Figure 11: Physical activity championing by Doncaster Council boards and senior leaders. Partnership survey 2020.



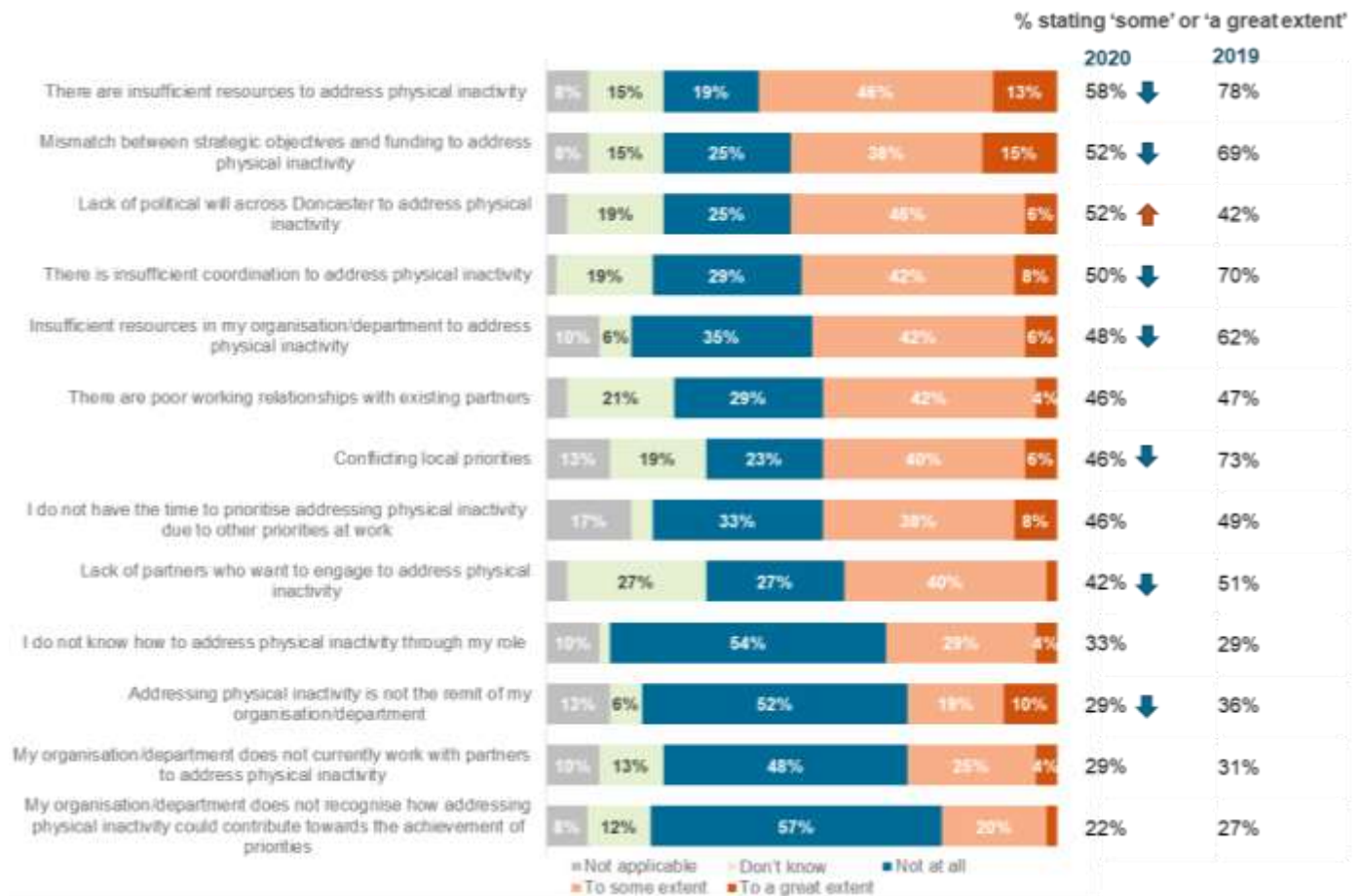
Almost all partners agree that addressing physical inactivity is a collective responsibility and most also agree it will contribute towards the achievement of their organisation/department priorities. However, the extent to which this is happening receives mixed views. While some ‘strongly agree’ that partners have a clear vision, are taking action and are working together, it is evident that others do not. The position is similar in relation to partners not understanding the role they play in promoting physical activity in Doncaster, with 55% reporting they agree that partners understand the role they play (scoring 5, 6 or 7 out of 7) and almost a third (29%) indicating they neither agree nor disagree (scoring 4 out of 7).

Figure 12: Views on addressing physical activity. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



Overall, while there is little change in the partner survey responses highlighted earlier in the chapter since July 2019, perceptions regarding the barriers to tackling physical inactivity have started to change. Figure 13 indicates that the proportion of partners stating a number of barriers either ‘to some extent’ or ‘to a great extent’ has reduced slightly. Partners are less likely to state that a lack of resources, insufficient coordination or conflicting local priorities are a barrier to addressing physical inactivity in Doncaster. While some of this can be explained by an increase in the proportion of respondents who state ‘don’t know’, it highlights that they do not currently perceive this as a barrier.

Figure 13: Barriers reported in 2020 and change since 2019. Partnership survey 2020 and 2019.



There is a feeling among some of those interviewed that the ‘ask’ of partners is not currently clear, which may be preventing them from taking action. The Core Team at the outset was clear that it did not want to dictate how partners should support the agenda and the actions they should take through encouraging distributive leadership. However, there is a view that it is timely to review this position. Something is needed to describe how partners can support the work, with recommendations about how they can all work together. In part this links to a later finding (see the section on messaging) whereby some partners deem that the full remit of GDM needs clarification.

While some partners are engaging, there is also a view that not all are fully bought in and committed to the agenda. Departments in the Council are facing considerable wider challenges and the position with funding is uncertain for partners; this has a detrimental

impact on physical activity which is then not always prioritised in the way that the LDP Core Team had hoped. Encouraging others to support the physical activity agenda when it does not directly relate to their work is difficult, and competing priorities mean this is not always at the top of everyone's agenda. A key challenge is the lack of funding, with departments needing to prioritise work to bring in money from different funding streams. A recent example of this is the Town Fund, which has reduced the capacity among other departments to prioritise physical activity, even when previously engaged with the LDP team.

"We're sort of in this chasing the money and the resource, which is undermining our whole system approach... we are signed up to whole system approach, but we do need central government to work with us on that as well."

— Stakeholder/partner

This challenge also faces partners who are engaged in the network, as limited capacity restricts their ability to promote the work. Funding again is a key factor; the LDP was previously seen as a potential avenue for this but it has not materialised. Encouraging partners to work together when they are also competitors is seen as a challenge as highlighted by one partner, although there is also recognition that partners may need to challenge themselves and examine how they can work together:

"There's a leadership piece I think, which probably needs to be considered... work out who's best placed to deliver what, and accept therefore that perhaps some providers aren't necessarily going to be deliverers of everything... I think also we need to look at ways we can mutually support each other... So, that's about culture and leadership and that needs to first come from conversations about acknowledging competition and the fact that often organisations are chasing money to deliver contracts."

— Stakeholder/partner

Across partners and departments, some contextual factors - especially the floods in Doncaster - have utilised resource and time which, in their absence, would have been spent promoting physical activity. Wider national changes, such as the revised Ofsted frameworks, have created uncertainty among schools, which has redirected their focus. A current challenge is the COVID-19 pandemic, which is causing great uncertainty and the impact at this time unknown.

While there is limited evidence of all partners increasingly promoting physical activity, there is acknowledgement that it may be too soon to expect changes to happen. System-level impacts take time and the first step towards this is encouraging partners to engage (which is occurring) and then encouraging them to make changes.

"We are in the process of building relationships and signalling change... we know a shift in communities takes years before we expect anything and this is a much bigger scale and are we expecting too much too soon?"

— Stakeholder/partner

There is recognition that the 'ask' of partners needs to be considered in relation to the type of organisation they are and the resources they have available to support physical activity

in the area. With many organisations struggling to attract funding or keep their business financially stable, ensuring the ‘ask’ is realistic and achievable is important. If the Council requests that partners do something which is deemed unachievable or unrealistic, it has the potential to adversely affect good working relationships. It follows that ensuring a clear remit, with different ‘asks’ of different individuals, departments and partners, is needed. This should encourage partners to move beyond discussing physical activity and developing strategies within meetings to become champions and ensure joined-up working.

“Well, I think that there are a lot of the right people round the table. What I’m not sure about is the impact... So, we’re talking round a table and we’re talking about a strategy, but are partners convinced that they’re actually working in a joined-up way outside of that environment? And is the impact effective?”

