

Local  
Delivery  
Pilots  
Stage 2  
submission

***Doncaster***

September 2017

Please read the following information regarding Freedom of Information, Data Protection and Assessment. You should only proceed if you are happy to comply with the Freedom of Information and Data Protection requirements.

## FREEDOM OF INFORMATION

As Sport England is a Public Body we have to comply with The Freedom of Information Act 2000. The Act gives members of the public the right to request any information that we hold. This includes information received from organisations such as:

- grant applicants
- grant holders
- contractors
- people making a complaint

Some information is exempt from The Act, such as personal details. If information is requested under the Freedom of Information Act, we will release it. If you think that information you are providing may be exempt from release, you should let us know when you apply.

## DATA PROTECTION

As Sport England is a Public Body, we must comply with the Data Protection Act 1998. We are committed to protecting your privacy and will ensure any personal information is handled properly under the Data Protection Act.

We will use the information you give us in your submission and in supporting documents for:

- assessing applications
- monitoring grants
- evaluating the way our funding programmes work and the effect they have
- reporting statistics to Government

We may also give copies of this information to individuals and organisations such as:

- Accountants, auditors and external evaluators
- Other organisations or groups involved in delivering your submission
- Other lottery distributors, government departments
- Other organisations and individuals with a legitimate interest in lottery applications and grants
- Other organisations for the prevention and detection of fraud

## HOW WE WILL ASSESS YOUR SUBMISSION

Stage 2 of the Local Delivery Pilot Process has three strands:

- 1) Written submission (5,000 word limit).
- 2) An assessment day visit.
- 3) Within the above a presentation on the day of the visit.

### Written submission

The criteria for Stage 2 builds on the information we started to look for and consider in Stage 1. We will require all shortlisted places to consider a question against three criteria tested at Stage 1: Leadership, Audience and Outcomes. We will then require all shortlisted places to consider two questions for the remaining four criteria that were not examined at Stage 1: Partnerships, Sustainability, Commitment and Readiness.

All of the questions focus on the component parts for effective system change. This underlines the importance for Sport England of finding the right places to work with in terms of culture, mindset and approach to whole system change and where you are on this journey already.

It is important to stress that we are not looking for a delivery plan or detailed solutions as to what the pilot could test. The work around this will commence once we have identified the pilot locations and this will be done in full collaboration between Sport England and the chosen places.

Please complete this form on the basis that Sport England has already fully considered your Stage 1 submission so we are looking to explore new information rather than repeat information that has been submitted. You may reference and draw out previously submitted examples or statements within the four new criteria if you desire. We are aware there is some cross-over from the criteria tested in Stage 1 and we want to give you maximum flexibility to answer the questions in any way you wish.

Please note that we are looking for a Stage 2 written submission with a maximum of **5,000 words**.

This form should be completed and returned electronically to Sport England by **5pm on 11<sup>th</sup> September 2017**.

There are seven sections in this form: all sections should be completed before returning. Each section refers directly to an element of our published criteria for the Local Delivery Pilot selection process. A summary at the beginning of the sections relating to the four untested criteria explains in outline what Sport England is looking for.

Completed forms should be sent to: [localdeliverypilots@sportengland.org](mailto:localdeliverypilots@sportengland.org)

Please do not attach any plans, research or other supporting documentation to your electronic submission as these will not be reviewed. We also will not look at any embedded links within your submission.

If you have any questions/queries whilst completing this form please contact: [localdeliverypilots@sportengland.org](mailto:localdeliverypilots@sportengland.org)

## LEAD ORGANISATION

This section requests general contact details for the organisation leading your pilot and is essential for the accurate assessment and administration of your submission. If these details are unchanged from your EOI submission then there is no need to complete this section.

|   |   |
|---|---|
| Organisation name   | <b>Doncaster Council</b>                                      |
| Address (please note all correspondence in regard to this application will be sent to this address) | <b>Civic Building<br/>Waterdale<br/>Doncaster<br/>DN1 3BU</b> |
| Organisation type   | <b>Local Authority</b>  |
| Registration Number(s) (if applicable)  | N/A   |