— Stakeholder/partner

“We can all talk about wanting to support physical activity but actually are we? And that’s where I’d like to see the Council lead on and take a really confident approach in. Because ultimately that sort of approach would, in my view, get things done. And also get partners around the table that are really keen to make a difference and look at this from a whole system approach of wanting to achieve an objective for all.”

— Stakeholder/partner

One partner also stated that this support would be needed to keep everything ‘on track’ for the next couple of years at least. This would need to be accompanied by a regular assessment of what and how it is working, and the impact it is having to ensure people are supported to become more physically active:

“I know there is probably a desire for a lot of everything to be pushed out from the Council as they move to a more commissioning authority but I think their involvement and still it’s sort of an administrator officer level is required for at least the next eighteen months to ensure that the partners stay on track if that makes sense.”

— Stakeholder/partner

To help champion physical activity, interviewees stated that physical activity champions are needed within Council departments, partner organisations and the community to ensure that it stays on everyone’s agenda and individuals themselves promote physical activity and model best practice. Promoting physical activity first within their own organisation was described as an important first step alongside promoting it more widely.

Individual partners and departments taking action

While there is a view that, overall, there are a number of partners/departments that are taking limited action to tackle physical inactivity, there are in fact numerous examples of where this is already happening. There are partners who are promoting physical activity in their role either to other partners or to the residents they work with (see Figure 14).

Figure 14: Partners' views of their own organisation/department. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



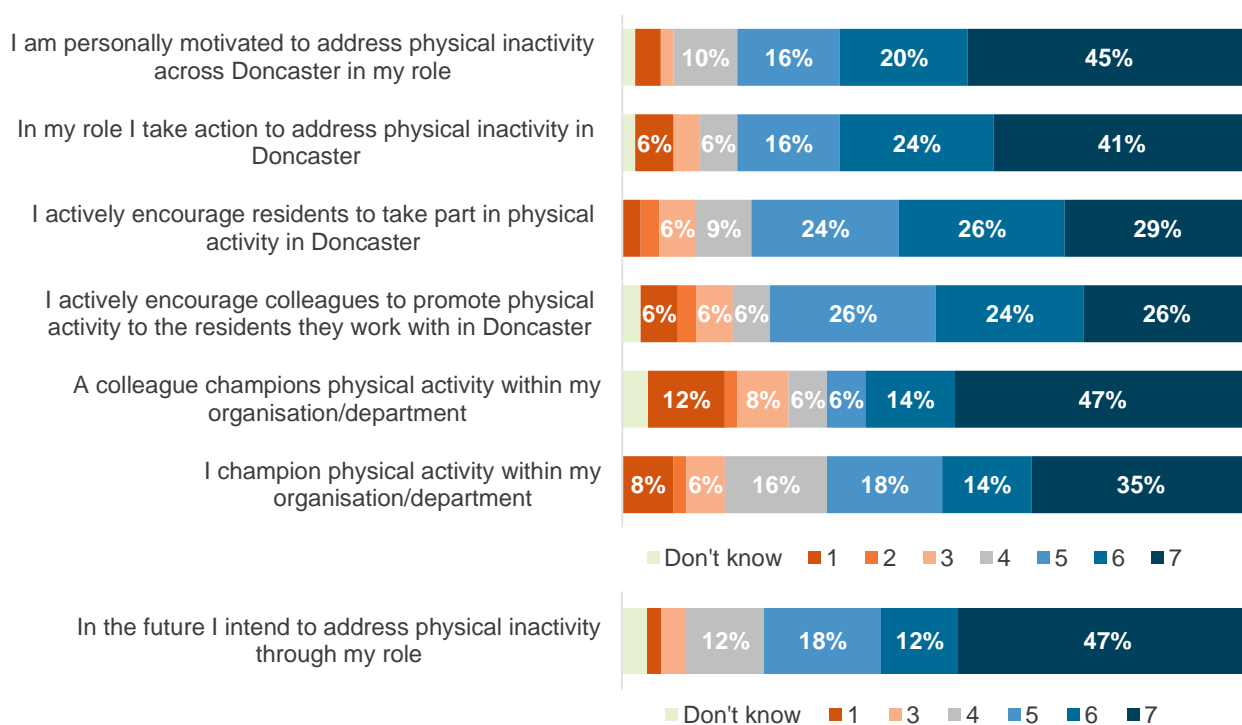
Those respondents to the survey who indicated that they or their department/organisation was taking action to address physical inactivity were asked to describe what action they have taken. The majority outlined how they are encouraging and supporting physical activity by providing opportunities for individuals to take part; for example, walking and football sessions and litter picking. Encouraging individuals to take part in physical activity through routine consultations was also reported:

“I discuss and encourage sporting (anything other than combat involving head contact i.e. boxing) and social (cubs/scouts/brownies) activities in all epilepsy consultations.”

Some respondents are providing support to individuals/groups to ensure it is easier for people to access facilities locally, such as by providing transport or training new coaches and volunteers to deliver in the area. Partnership work is frequently reported with individuals working collaboratively with partners who work closely with local communities in order to develop opportunities for local physical activity. Others highlighted they are looking at ways to expand their offer to more people.

There are also a number of partners who responded to the partner survey that are taking action to address physical inactivity and actively encouraging residents or colleagues to take action (Figure 15). These partners intend to continue this in the future.

Figure 15: Partners' own intentions and actions to championing physical activity. Partnership survey 2020.
 Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



Those who reported they are championing physical activity within their department/organisation were asked to give examples of how they are doing this. A number of respondents outlined that they are incorporating healthy changes into their workforce to try and change the culture by sharing information, promoting and encouraging active travel routes, organising activity classes during lunch breaks and encouraging people to take the stairs instead of the lift:

“We have signed up to a physical activity challenge. Many colleagues now take daily walks and runs as part of their working week... We run a weekly dance session here in our building promoting activity to all our participants and promoting our impacts of this to all staff.”

To continue the promotion of physical activity among the workforce, they are also supporting colleagues to embed these approaches with their own staff and promoting this with residents by sharing best practice and providing support and training

Through the interviews, partners describe how their own organisation is promoting physical activity and how it is critical to model behaviour to enable them to encourage residents to take similar actions.

“The first thing to recognise is we're going to practice what we preach. Our staff who are also residents of Doncaster, if they get more active then they're more likely to have conversations with other people, particularly colleagues and their staff, to encourage them to be more healthy and to also support the initiatives to Get Doncaster Moving forward we're coming up with.”

— Stakeholder/partner



Key areas to consider

- Decide which key individuals (in the Council and from partner organisations) need to be more 'visible' in promoting physical activity and explore ways to achieve this.
- Encourage partners to champion physical activity within their own organisation and more widely.
- Clearly communicate the 'ask' of different partners/departments to champion physical activity. Clarify the changes partners are expected to make and decide how best to articulate this. The provision of examples about how partners can support the work with practical examples may assist with this.
- Work with partners to explore how they can work together on tackling physical inactivity when they are also competitors.

Messaging across Doncaster

Over the last year, promoting the LDP as a separate activity or entity has been deprioritised and incorporated into GDM to avoid confusion. The majority of respondents to the partnership survey (46 out of 49) are aware of GDM, and only a slightly lower number (40 out of 49) are aware of the LDP. Most (32) fully understood the objectives of GDM, while 9 respondents reported they were partially aware and only 5 stated they were unsure. While most thought they understood the broad aims and objectives of GDM, one interviewee described how they felt the full remit needed to be more clearly articulated and decisions made on 'what' it should be for partners, organisations and residents:

"It's a brand at the moment and while the website is connecting various aspects, if I'm in a swimming club, what does GDM do for me? Does it represent me at national level? Does it enable me to get funding? Does it train my volunteers? And I think we've still got to decide what GDM does."

— Stakeholder/partner

Raising awareness of the activities of the LDP/GDM has been reported as critical to engaging new partners. However, some partners currently have limited knowledge about the activities that are being undertaken:

"I don't feel they're at the stage of delivering interventions, so I don't feel I could really pinpoint key deliverables at this point."

— Stakeholder/partner

There was a view among some interviewees that this may not be a problem and that the broad remit of work undertaken by the LDP may not need to be shared with everyone.

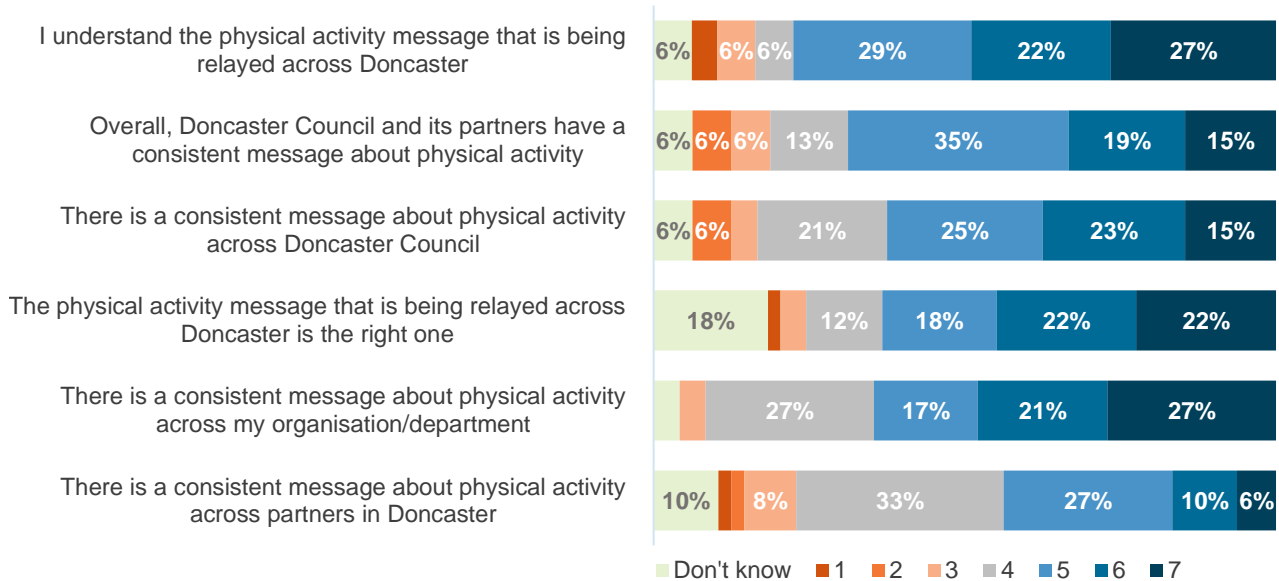
While interviewees think there is a clear *vision* to tackle physical inactivity across Doncaster, not all think there is a clear *message*, especially across partners:

"There's not really a handle on the consistent approach or consistent messaging, so at the moment I would say it's quite fragmented, if I was going to summarise it."

— Stakeholder/partner

This view was reflected through the partner survey, with not all respondents stating they understand the physical activity message being relayed (with only 78% agreeing) or that Doncaster Council has a consistent message about physical activity (with only 63% agreeing). There was even less agreement among partners that there is a consistent message about physical activity across a respondent’s own organisation/department (65%) and even less for their being a consistent message across partners (44%). These views all remain unchanged from the partner survey in July 2019.

Figure 16: Views of the physical activity message across Doncaster. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



Through the partner interviews, some thought that the physical activity message is clear, with them referring to the various different campaigns that run across Doncaster as evidence (including less traditional forms of physical activity such as litter picking with family). More often, respondents referred to the work of Doncaster Council, and sometimes partners, and their promotion of physical activity (and therefore referring to a clear message). However, this often referred to the message focusing on encouraging residents to join a ‘club’ rather than talking about physical activity in the broadest sense:

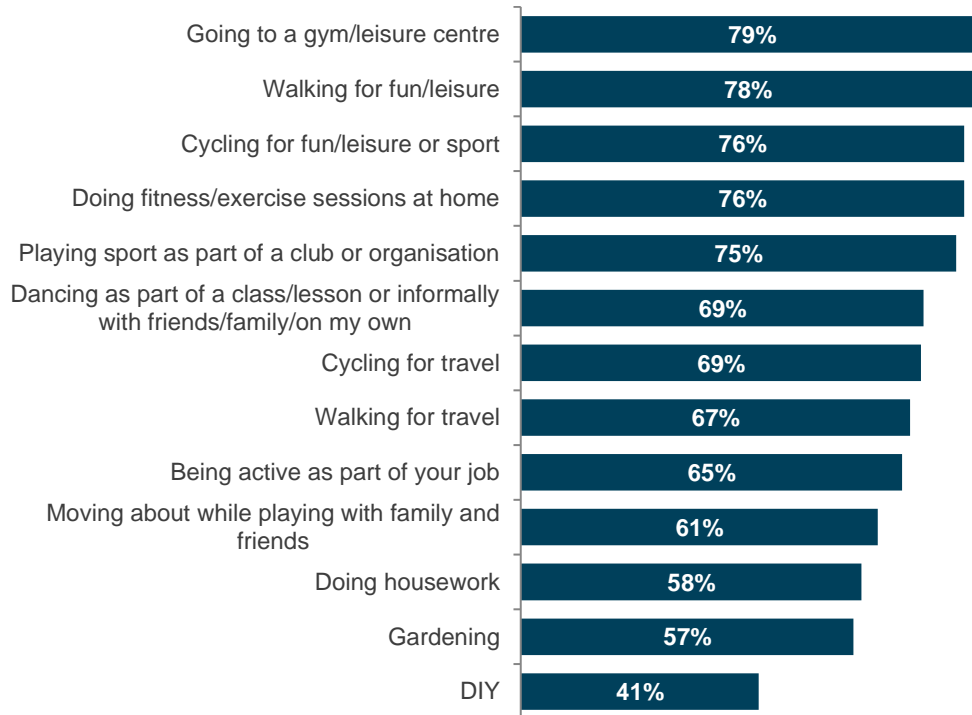
“We've got a great range of partners delivering lots of physical activities and is that range sufficient? Is it primarily football, rugby? Is there a good offer for dance? So, I think for me I'd be looking at, 'Is our offer broad enough?' I'm really more interested in the more holistic side.”

— Stakeholder/partner

This traditional view of physical activity was also reported by residents. Residents across Doncaster were asked to select which of the specific activities (shown in Figure 17) they consider to be physical activity. The findings highlight the varied perceptions of residents, with the ‘intention’ of the activity seemingly influencing this. A slightly lower proportion of residents consider walking or cycling for travel as physical activity when compared with walking or cycling for fun or leisure. Those chosen most frequently were activities which are often undertaken for the primary aim of physical activity (e.g. going to a gym, walking,

cycling); while those which involve activity but also have another primary purpose (e.g. housework, gardening or playing) are less frequently reported. This reflects the views of partners in needing to move messaging beyond traditional views of physical activity to encompass the wide range of ways people can be active. This further highlights the importance of ensuring partners understand the message, to ensure the correct message is given to residents when communicating with them.

Figure 17: Residents’ understanding of physical activity. Resident Panel Survey 1.



Alongside promoting physical activity, ensuring individuals know ‘how’ to take part is seen as important, as described by one interviewee:

“I think there perhaps needs to be a much stronger message around accessibility and helping people to just get started. So, it's all right saying, 'Do something'. People know they need to do something, but how do you actually help them to do something is perhaps where we need to focus efforts as well.”

— Stakeholder/partner

This view is reflected in the residents’ survey (see Figure 18) where it is clear that most of those responding understand that physical activity can benefit their own and other people’s physical or mental health, with few thinking that doing physical activity is pointless – although this is still a view held by a minority and highlighted by partners:

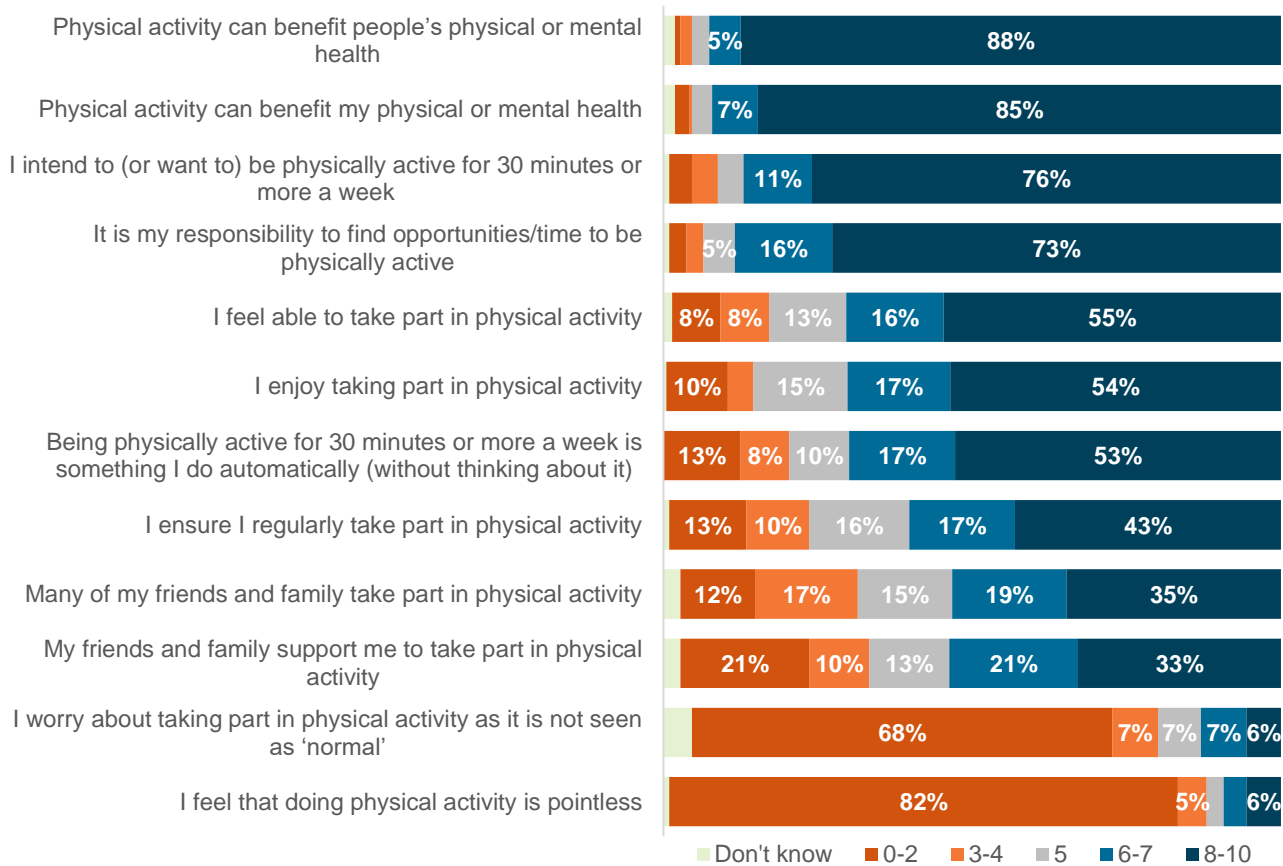
“I don't think some of the general populace actually recognise just the value of physical activity both for their physical health and also their mental health. It's quite a disparate borough in that there is some real pockets of deprivation.”