### Lead Contact

*(This will be the lead officer responsible for this submission, and will be the point of contact for any correspondence)*

|                          |   |
|--------------------------|---|
| Name                     | <b>Andy Maddox</b>                                    |
| Position in Organisation | <b>Business Development Manager, Leisure Services</b> |
| Email                    | <b>andy.maddox@doncaster.gov.uk</b>                   |
| Telephone                | <b>01302 737377</b>                                   |

### Second Contact

*(In case of queries or requests for further information and the person above is unavailable)*

|                          |                                     |
|--------------------------|-------------------------------------|
| Name                     | <b>Clare Henry</b>                  |
| Position in Organisation | <b>Public Health Specialist</b>     |
| Email                    | <b>clare.henry@doncaster.gov.uk</b> |
| Telephone                | <b>1302 63</b>                      |

As you were made aware during our follow up visit, there were some aspects of the criteria which Sport England examined in Stage 1 that we felt were not sufficiently clear in many of the shortlisted submissions. These focus on three criteria components: Leadership, Audience and Outcomes. We require all shortlisted places to consider fully the questions contained in sections 1-3.

If you wish you can refer us to sections of your Expression of Interest to avoid repetition if you feel this is relevant to answering the question.

# 1. Leadership

Please evidence how your place leadership is collaborative in nature and how you would overcome organisational silos and barriers in order to create movement towards whole system change

The 'Team Doncaster Strategic Partnership Board' (TD) operates as the strategic leader for Doncaster. It develops the high impact partnership plan to highlight and monitor specific challenges enabling resources and opportunities to be aligned. All partnership members have committed to the Team Doncaster Charter; a shared understanding and agreement of collaborative working, which reflects the ethos and aspirations of partner agencies across all sectors of Doncaster.

We previously acknowledged, we have more work to do to embed physical activity in the heart of our place leadership. However, our leadership is continually developing and growing stronger. The period between submitting our initial stage one application and penning this stage two submission has seen a number of significant developments which are strengthening our ability to deliver a truly cohesive approach to leadership for the borough.

The submission of this bid coincides with the launch of '**Doncaster Growing Together**' (DGT) the new **4-year borough strategy**, led by the Team Doncaster (TD) partnership board. This partnership strategy has been developed through an extensive engagement process involving partners from across the Team Doncaster family. Its central aim is to continue to grow the local economy and place and to develop public services in a way that ensures all of Doncaster's people and communities benefit from inclusive growth.

Physical activity and sport is one of nine transformational programmes within DGT that sits as an equal alongside housing, health and social care, education and economic growth. It focuses on interventions and reforms which will achieve the **whole system change** that will drive quality of life improvements. The '**Get Doncaster Moving**' (GDM) programme is delivered by collaborative working across Team Doncaster public services, voluntary/ community organisations and the business community.

Team Doncaster has a track-record of committing to and delivering ambitious projects in partnership, transforming Doncaster as a place to live, work and visit. The **Great Yorkshire Way (GYW)**, which opened in 2016, exemplifies the impact of place leadership to bring public and private organisations together. The multi-award winning regeneration scheme is unlocking jobs and growth, including the Doncaster-Sheffield Airport and the new

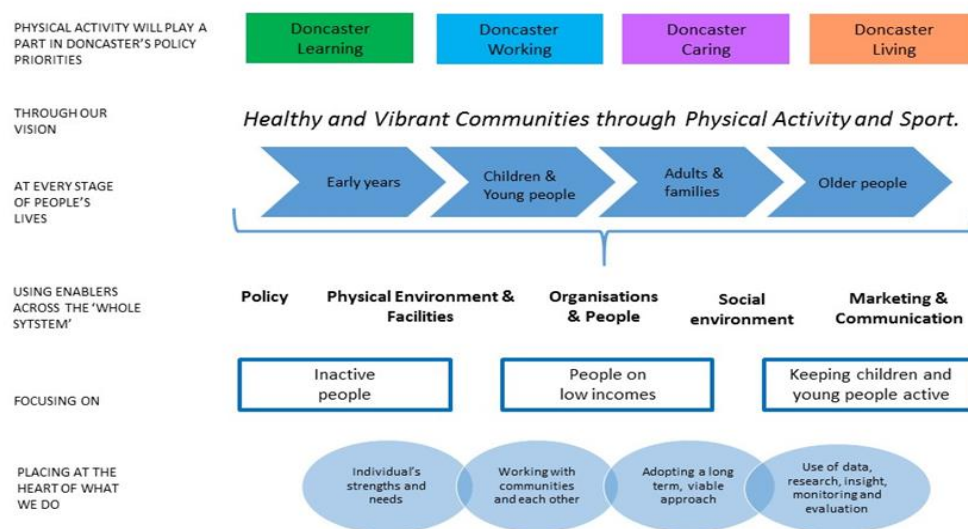
£500m inland port ('iPort'). The GYW is now acting as a catalyst for transformational regeneration on a large scale; unlocking 1000's of new jobs and new housing in the borough.

The first **People's Powerhouse event** initiated and hosted by Team Doncaster in July 2017 marked the start of a creating a new movement to put people and communities at the heart of Northern Powerhouse plans, not at the periphery. The event also exemplified many of the qualities we are emphasising in this bid, including **cross-boundary leadership, collaboration, self-awareness and pragmatism.**

## 2. Audience

Please explain to what extent are the needs and priorities of your communities taken into account and incorporated into your audience focus?

Our Stage 1 application described how we utilised a number of data sets to gather an understanding of our audience and communities. This data alongside stakeholder insight has developed the vision and priorities for the soon to be published Physical Activity and Sport Strategy (diagram below) and to identify the key project areas for GDM.



It is an opportune time to build on this work to design evidence-led approaches to increasing physical activity. Doncaster would like to work with Sport England to further develop these early ideas and produce an insight framework. This will provide the foundations to develop our benefits realisation map and delivery framework to design evidence based programmes to impact on our population.

We are open and honest in recognising we need to do more work to dig deeper into the reasons why our population finds it hard to be active. We have started to develop our 'insight briefs' to commission relevant organisations to co create this work and start to better understand the needs and priorities of our communities.

These briefs cover three themes: People, Place/Environment and Events and are aligned to Doncaster's Physical Activity and Sport Strategy as well as GDM:-

### Theme: People

1. Early Years
2. Children & Young People
3. Adults & Families

4. Older People
5. People who have recently stopped being active

**Theme: Place/Environment**

6. Leisure Facilities
7. Active Travel
8. Parks / Green Space
9. Active Communities

**Theme: Events**

10. Impact Evaluation of Major Events including Tour De Yorkshire and UCI.

This work will build on existing research to understand why Doncaster's residents are active and others are not and unpick whether there are common events which cause people's physical activity to either significantly reduce or stop altogether. We want to understand how effective settings are for our population; exploring who is using them and who is not. Initial desk based research has suggested that there are geographical gaps in our physical activity infrastructure and that the interventions we have in place, such as our leisure centres, are not being used by all parts of the community. We want to explore why this is and help us to rebalance our response to physical activity.

Previous national research has focused on identifying communities which are inactive, we are interested in identifying communities within Doncaster which are more active than you would expect them to be and whether the factors which make them active can be replicated in other communities.

Our insight will also aim to try to understand the impact of sporting events for Doncaster. We hosted a stage of the Tour De Yorkshire in 2016 and will be doing so again in 2018, we will also be one of the host towns for the UCI Road World Championships in 2019. Given the scale of these events we need to understand their impact on the physical activity and the wider benefits to Doncaster so we know how to prioritise these events in the future.

Supplementing this work Team Doncaster is also taking an insight led approach to address other health and social issues. Through ethnographic work with the Children's Society and a new commission with Uscreates to identify and test motivation for behaviour change for a broad range of health behaviours. Team Doncaster are building not only a bank of insights that support the creation of sophisticated theories of change but are also increasing capacity to conduct local insight work.