— Stakeholder/partner

While individuals understand that physical activity can benefit them, a lower proportion of residents feel *able* to take part in physical activity or *enjoy* taking part in physical activity.

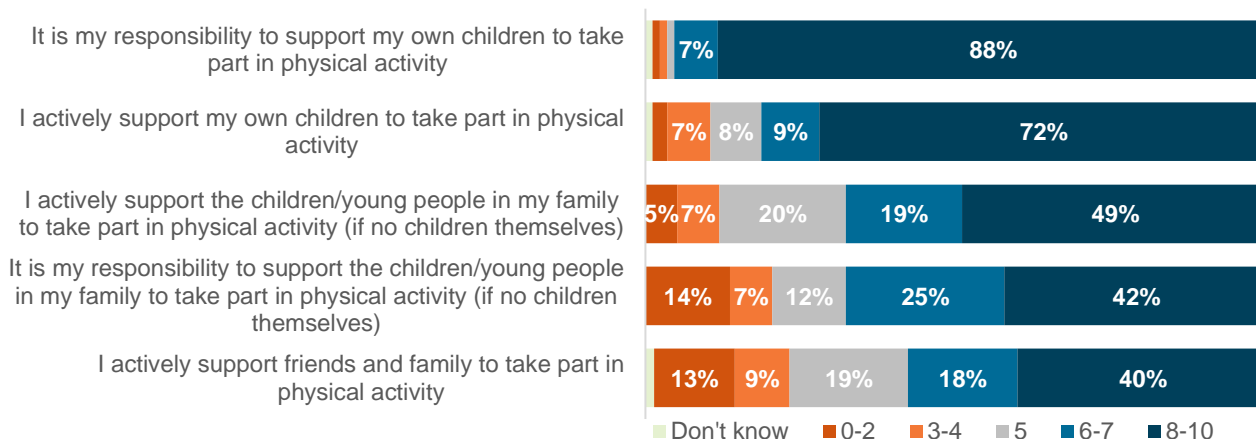
Most residents have the right intentions about being physically active and understand it is their own responsibility, but only 43% (scoring 8, 9, or 10 out of 10 on a 0-10 agreement scale) ‘strongly agree’ they regularly take part in physical activity. Most residents disagree that they worry about taking part in physical activity because it is not seen as ‘normal’; however, a small proportion do agree with this or state ‘don’t know’.

Figure 18: Residents’ views on physical activity. Resident Panel Survey 1. Scale: 0-10 where 0=strongly disagree and 10=strongly agree.



Residents with dependent children under the age of 18 that have regular contact with them agree it is their responsibility to support their children to take part in physical activity, and only a slightly lower proportion state they actively support them. Supporting their children appears to be more important than ensuring they regularly take part themselves (as indicated through the findings above). A lower proportion of residents without their own children, but with children in their wider family aged under 18, agree it is their responsibility, with over half agreeing they actively support them to take part in physical activity.

Figure 19: Residents' views of supporting others to undertake physical activity. Resident Panel Survey 1. Scale: 0-10 where 0=strongly disagree and 10=strongly agree.



Doncaster Council already recognises marketing and messaging as an area of focus for the LDP and is currently developing a marketing campaign (suitable to address both partners and residents) which promotes all forms of physical activity to try and address any confusion. While the team initially thought this work would be beneficial to support the work they are doing, they now consider this to be a critical element of LDP work to ensure all understand the work they are doing and the message they are trying to promote.

Key areas to consider

- Decide which partners/organisations/residents need to be aware of the work that is undertaken through the LDP and which do not.
- Ensure partners and residents understand the broad remit of physical activity to increase levels.
- Although most residents do recognise the value of physical activity for their health – there are some who do not. Consider how to promote these benefits in a way that resonates with them.
- Residents appear to be more active in supporting the physical activity of their own children than their own physical activity. Consider how to draw upon this in the work that is being undertaken.

The pace of change

The pace of the work undertaken through the LDP came up regularly in discussions with stakeholders and partners. The approach taken by the Core Team to date has involved a considered approach, to ensure work and activities are underpinned by evidence and sustainable in the longer term. The team and a number of partners recognise the culture of Doncaster and levels of mistrust resulting from past projects, and funding coming and going, which is partly influencing the approach they are taking.

“People have come in and they've done schemes... a lot of them haven't survived. So, that just breeds a bit of contempt in that it's just money dropped in because we're poor and it isn't really the message that I would like for GDM. I don't think it's a message the Council want moving forward, we've got a lot of legacy issues in Doncaster and I'm sure that's buried in a lot of towns that were rooted in manufacturing, pits, all that sort of thing. Some people haven't got over that yet, they still haven't, this many years on.”

— Stakeholder/partner

A number of partners agree that the pace of the work for the LDP is right, understand the time it takes to bring about system change and reflect the views described above in ensuring things are not ‘taken away’ from the community once they are set up. There are other partners, however, that consider the pace of the work to have been too slow. This primarily relates to the number of areas of work or activities that have been ‘tested’ in line with the original principle of a ‘test-and-learn’ approach. For some, there was a belief that more areas of work should have been trialled in the last year:

“I think we've been in danger of being too theoretical on behaviour change... We're focusing on depth, I hate the cliché, we're focusing on depth instead of looking at breadth and I think we should be able to do both with some bigger pieces of work.”

— Stakeholder/partner

One interviewee described a concern that the aim of the LDP was to test ‘new’ interventions and that, as a result, if they knew something worked (based on evidence elsewhere) it should not be implemented utilising LDP funding due to potential criticism from Sport England. That said, some elements of the work were described as already having pace, namely the Well Doncaster Officers. There was a view that the Investment Strategy being submitted to Sport England would lead to some new pieces of work being tested and rolled out. It is also hoped that the new marketing strategy will raise the profile of the work and ensure the breadth of work already completed will become visible to partners outside the LDP Core Team.

While most think the pace of work has been right, a key moderating factor which has negatively impacted on this in some areas of Doncaster is the floods in November 2019. The floods diverted the resources and capacity of staff and impacted on residents. Elements of planned activity for the LDP had to be suspended for a period of time while recovery action was undertaken. This affected work in the Active Community areas, including the work of Well Doncaster Officers and the marketing strand of work to be piloted in two of these areas. The capacity of key members of the LDP Core Team, departments in the Council and wider stakeholders was also reduced, slowing down the system leadership strand of activity. The floods continue to affect areas of Doncaster, with work still ongoing.

There is also a recognition that system change takes time and the initial timings outlined in the Theory of Change may have been optimistic. To some extent, these were dictated by the timelines available for LDP funding from Sport England. Available for a two-year period initially, there was a need to try and make changes quickly in order for outcomes to occur

and be measured within the period of the evaluation. These now appear unrealistic and are potentially restricting what can be done with the funding in the timeframe. The timelines for LDP funding from Sport England have now been extended until 2025, increasing the time available to make sustainable changes.