# 3. Outcomes

Please explain the rationale that connects the outcomes you are seeking with the place(s) you have selected and the audiences you are prioritising.  
 (NB: You can develop or modify your proposed outcomes from your previous submission if you wish)

Over recent years top-line economic growth in Doncaster has been very good – we have created more jobs and businesses and the employment rate has reached record levels, giving residents a stake in Doncaster’s economy and the opportunity to achieve their aspirations.

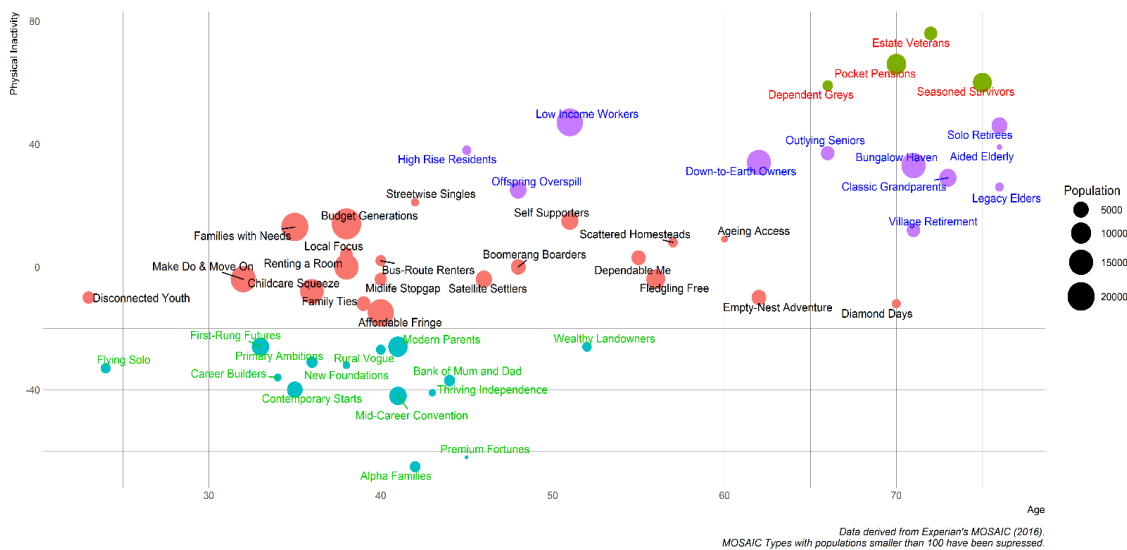
However, at the moment many jobs are lower skilled and lower paid, overall living standards are at best stagnating and our economy is significantly less productive than it could be for the size of its workforce and population. We are contributing less to UK plc than we should be and the Index of Multiple Deprivation starkly demonstrates the level of inequality across the Borough. Entrenched and inter-related challenges are preventing residents and Doncaster as whole from achieving its potential.

Team Doncaster is clear that more needs to be done to create economic growth that is both enduring and inclusive. We need to focus on raising our productivity, increasing skills levels, better infrastructure and a comprehensive place-based approach. But crucially, it means recognising that reducing inequality is not only a social and quality of life imperative but an economic one to raise the number of residents who are benefiting from or contributing to economic growth.

We are clear that understanding the complexity between different social and economic challenges is critical to shaping interventions. For example, this diagram in the draft Doncaster Physical Activity and Sport Strategy shows that low income workers tend to be relatively physical inactive. It is relationships like this that a successful LDP bid would help

**Doncaster's Population in MOSAIC Types**

Split by Physical Inactivity, Age and Size of Population



us to consider in more detail.

Our stage 1 submission outlined that our audience would incorporate the whole of the borough. We are clear we need to undertake this approach to be truly transformational for a large proportion of our population to experience improved health and wellbeing; enabling them to play a full role in the development of Doncaster.

Our levels of physical inactivity are one of the key challenges identified by Team Doncaster. The new DGT Outcomes Framework includes a number of high level measures of quality of life drawing upon the Joseph Rowntree Foundation Inclusive Growth Monitor, for some of these we hope that physical activity and sport can be a vehicle for change.