While new relationships have been formed with partners, this is taking time and engaging new partners who do not yet see the importance of physical activity is difficult and an ongoing challenge. This is exacerbated by the size of Doncaster, which means the number of partners who need to be engaged is high. Trying to decide who to engage, how to engage them and what to engage them on takes time. Putting the pieces together was described as a ‘jigsaw’, working out where all the pieces would best fit.

Engaging partners is just one element of the work being undertaken by the LDP team with the work including various strands of activity. The investment is about ‘doing things differently’ and therefore a considered, evidence-based, iterative approach over a 7-year period takes time and represents a new way of working for the Council. The Council is still being careful with the money that is available as they want to ensure sustainability and not set a precedent for there being money available only in the short term.

The team believes the speed of the work being undertaken is right and that the change takes time; this can slow down the pace of change but ensures a long-term strategic approach is taken with sustainability at its heart. There is also the view that it has taken time to get to where they are and they expect to see more progress over the next year, once they have overcome COVID-19:

“So, I feel quite upbeat about what’s progressed, now I know there’s still more to do and I know that it won’t be solved in a short period of time, but I think we’re beginning to get momentum and get the wheel turning, I think we just need to continue.”

— Stakeholder/partner

Sustainability

With Doncaster Council still being seen as the driving force behind the LDP, there is no change (when compared with 2019) in the proportion of survey respondents who agree that without Doncaster Council and the LDP, fewer organisations would take action to address physical inactivity.

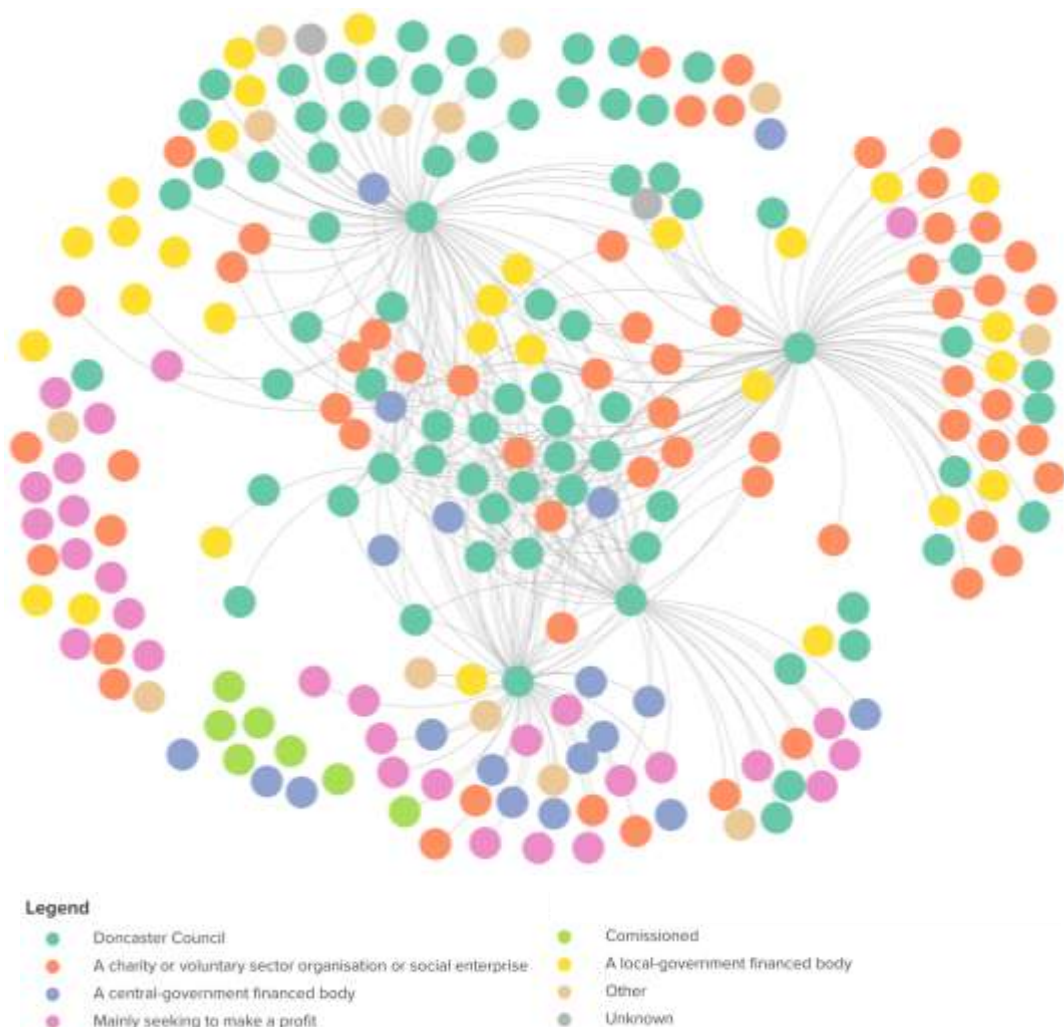
Figure 20: Views on the importance of Doncaster Council and the LDP. Partnership survey 2020. Scale: 1-7 where 1=strongly disagree and 7=strongly agree.



An indicator of long-term success for the LDP would be the continuation of collaborative working to address physical inactivity once the funding has ended. To gain a sense of what the impact of the end of the funding would have on the current network, Figure 21 illustrates the collaborations which would exist if the LDP-funded positions and links with key Sport England staff as part of the LDP were removed.

Comparing Figure 21 to the current physical activity network (Figure 1), it is clear that without the funded positions of the LDP team, the current network connections would be fewer with a number of people no longer being connected. That said, not all new connections would be lost. This continues to highlight the important role that key individuals within the team play in collaborating with others in the network.

Figure 21: The physical activity network in Doncaster with key individuals removed – January/February 2020. Partnership survey 2020.



To increase the sustainability of the connections in the network in the future, it will be important for the LDP team to draw in the people on the outside of the network and help to increase the frequency and strength of collaboration with more individuals. Although work can be undertaken to draw people in, this will not replace the capacity and knowledge held by these individuals which could be lost and may have a bigger impact on the work.

Key members of the team are ensuring that they are working with partners and departments to build in sustainable approaches that are not reliant on individual connections. This is being achieved by influencing strategies and embedding actions to ensure physical activity is a key consideration in the long term. However, it is felt that keeping this high on the agenda of key individuals is key to ensure actions are taken:

“We've got commitments, the mayor, chief executives are very vocal. I honestly believe that what they say is what they'll do, but not all the planning processes at the moment I think consider that, so the plan is still to continue to keep it high on the agenda, to be considered as the norm and not an extra.”

— Stakeholder/partner

There are future challenges facing the work of the LDP which may influence what is undertaken. The most critical one at this stage is COVID-19, with there being little understanding yet about the influence this may have. More locally, there is a concern that the local elections could influence the political focus, diverting from political support for physical activity to other priorities. While work has been undertaken to influence strategies, it is currently unknown to what extent these will be taken seriously and implemented. There is also the potential concern that while partners are currently engaged, shifting priorities could lead to them disengaging.

03. CHANGING THE SYSTEM AT THE LOCAL LEVEL

This section describes the early learning related to the LDP achieved through the work delivered in local communities.

To support the system to change at the local level, a key strand of the LDP work is focused on Active Communities. This strand currently includes the work of the Well Doncaster Officers focused on seven key communities in Doncaster, and the Active Communities Grant.

Well Doncaster Officers

Well Doncaster Officers describe their role as one that focuses on improving the health and wellbeing of residents in their area, utilising an approach which empowers residents to decide what is needed and to ultimately take action to address this themselves.

“Working with the community to upskill them and help them to deliver what people in the community want, so everything we do depends on what people say they want. We don't do anything because we think it could work.”

— Well Doncaster Officer

The Well Doncaster Officers do not distinguish between the two different funding streams (Well Doncaster and the LDP) and do not report any tensions in trying to meet the different objectives. They describe their work as primarily focused on meeting the needs and wants of their community and how physical activity cannot be addressed in isolation from wider health and wellbeing:

“We don't see the two things as separate. We don't see the physical activity and then community engagement separate...the two can't be separated, people don't live their lives like that.”

— Stakeholder/partner

Having Well Doncaster Officers with a remit to meet broad health and wellbeing objectives ensures that residents who are not seeking support to become physically active can be engaged when they are accessing support for other aspects of their life. This helps ensure that maximum value is delivered through the investment of public funds.

“Why have two separate things that probably will end up duplicating when we can stick it together and do one...I think our approach the broader holistic approach...living their lives as everybody does ...going to a foodbank and talking about physical activities.”

— Stakeholder/partner

The skills which have been identified by all as key to the Well Doncaster Officer role are communication and listening skills. This is important to ensure officers can build rapport with those in the area in a positive manner to encourage change:

“Being able to talk to people at a normal level and them not feeling like I’m telling them what to do. Them feeling that they can talk to me about what I need to do to help their community I think has really helped.”

— Well Doncaster Officer

Getting to know their community

The Well Doncaster Officers do not live in the areas they are working in and, therefore, the first stage of their work has been getting to know their area. This includes meeting and getting to know residents, understanding the physical geography and infrastructure, and identifying the range of organisations and community groups that are in the area. This is all to enable them to understand the support and resources already available. This part of the work is important to ensure they can identify assets and resources in the community, focusing on the strengths of the area.

“A huge part of my role is obviously getting insight, creating community cohesion and getting to know the area in and out. Alongside that getting to know not only the area but also the people, the infrastructure, the environment, the green spaces, what people use, what people don’t use. So, it’s basically just getting to know everything that’s going on.”

— Well Doncaster Officer

Taking the time to get to know their community has enabled them to gain visibility, develop relationships and gain trust. This has primarily been developed through engagement with community organisations and groups. In most areas, many of the relationships with these groups and organisations were already developed prior to the arrival of the officer by the wider Well Doncaster team. This has enabled them to progress work in their area quicker than would have been possible in the absence of these relationships, although work has been done to enhance the quality and depth of these relationships. Partnerships with key organisations and community groups has been important to:

- engage with residents accessing support as they already trust and engage with that organisation (e.g. to run drop-in sessions);
- share resources and access community spaces;
- coordinate rather than duplicate work by supporting existing activities and groups; and

“I’ve worked with them by supporting them with current projects that they already have. So, anything that they’re running I help support them in terms of just putting more things into their sessions or adding sessions to their timetable.”

— Well Doncaster Officer

- build sustainability into activities or groups that are created.

While this approach has been successful, it also provides challenges in areas where the community infrastructure is more limited or where a particular group or organisation does not want to engage. Conversely, where there are a high number of existing groups, officers have struggled to identify adequate time to engage with them all regularly. Working

through existing groups reduces the time needed to gain trust in the community. Currently, this approach means that those residents who are engaged are mostly those with existing relationships with organisations and community groups.

“They don't know where to go hence why they've not been involved before and are probably still isolated in their house or probably still wanting to take more control over their health but they don't know where to go and they don't realise that we're here. It's about communication, how do we communicate that to them?”

— Well Doncaster Officer

To expand this work to a broader range of residents, the team will be undertaking appreciative inquiry in their areas, which will include various methods to engage a wider range of residents in the research and development of activities in their area. A Community Connector role is also in development: to employ a well-connected local person with a deep knowledge of people and place to engage a wider range of residents.

Working through community organisations and groups is a sustainable way to deliver new activities and groups. If the activities are solely dependent on the support of the officer, there is the risk that if the role is no longer funded, the activities stop.

Taking the time to get to know their community and develop relationships is an important process but one that takes time. Understanding the strengths of a community, the skills available and what residents want is a lengthy process and one that Well Doncaster Officers are making progress with. As such, they feel that progress in their communities has been limited so far in terms of direct outcomes and impacts but this will progress quicker over the next year.

“I think it's a process, and I don't think we're there yet, but I think it's becoming more and more. We're closer to having those results, and being able to use people's strengths. If you speak to someone from one community organisation and they say ‘We'd like to do this, but we don't have a venue’. And then another community organisation might not have spoken to them... So by connecting these people, they get talking and then suddenly, ‘We've got a venue we could use’ or ‘We don't have anyone to lead it’ and ‘I know someone who can lead that’. Then it all comes together by connecting people and connecting those strengths.”

— Well Doncaster Officer

Awareness of the programme and the role of the Well Doncaster Officer was limited, with residents often believing they worked for the organisation/community group the work was linked to. However, most residents knew who the officer was, highlighting their visibility in the community. While they did not know their role, they knew they were trying to make changes in their area.

“I think she is in our gym because the owner at the gym, she came in and she spoke to him about benefits of health and stuff like that...So, she's known. If I went in there and I said I'm going to see [officer name], they'd know who I was on about and I think she does a lot of work in our local library as well...People know her around here.”

— Community Explorer



Residents were often unable to highlight activities or groups that had been set up in their area as a result of the Well Doncaster Officer (due to the above). However, residents speak positively about the relationship. They highlight how the relationship focuses on “having someone that listens”. Residents feel that they are in a position now to raise local issues (e.g. walking paths that need improvements) and that the Well Doncaster Officer will listen and try and take action when possible.

“She's the only one who wants to work and help the community... we've got a reason to talk, like you're being listened to if you have an opinion and stuff.”

— Resident (Active Communities)

“Like the Trans-Pennine walk, it's a bit you think 'look at the state it's in'... and somebody can say, right, I'm not promising you anything like that, but I can see what I can do for you. I think that's fantastic.”

— Resident (Active Communities)

Utilising Community Explorers

To help Well Doncaster Officers further understand their communities and engage with residents not currently involved in community organisations/groups, the role of the Community Explorer was developed. The Well Doncaster Officers’ strong local connections have enabled them to recruit, train and support a growing network of Community Explorers. The Community Explorers are local volunteers, hosted by organisations who are trusted in the community. They have provided local insight by recording conversations with their friends, family and others in their communities. The conversations have been a combination of broad questioning about what matters to people where they live, and specifically about physical activity.

Well Doncaster Officers highlight that Community Explorers are a useful source of information about the needs of the community.

“I don't think we'd get the same kind of valuable information if we were to ask the questions. I know I'm not from Doncaster. I don't talk like the people in [community area name]. I don't know them as well, they don't respect me as much, and I think without them we wouldn't get the same information.”

— Well Doncaster Officer

While this has been a successful source of information, there were mixed views on the quality of all of the interviews that have been undertaken. For some, the incentive for Community Explorers to undertake a certain number of interviews lasting at least 15 minutes has reduced the quality in places. It was felt that while the interviews are lasting the right time, the right questions are not always being asked, with the focus on making the interview last 15 minutes rather than fully exploring the topic.

So far, limited action has been undertaken by Well Doncaster Officers based on the analysis of the interviews, but it is thought that progress will be made in the future.

“There was definitely some new insight there which was really useful. Maybe in regard to new issues such as behaviour around the parks and new safety issues that are occurring. We're just looking at theming our next round, which is more environment based... So, hopefully they'll have some learning and maybe we'll have a different approach.”

— Well Doncaster Officer

Making changes in the community

Well Doncaster Officers are tailoring their approach to meet the needs of their communities. This is not only between the seven areas but also within each community. Within each area are smaller communities, all of which have different needs and opportunities

“The people who are living on the [estate name] have completely different opportunities and health inequalities than the people living on [second estate name].”

— Well Doncaster Officer

Well Doncaster Officers are listening to their communities and seeking to meet their needs. To support this work, they have set up Positive Activity Groups (PAGs) to support and help drive the work forward.

“They brought up the Trans-Pennine Trail and that evidence I then sent off with the other evidence I'd gathered in the PAG, which meant it was top of the prioritisation. So, then the money's going to get spent on that by the Active Travel people. So, there are things that have come from it.”

— Well Doncaster Officer

While there is a recognition that residents want local solutions, a key challenge in engaging residents and encouraging them to meet together is a need for hyper-local engagement, with residents often reluctant to travel any distance to engage in activities/meetings. As such, it has been difficult to host area-wide meetings (e.g. PAGs), training or events that attract sufficient numbers as residents (despite offering transport arrangements and/or travel reimbursement) are less willing to engage in them.

“I live up top in the village, I don't like walking down to the bottom, so I know some activities do happen in the local schools but some people don't want to walk from one end of the village to the other, especially if it's raining or windy or anything like that.”

— Resident (Active Communities)

There are also some tensions between different areas, with a feeling that one of the PAG groups only has representation from one community area, leading to others disengaging.

There are a wide range of different activities that have been set up by the officers focusing on health and wellbeing, such as health screenings, support to access funding and sourcing training for local organisations on accessing grants. A bottom-up approach is influencing the work the Well Doncaster Officers are undertaking, with residents describing that the majority of their work is influenced and directed by what communities want. The exception to this is the creation of events to encourage health screening and the set-up of peer



support groups for people with long-term health conditions (Diabetes, Fibromyalgia and COPD). Those specific health conditions have been identified in response to their high rates in the local community compared to the Doncaster, regional and national average rates. The peer support groups connect residents with each other to provide support, and local health services (e.g. GP surgeries) and other organisations provide support to residents with those conditions. While this was not set up as the result of residents asking for the support, the team decided to ‘test’ out the groups to see if they were successful. The plan was to set the groups up and test if they work, with a view to stopping them if not.