A common thread of inactivity runs through our borough and there is no one community that isn't affected by this but there are areas of greater deprivation. Through the LDP we will place greater emphasis on these areas of low activity which generally have low levels of economically active individuals and higher levels of poor health.

## 4. Partnerships

We are looking for evidence that you have carefully selected your partners and that the rationale for their involvement is strong. They will bring different and complementary strengths to the pilot. We want to ensure this pilot is a shared priority for partners and there are strong enough drivers towards effective collaboration either evidenced in your track record or in the steps you will take if successful.

### a. Who are the significant partners for this pilot and why do they matter?

Through the GDM programme the Team Doncaster partnership has made significant commitment to physical activity. This enables physical activity to influence other key strategies, policies and interventions within the Borough. The starting point of this process in early 2016 was to undertake a reflective review, by co-commissioning with Yorkshire Sports Foundation, consultants utilising the Chief Leisure Officers Association methodology.

This provided a clear indication that partners and strategic leaders all spoke about the importance of physical activity for wider outcomes. However, it was identified that there was a disparity between leader's opinion and action of their organisations especially in relation to visible leadership and capacity.

In the past 18 months a considerable amount of work has been undertaken to develop purposeful partnerships with those who can undertake transformational change. This has been led by Doncaster Active Partnership (DAP) as described previously in our 1<sup>st</sup> submission. It consists of our significant partners who have the drive and commitment to play a major role in the transformation of physical activity and sport. This is sponsored by the Health and Wellbeing Board who provide challenge and support.

Our recent review of DAP and its strategy including two stakeholder events has identified clear gaps in our partnership which we have started to address. For example, we have engaged further with transport and planning to embed long term, sustainable activity into people's lives leading to the creation of the Active Travel Alliance. These partners include transport, air quality, planning, leisure, public health, road safety and public rights of way.

Our strategy development has prioritised young people and we are furthering our links between DAP and EXPECT Youth who are building strong relationships to provide new innovative youth provision. This incorporates physical activity, sport and leisure partners alongside culture, children's services, CICs and our Chamber of Commerce.

There is clear understanding for this collaboration via a set of strategic objectives, with the initial year of operational activity being set out within an outcome framework with key performance indicators. Initially funded by Doncaster Council they are identifying sustainable models to work together to increase capacity and source long term funding. This collaboration has resulted in a successful funding application from the Arts Council for a young people's arts and culture programme to be delivered in some of the borough's most deprived areas.

Our latest approach has been to reflect on who is crucial to transform our provision of physical activity. We wish to collaborate with Sport England to broker the engagement of

existing partners but more importantly advance non-traditional partners outside of the conventional circle of influence for physical activity and sport. Inactivity is a complex issue and identifying further partners can help to have a more in-depth understanding and generate a fuller complement of policy alternatives.

**b. To what extent have partners understood and adapted to each other's values? Can you demonstrate that these relationships are built on trust and openness?**

DAP have worked to develop shared values and trust. A variety of processes has provided opportunity for honesty, openness and reflection enabling reform to take place, ensuring true collaboration. This is imperative if we are going to embed physical activity across a range of sectors and functions.

The whole system review including the development of the physical activity and sport strategy provided opportunities for partners to develop relationships through one to one interviews, focus groups and wider stakeholder events. This resulted in a common vision to agree ways of working that include co-production, collaboration, listening to communities and the pooling of skills, knowledge and expertise.

More recently, Doncaster's Public Health Team were engaged in a peer review and DAP participated in a focus group discussing Public Health's role in the physical activity agenda thus demonstrating the ability of partners to be transparent and open to feedback in order to create more impact.

DAP has reviewed the delivery of funded programmes as previously partners would have bid independently resulting in unsuccessful applications and unsustainable delivery. Through our Sport England funded CSAF programme, we purposely trialled a collaborative approach where all partners who wished to be involved were equally valued and roles were agreed. This has been successful in supporting the programme to outperform its targets and impact for communities. This is being replicated across the sector where existing and new partners are encouraged to work collectively.

An example is our new partnership with Welcome to Yorkshire. Although traditionally a tourism agency they have had great success in developing the event and brand, Tour de Yorkshire. Through our previous engagement as a stage host we are now partnering for the next three years to deliver a cycle partnership which will include hosting further TDY stages and start of the UCI world championships. This will provide the opportunity for the world to view Doncaster as an aspirational and forward thinking borough.

# 5. Sustainability

We want to understand how you would define sustainability in this context and the value for your place of being a pilot. We know that the impact of whole system change should create highly sustainable outcomes so we want to understand any examples of how significant changes have been sustained by you and your partners (or how you are going about this currently).

## a. What would you regard as a sustainable change that you might achieve through this pilot?

Physical inactivity is complex and inextricably linked to wider challenges which require effective and efficient strategies. Sustainable change will require innovative solutions and will be evidenced by truly embedding physical activity into the core policy and structures; breaking down silos through collaboration, shared resources and reduced duplication.

The role of place is increasingly becoming prominent as an approach to address our challenges and including physical activity into place shaping policy decisions can provide greater, longer term impact. This is paramount for Doncaster as we have witnessed our inability to maintain our participation rates evidenced by our post-Olympic slump.

Our DGT Outcomes Framework reflects that in the longer term, sustainable change requires consideration of progress across a range of social and economic indicators which measure the achievement of inclusive growth. For example, reflecting that residents in higher skilled, better paid and more stable jobs are more likely to be able to sustain higher levels of physical activity, with all the associated benefits that follow.

Sustainable change requires physical activity to permeate Team Doncaster policy and action. Over the next year the Council will lead the development of a Team Doncaster Policy Development Toolkit and Database which will improve the consistency and coherence of strategies, ensuring the importance of supporting physical activity for achieving many quality of life outcomes is even more prominent.

Doncaster Active Partnership is evolving to meet the demands of our progression over the past two years and will be exploring new delivery models to provide long term sustainable outcomes.

Adjunct to this is an approach that builds on the assets, strengths and opportunities within communities and a more enabling and facilitating role, bringing services and communities together to understand needs and find solutions. In Doncaster there is now an emphasis on better preparing communities where capacity doesn't exist and providing support where it does. This will lead to improved confidence in neighbourhoods and enable innovative community based solutions to deliver important services and improve well-being.

b. Do you have any examples of where you and/or your significant partners have achieved sustainability of this nature? Please describe the main features and learning you obtained.

At the heart of our approach to achieving sustainable change is the alignment of our strengths and assets locally and across boundaries. Enabling interventions to become 'business as usual' and self-sustaining is a key focus and increasingly we are using our development as a catalyst for further mutually supportive success, including leveraging additional funding.

Doncaster Public Health is currently adopting a health in all policies approach by developing a health impact tool for key corporate decisions. This builds on the learning and success of the inclusion of health in the Local Plan which will identify where new homes, jobs and services will be located and how they will be provided. We have purposefully integrated physical activity into its policies to ensure that it is embedded as a key consideration for future developments to the built environment.

Sustainable change and financial viability can be evidenced through a number of examples including the establishment of an arm's length leisure trust (Doncaster Culture & Leisure Trust). Many areas have had to manage a grant reduction for their facilities and our approach has been to work closely with the trust on strategies to manage the effect on provision. This is now a sustainable business model that has seen an increase in users and has been delivered through utilisation of prudential borrowing allowing the trust to invest while at the same time being able to reduce the grant allocation.

Another example of recent sustainable development is the National College for High Speed Rail (NCHSR). This is an exemplar of how the local authority acting as an anchor institution can bring together public, private and academic organisations locally, regionally and nationally to create a compelling, successful industry-led bid. NCHSR will open 17 September 2017 to train the next generation of rail engineers, less than 3 years since the Government announced that College would be based in Doncaster and Birmingham. This has the potential to generate further opportunities for example we are now seeking to host a new Institute for Technology and University Technical College to provide a critical mass of integrated technical education opportunities and pathways.

## 6. Commitment

We want to be assured that you and your partners will ensure the pilot remains a priority and has every chance of success within the timescale we have set out. This means we need to work at pace and barriers can be removed quickly. We would like to understand how you will work through complex and challenging issues and handle risk effectively.