While a number of different activities and groups have been set up in their areas, Well Doncaster Officers thought they had made less progress in terms of the aims and objectives of the LDP when compared with the wider health and wellbeing objectives. They often thought that they had not done a lot of work so far which could be deemed to fall into the physical activity remit of the LDP. Challenging residents’ understanding of physical activity is also cited as an area that is difficult, with messaging being difficult. Trying to encourage residents to understand what physical activity is, and what its benefits are, is a challenge facing officers:

“People obviously still have the mind set of, 'Oh, I'm not physically active because I don't go to the gym.' I think is a hard thing to tackle... I am learning how to do it and how to rewire people's thinking in terms of being more active but it definitely has changed the way that I work, rather than saying, right let's put on a Zumba session. It's not going to work... Although I've just said it is hard, I am finding I am learning how to combat that. Slowly but surely we'll be able to do that.”

— Well Doncaster Officer

Although officers could highlight only a few examples of work which they felt fell into the LDP remit, those in the Core Team felt able to identify and recognise areas of work which did fall into this remit, and part of this was setting the right conditions for someone to be physically active through engagement in their community.

Well Doncaster Officers described how training had been undertaken to support the development of walking groups in the area. Within one area, a walking group has been set up but has, so far, seen limited success with few attending:

“So, for instance, with GDM we've got health walks set up and we've got a couple of people now attending but it's a hard slog to actually get them to attend.”

— Well Doncaster Officer

Within another area, the training has been undertaken with a plan for walking groups to start in the summer (dependent on social distancing measures that are required):

“We did the walk leader training, which we are going to focus on, but...because of the weather...something that we're looking at towards the summer. A lot of people have buggies... The wood areas and the lakes and everything are quite muddy. So, it's something that we're looking at towards the summer.”

— Resident (Active Communities)

Some residents were able to point to activities that were based around physical activity which may be happening in the future, such as the walking group, walking netball and a Multi-Use Games Area. In one area, the redevelopment of a path as part of the Trans-Pennine Trail was highlighted as an area of improvement that may facilitate residents being able to walk easily between two areas of the community. While not all of these may be as a direct impact of an officer's work or the LDP, residents thought they had had some influence on the outcomes.

The floods in Doncaster have affected the speed at which changes can be made in their areas. While this has reduced the time and capacity available, it has also been an opportunity for communities to come together to tackle a shared problem.

"It's been a bit slow going... because of the flooding the meetings have died off and I think we need to get back on to getting people back together and, you know, actually getting things organised."

— Resident (Active Communities)

It is too soon to fully understand the impact of the work undertaken by Well Doncaster Officers, as they have not been in post long. However, they have taken the first steps to making changes, with the groundwork having been undertaken. As stated in the previous chapter, system change either at a borough or community level takes time and the wider impact will continue to be observed throughout the evaluation.

Encouraging residents to make changes

The long-term aim of the Active Communities work is to support and empower the community to make and sustain changes in their own area. While working through community groups and organisations has enabled the engagement of residents, encouraging them to take action themselves has been more challenging. Well Doncaster Officers have only been in their areas for a limited amount of time, so this is not surprising and is in line with officers' expectations.

"I think at the moment it is 95% are actions for me, whereas over time it's hoped that becomes maybe 50-50. I don't know what it tends to be but it's certainly not quite there yet. Over time I think."

— Well Doncaster Officer

Empowering residents to shape their own community and take responsibility for making changes is a key strand of the work and one challenge affecting this is the belief that services should be provided by the Council rather than residents taking ownership:

"We had two gentlemen turn up [at the PAG meeting], and it was like, 'Well what're you going to do for me that you haven't done before? They wanted something else doing, and it wasn't within [the Well Doncaster Officer's] remit to be honest...[they said] 'What're you doing here then? What can you do for me?' and they never came back."

— Resident (Active Communities)

Alongside this was a mistrust in local areas that projects may come and go with little sustainability and that their area had been previously forgotten.

Key areas to consider

- Decide how to use the appreciative inquiry and Community Connectors to engage residents who are not currently engaging with the work.
- Support officers to encourage residents to understand what physical activity is and how to increase levels. Decide how the marketing campaign can help address and support this.
- Decide what the conditions for engaging in physical activity are and how these can be communicated.
- It takes time to build trust in communities, so decide if the timings for the Theory of Change and evaluation are right for this area of work.

Active Communities Grant

Well Doncaster Officers are managing the Active Communities Grants linked to their area and the wider borough of Doncaster. They have reported spending considerable time promoting the grant through the networks they have developed to encourage applications. This has also encouraged new organisations to engage with the Well Doncaster Officers, further developing their relationships in the community. They are supporting groups/organisations and individuals with the applications to make sure they meet the specific criteria and the activities are sustainable in the longer term.

“It’s so important to make sure that we’re finding the right people, as well as the right projects because, if we are supporting throughout whilst we’re still here, and then they’re confident in knowing that they can carry it on without us, and we’ve given them all the information and knowledge that they need to be able to carry on what they’ve set up. So, yes, it’s just about ensuring that we’re making the right choices as well, and we’re not just pumping money into anything that comes on our table.”

— Well Doncaster Officer

Alongside reviewing the grant applications, Well Doncaster Officers also support individuals once the application is awarded. Currently officers do not report any difficulties in balancing this alongside their role in the community, having sufficient time to do both at present. However, they are unsure how this may develop if it is widely promoted, numerous applications are received and a high number of grants are awarded.

“So you’ve got to find time for it, if that makes sense, because it’s important. I’d say it’s a priority, so it’s got to be found time for. Whether that maybe means that I can’t get as involved with a few other things, that’s probably the case.”

— Well Doncaster Officer

Key areas of learning from the application process so far include:

- there has been interest from physical activity providers who have not involved the local community in developing their plans;
- ideas so far have been for traditional physical activity and short term in nature;
- interest has been from sports clubs so far; and
- applications are scored by a local decision panel, which has led to inconsistent scoring by residents.

To try and overcome these challenges, the application form has been removed from the website. To make an application, this needs to be discussed with a Well Doncaster Officer before a form can be requested and submitted. This is to ensure the officer can initially screen the idea and encourage them to better meet the criteria and engage the local community. Additional training has been developed for those on the Resident Panel.

When the research was undertaken, the activities funded through the grant had not yet started, so their impact is unknown.

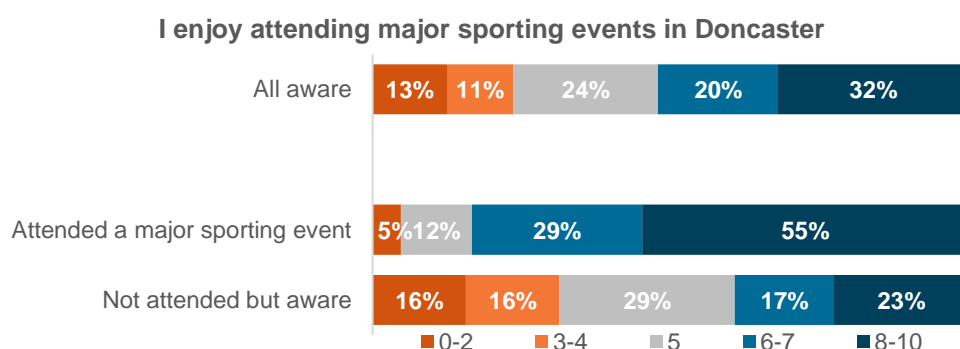
04. IMPACT OF MAJOR EVENTS

This section explores residents’ awareness of major events and the impact they have had so far.

The majority (85%) of residents who responded to the Resident Panel poll are aware that Doncaster had hosted one or more major sporting events in the last 12 months (11% stated no and 4% stated don’t know). Of those who are aware, one-quarter (25%) had attended an event in the last 12 months.

Most residents who had attended a major sporting event in the last 12 months reported that they enjoyed attending such events in Doncaster. A higher proportion of residents who attended agreed (by scoring 6 or more out of 10 on an agreement scale) they enjoyed attending major sporting events when compared to those who did not attend (but were aware of the events).

Figure 22: Residents’ enjoyment of attending major sport events. Resident Panel Poll 1. Scale: 0-10 where 0=strongly disagree and 10=strongly agree.



Research into the local benefits of the TdY in Doncaster in 2018 by Leeds Beckett University identified a wide range of positive social impacts for residents in Doncaster. However, levels of engagement were typically low and, for the majority, the event did not have a significant impact on actually increasing physical activity levels despite creating a local ‘buzz’ to become more physically active. Nine recommendations for community engagement that could be integrated into the 2019 TdY event, as well as seven interventions targeting specific groups in Doncaster, were recommended to help maximise local benefits. Target groups included: community event organisers, older people, young people/teenagers, school/pre-school children, casual event ‘browsers’, local businesses and BME groups³.