### a. How would you build and sustain momentum throughout the duration of the pilot?

Physical activity is a Team Doncaster priority evidenced by its inclusion as a major reform programme of the Doncaster Growing Together strategy. It is also a key objective of the Director of Public Health who is the Senior Reporting Officer (SRO) and will report directly on GDM to the Chief Executive and Portfolio Holder for Public Health, Leisure and Culture. It is an opportune time for the Local Delivery Pilot (LDP) as we are in a position to define and shape the GDM programme and utilise it as a vehicle to accelerate system change.

The governance and accountability framework reflects the breadth of partner contributions required to deliver the improvement we are seeking through whole system change. It will be driven by a Managing Successful Programme methodology with the Business Change Managers being the authors of this submission and supported by a Programme Manager. The organisational and reporting structure for this programme is being progressed in parallel to the Doncaster Active Partnership and we will utilise this system to ensure that we can react to the quick pace of development required for the LDP.

Existing timescales for reporting progress from the SRO to the Team Doncaster Executive are on a 6 week basis with programme and project boards meeting regularly. This will provide a vehicle for Team Doncaster to sustain commitment of senior players within partner agencies providing assurance that resources will be unlocked and that the LDP will remain a priority.

Sustaining the momentum that we have already achieved over the last 2 years for physical activity and sport will be a challenge but we believe that the support, commitment and awareness that we have garnered has provided strong fundamental support for change. This is demonstrated by our ambitions to build shared learning with our insight work and creating a wider more regular stakeholder group.

The LDP will accelerate our ambitions and the Doncaster Growing Together will provide the framework, accountability and governance to ensure that we have the appropriate local expertise to focus the energy we have to improve Doncaster through physical activity and sport.

b. Please evidence the commitment for this pilot that you and your significant partners are willing to make.

(For example, this might include information on how you will or have already agreed to align capacity/resources; how you will approach risk to ensure the resilience of the pilot for the whole duration; and how you might manage and adapt your roles or approach in a dynamic evaluation environment)

Our commitment for the LDP is demonstrated through the staff capacity aligned to DGT and the staff capacity from a number of different partners to resource the roles within this process. This dedicated resource provides structure to drive the action required. Collaboration is developing to align our future capital investments in active travel and major events within this programme.

The Programme Board will hold and manage a programme level risk register with individual projects holding their own project risk registers. This will complement individual organisation's risk management approaches.

We will work with stakeholders to anticipate the key barriers to successful programme mobilisation and delivery including political, social, environmental, financial, skills and capacity risks. This activity will be supported with tools and templates to help log and profile risks, assessing the likelihood of risks occurring and the severity of impact.

Resources from our significant partners have included staff expertise, knowledge and hospitality to aid the development of our strategic vision for physical activity and sport.

The programme board for Get Doncaster Moving (GDM) is being formulated and key strategic partners have been consulted via Doncaster Active Partnership to secure further capacity. We are aware that there is work to be done to ensure we have those partners who can provide the commitment and dedication required to ensure a strategic approach.

Implementing the LDP will require us to work flexibly across roles and organisational boundaries to ensure we access and evaluate evidence to support decision making. We are confident that our existing partnership relationships and the strategic context within which we work means we are well placed to do this. We will draw on the DGT governance framework to support this work. In addition, we will utilise the regular meetings (described) earlier to develop a model to identify, synthesis and interrogate relevant evidence and data, using for example the proposed insight reports. This will need to be done at pace but recognise that at different times, individuals will acts as owners, creators, or commissioners of data.



# 7. Readiness

We would like you to demonstrate how you will be able to work at a suitable scale and pace, especially in the initial stages of the pilot. We want to look at evidenced examples of how well you have been able to do this to date in order to see how self-aware you are of the likely issues and that you have fully considered all aspects relevant to whole system change.

a. Please describe the steps you expect to undertake in order to successfully complete the inception phase of the pilot. (NB: you can identify any aspects which would require Sport England involvement or input)

What timescale do you think you will require to complete the above?