Several of these interventions were piloted during the 2019 TdY to determine what works in practice to both increase engagement and physical activity in the local community, in particular among the target groups. Continuation research by Leeds Beckett University similarly pointed to the more limited impact of the TdY in terms of physical activity levels

³ Leeds Beckett University (2018). *Maximising local benefits from the Tour de Yorkshire in Doncaster*.

among residents. Overall, while the TdY is creating a social ‘buzz’ and opportunities for engagement (important prerequisites for residents becoming more physically active), it is not proving to be a significant motivator for increased physical activity levels among residents⁴.

However, the same research highlighted the success of community engagement interventions. Successful interventions include the ‘micro-grant’ scheme, which was introduced by Doncaster Council to provide practical and financial support to community groups to support TdY-related community events in order to enhance existing, and/or open new communication channels, with communities. This was funding of up to £200 for community groups engaged with one or more of the seven target groups to purchase refreshments, seating and arts/crafts materials for event decoration.

Grants were awarded via an application process: in total, 21 applications were received, 18 of which were successful. Monitoring data captured indicated the significant success of the micro-grants in terms of engaging passers-by who came to watch the race and fostering community cohesion. Estimates indicate that 7,459 people participated in the events overall, with particular success in reaching those aged 16-25 (83% of bids) and 60+ (89% of bids). The number that benefited the BME groups was noticeably lower at 39% of bids. Feedback captured indicated that, overall, the micro-grant scheme was simple and easy to use, with 14 of the 18 applicants funded indicating that there were no recommendations they could make to improve the scheme. Consultation with stakeholders and beneficiaries identified a number of key lessons which have informed a total of ten recommendations to enhance the impact of the micro-grant scheme in the future. These included extending eligibility to schools (who were ineligible) and having application forms available at key locations in the community⁵.

Research to explore the physical activity engagement surrounding the UCI World Championships which took place in Doncaster in September 2019 indicated that perspectives around physical activity were positively influenced – with increased physical activity within communities following the event – with the social domains most strongly impacted. Social ‘buzz’ (social motivation) was identified as the most influential motivator to being physically active by all age groups, with a recommendation that future events should create a festival atmosphere to improve ‘social buzz’. The grants scheme was also shown to be a powerful tool to leverage community engagement. In total, nine community groups applied for a grant and reached an estimated 2,310 people. Some grant recipients used grants to deliver physical activity opportunities at either one time point or over a longer period of time. The research concludes that without these grants, reach into the community would have been reduced. Learning has highlighted the importance of

⁴ Leeds Beckett University (2019). *Exploring practice on how to maximise on the local benefits from the Tour de Yorkshire in Doncaster. Continuation research findings and recommendations.*

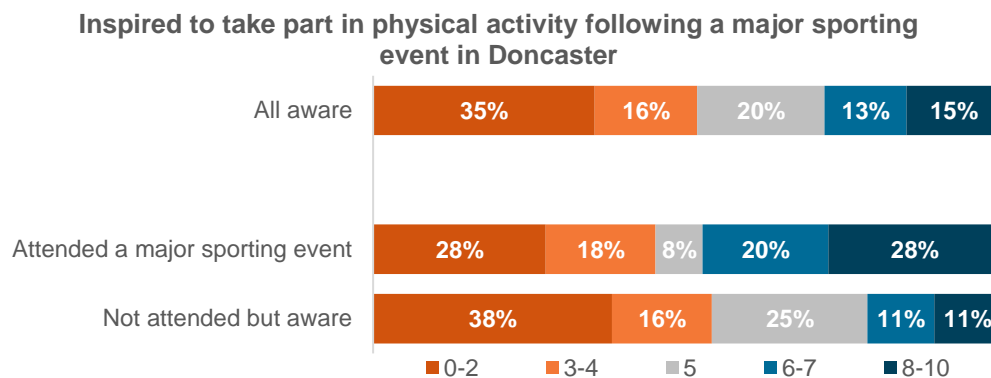
⁵ Simpson, D. (2019). *Get Doncaster Cycling Micro Grant Scheme Monitoring Report.*



redesigning application forms using the EAST (Easy, Simple, Attractive and Timely) criteria in order to drive increased adoption in other contexts⁶.

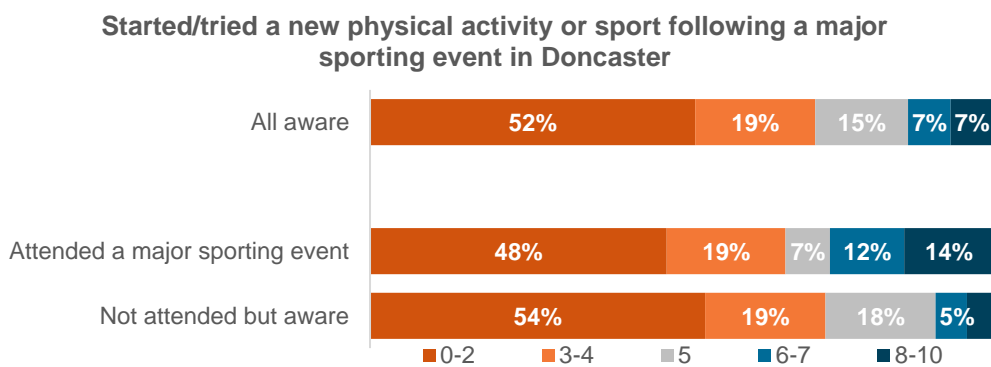
Evidence collected through the Resident Panel highlights that one-quarter (28% who scored 8, 9 or 10 on an agreement scale) of those who attended a major sporting event in the last 12 months had been inspired to take part in physical activity, with a further 20% stating 6 or 7 and therefore expressing more moderate agreement. A small proportion of residents who did not attend an event (but were aware of them) report also being inspired, showing that attendance is not always required to inspire residents.

Figure 23: Residents' views on being inspired by major sporting events. Resident Panel Poll 1. Scale: 0-10 where 0=strongly disagree and 10=strongly agree.



A small proportion of residents report that they have started or tried a new physical activity or sport following a major sporting event in Doncaster. This was again more common among those who had attended an event.

Figure 24: Residents views on the influence of major sport events. Resident Panel Poll 1. Scale: 0-10 where 0=strongly disagree and 10=strongly agree.



⁶ Leeds Beckett University (2019). *Exploring Physical activity Engagement Surrounding the Union Cycliste Internationale Road World Championships in Doncaster Communities of Thorne and Moorends.*



05. CONCLUSIONS

Key finding 1: There is widespread recognition of the role afforded to physical activity in addressing the strategic priorities of the Borough by both representatives within Doncaster Council and external partners. It is perceived as a collective responsibility requiring collaborative action. These are important first steps on the journey to distributed leadership and enhanced capacity to tackle physical inactivity.

Key finding 2: There is clear evidence that the physical activity network has grown significantly in size in the last 12 months among both representatives within Doncaster Council and external partners. Importantly, many of these new relationships are strong and frequent, leading to collective decision making and problem solving. However, there is further work to be done to engage those currently under-represented in the network in order to expand its reach across the physical activity system.

Key finding 3: The LDP Core Team remains critical to the advancement of the network and driving forward changes to address physical inactivity. This raises questions about the sustainability of the network in both the short and long terms.

Key finding 4: Some questions remain about the extent to which all partners are championing physical activity both within their organisation and externally. There is a growing sense that partners require clarity about what is being asked of them in order to ensure that activity progresses outside of that instigated by the LDP Core Team.

Key finding 5: There has been a perceived reduction in some of the barriers facing partners when tackling physical inactivity which has facilitated collaborative action. However, many barriers remain and further work is required to overcome these. Physical activity still remains on the periphery for those for whom it is not central to their role.

Key finding 6: Among partners, a consistent understanding about what constitutes physical activity is lacking. This is impeding work in the community where many people also have more traditional views about physical activity, typically anchored in sport and exercise. The marketing and communications campaign will seek to address this when it is launched.

Key finding 7: The first stage of the Well Doncaster Officers' work has been to prioritise getting to know their area. There has been considerable progress in developing relationships with a wide range of organisations and community groups. This has already enabled them to engage with residents and will facilitate changes in the physical activity system in the future.

Key finding 8: There is evidence that residents are aware of the major sports events that have taken place in Doncaster. For some, this has inspired them to become more physically active. The more significant impact of these events has been in helping to encourage partners to see the value of physical activity, ensuring it remains a priority in the area.

Key finding 9: During the last 12 months, there have been a number of significant and unexpected moderating factors which have impeded the work of the LDP. In some

instances, these have slowed the pace of delivery or altered what can be achieved. However, the LDP Core Team has adapted its approach to mitigate the impact of these.

Key finding 10: The ambition of the LDP is vast and it takes considerable time to both implement action and achieve outcomes. In some areas, progress has been slower than anticipated at the outset. It is, therefore, necessary to consider the timings as articulated in the Theory of Change in consultation with partners. For some, the pace is realistic and sustainable while others maintain that more could have been achieved by this point.