Doncaster Growing Together was approved by Cabinet on the 5<sup>th</sup> September and be presented to Full Council on the 21<sup>st</sup> September. This will be followed by the publication of our draft physical activity and sport strategy to invite local champions to catalyse further discussions. This will outline our 10 year commitment to address our key priority areas and ensure that we plan for long term change to halt our declining physical activity levels.

We will have a revised governance structure in place by the 10<sup>th</sup> October which will have the capacity to lead the governance and accountability for the LDP. This will meet initially on a three weekly basis and therefore demonstrates our readiness and ability to initiate the first stages of our partnership with Sport England. We envisage that our primary areas of focus will be to coordinate a scheme of meetings with Sport England to develop a framework for collaborative working and further define the benefit maps and benefit realisations for the LDP including the agreement of our baseline measures.

Earlier we described our intentions to develop further insight schemes to deepen our understanding of Doncaster's communities building on the existing evidence base on inactivity. This is a priority as it will provide direction in how we are going to tackle this challenge for our residents and we would welcome support to proceed with this at pace.

Nonetheless, we need to be clear that Doncaster has experienced underinvestment in previous years in physical activity and sport highlighted by the whole systems review of physical activity and sport. Recently, we have adapted our roles and gained support from colleagues to respond to the outcomes of our review and the inclusion into DGT transformation programme. This has provided a sound basis to commence the inception phase of the LDP but we will require further support and resources to ensure that we can continue to maintain momentum.

b. Please bring to life your best example of where you and/or your significant partners are working through a whole system approach to deal with an issue affecting your place.

Doncaster Council working with its strategic partners has a proven track record of delivering services and outcomes through transformational models

*Whole system approach to complex lives.*

A new Assertive Outreach Team is demonstrating a new innovative way of working to support vulnerable adults with complex lives and dependencies. Team Doncaster is developing one integrated front line team delivering pro-active outreach and engagement to help people to settle in stable accommodation and ensure their financial and social inclusion.

There will be one joint triage, assessment, referral and case management process quickly gathering cross partner information to enable informed judgements about case management, and providing a single system to support case coordination.

We are looking to design the system whereby one empowered key worker with authority to coordinate services and support is allocated to individuals.

The team is currently being developed and resources identified, however the Council's Communities Service along with partners from South Yorkshire Police, St Leger Homes, Aspire and Riverside have commenced to manage support and coordinate a small cohort with complex lives and dependencies.

The initial research has suggested that this service redesign could provide better support for individuals as well as significant potential savings when compared to our current approach to delivery which is costing in the region of £10,000 per person per year.

*Transformational Libraries*

Another example of a whole system approach is the borough's library service, which in 2011-12 led on 12 libraries moving to community management in a co-production model. This approach ensures that all libraries are provided within a statutory framework and with a core offer, but are able to realise the benefits of deeply embedded community leadership and shaping. It has ensured that libraries have not only survived but have thrived within a challenging financial context.

Library staff work alongside volunteer teams, in a one-network, one workforce approach. Such was the success of the model that in 2014-15 a further 8 libraries made the transition to community management. With effective governance, leadership and operational delivery, the transition could now be achieved in 3 months beginning to end. The service, working with corporate and external partners, delivered a model of consultation in 2011-12 and again in 2014-15 which was considered exemplary within the Council. Various benefits have been analysed and demonstrated: the cost per visit and interaction has been driven down, the libraries deliver on approximately 77000 volunteer hours per annum, and in 2016-17 an average of 9 volunteers per month entered into

employment having volunteered in a library.

Now, in 2017, 21 libraries are open for business every day, managed and delivered by volunteers with professional staff oversight, alongside 4 Council managed libraries. All libraries have a legal framework of SLA, lease with service agreements, and funding agreements; many are CLGs with some moving to CIO or CIC. The Council is experiencing growth in the model as specific libraries attract investment which enable direct funding of services and employment of staff. The model has succeeded, due to the effective partnerships and framework in place, in diverse communities across the borough.

In 2012, Doncaster Council won the Local Government Yorkshire and Humber Making a Difference Award for Culture and Sport, for its community managed libraries.