

## **LDP Phases 4 & 5 Corporate Report Background Papers**

# Investment Summary (Phase 4)

**Key:**

	New for investment submission 4
	Continuing cost of proposal from investment submission 3 (pathfinder award)

Where some of the costs are continuing from Investment submission 3, there are underspends due to delays in recruitment of posts or works coming in under budget. Where this is the case, it has been shown in below tables, in the 'underspend' column and the total SE request amounts have been reduced accordingly.

1. Active Communities							
ID	Element	Accelerator/Pathfinder	Total Cost (LDP cost + GDM match (£))	GDM Match Funding (£)	LDP cost (£)	Underspend from previous SE Pathfinder funding allocation (£)	SE Allocation (LDP cost – underspend from previous SE Pathfinder funding allocation) (£)
1.1	<b>Well Doncaster Manager</b> <i>Grade 10, 1 FTE</i> <i>01/04/2021 – 31/03/2025</i>	Accelerator	249,800	249,800	None	None	None
1.2	<b>Well Doncaster Coordinator</b> <i>Grade 8, 1 FTE</i> <i>01/02/2022 – 31/03/2025</i>	Accelerator	139,767	None	139,767	None	139,767
1.3	<b>Community Officers</b> <i>Grade 7, 4 FTE</i> <i>01/04/2021 – 31/03/2025</i>	Accelerator	533,600	266,800	266,800	26,849	239,952
1.4	<b>Community Wealth Builder Coordinator</b> <i>Grade 8, 1 FTE</i> <i>01/01/2020 – 30/06/2022</i>	Accelerator	96,675	96,675	None	None	None
1.5	<b>Community Wealth Builder Officer</b> <i>Grade 7, 1 FTE</i> <i>01/01/2020 – 30/06/2022</i>	Accelerator	78,625	78,625	None	None	None
1.6	<b>Operational costs</b> <i>01/04/2021 – 31/03/2025</i>	Accelerator	20,000	10,000	10,000	None	10,000
<b>SUB TOTAL</b>			1,118,467	701,900	416,567	26,849	<b>389,719</b>

2. Doncaster Future Parks (Part one)							
ID	Element	Accelerator/Pathfinder	Total Cost (LDP cost + GDM match (£))	GDM Match Funding (£)	LDP cost (£)	Underspend from previous SE Pathfinder funding allocation (£)	SE Allocation (LDP cost – underspend from previous SE Pathfinder funding allocation) (£)
2.1a	<b>Future Parks Coordinator</b> <i>Grade 9 post</i> 1 FTE 01/05/2020 – 31/03/2025	Accelerator Revenue	253,560	None	253,560	None	253,560
2.1b	<b>Green Space Network Support Officer</b> <i>Grade 7 post</i> 1 FTE 01/05/2020 – 31/03/2025	Accelerator Revenue	165,150	None	165,150	None	165,150
2.2 – 2.6	<b>Green Space Network Development</b> <ul style="list-style-type: none"> <li>• Training and support programme</li> <li>• Friends group toolkit</li> <li>• Governance structure review</li> <li>• Policies</li> <li>• Exhibition materials</li> </ul>	Accelerator Revenue	90,000	None	90,000	None	90,000
2.7	<b>Doncaster Parks Foundation</b>	Revenue	20,000	None	20,000	None	20,000
2.8 – 2.15	<b>Volunteer participation</b> <ul style="list-style-type: none"> <li>• Volunteer reward &amp; recognition</li> <li>• Green Gym</li> <li>• Community Enablers</li> <li>• Young Rangers</li> <li>• Corporate Volunteers - Doncaster Council</li> <li>• Corporate Volunteers - Borough-wide</li> <li>• Volunteer expenses</li> <li>• Tools and equipment</li> </ul>	Accelerator Revenue	292,500	None	292,500	None	292,500
2.16	<b>Social Capacity - Community enterprise</b>	Accelerator Revenue	10,000	None	10,000	None	10,000
2.17	<b>Animating parks and green spaces - Activity Programmes</b>	Accelerator Revenue	100,000	None	100,000	None	100,000
2.18	<b>Animating parks and green spaces - Education Programmes</b>	Accelerator Revenue	50,000	None	50,000	None	50,000
2.19	<b>Improving quality &amp; Addressing Barriers – bespoke Parks Plans &amp; targeted interventions.</b>	Accelerator Revenue	200,000	None	200,000	None	200,000

2.20	<b>Marketing &amp; Promotion - Online Hub</b>	Accelerator Revenue	300,000	None	300,000	None	300,000
2.21	<b>Monitoring &amp; Evaluation Measuring Use of Parks</b>	Accelerator Revenue	100,000	None	100,000	None	100,000
2.22	<b>Monitoring &amp; Evaluation - External support for monitoring and evaluation</b>	Accelerator Revenue	50,000	None	50,000	None	50,000
2.23	<b>Monitoring &amp; Evaluation - Forward Plan</b>	Accelerator Revenue	10,000	None	10,000	None	10,000
2.24	<b>Monitoring &amp; Evaluation- Sharing our learning</b>	Accelerator Revenue	10,000	None	10,000	None	10,000
<b>SUB TOTAL</b>			1,651,210	None	1,651,210	15,000	1,651,210
Minus (-) underspend from Development Award (£)							15,000
<b>TOTAL:</b>							<b>1,636,210</b>

## 2. Doncaster Future Parks: (Part two) Site-specific Investment Proposals

Site name	Funding type	Indicative capital works costs	SE Allocation
Campsall Country Park	Accelerator, Capital	268,413	268,413
Cantley Park	Accelerator, Capital	315,424	315,424
Castle Hills Park	Accelerator, Capital	225,281	225,281
The Craggs	Accelerator, Capital	201,093	201,093
Denaby Memorial Park	Accelerator, Capital	138,719	138,719
East Lane	Accelerator, Capital	113,828	113,828
Edlington Pit Wood	Accelerator, Capital	265,834	265,834
Grove Gardens	Accelerator, Capital	94,282	94,282
Hexthorpe Park	Accelerator, Capital	179,676	179,676
Highfields Country Park	Accelerator, Capital	256,400	256,400
Linden Walk	Accelerator, Capital	182,926	182,926
Moorends Miners Welfare	Accelerator, Capital	111,833	111,833
Town Field	Accelerator, Capital	127,258	127,258
West End Lane	Accelerator, Capital	150,067	150,067
Westfield Park	Accelerator, Capital	149,160	149,160
SUB TOTAL		£2,780,193	£2,780,193
ADD PROFESSIONAL FEES AT 15%		£417,029	£417,029
TOTAL:		£3,197,222	<b>£3,197,222</b>

## 2. Doncaster Future Parks (Part one + Part two)

<b>Doncaster Future Parks (Part one)</b>	<b>1,636,210</b>
<b>Doncaster Future Parks: (Part two) Site-specific Investment Proposals</b>	<b>3,197,222</b>
<b>TOTAL</b>	<b>4,833,432</b>

<b>3. Active Travel</b>							
<b>ID</b>	<b>Element</b>	<b>Accelerator/Pathfinder</b>	<b>Total Cost (LDP cost + GDM match (£))</b>	<b>GDM Match Funding (£)</b>	<b>LDP cost (£)</b>	<b>Underspend from previous SE Pathfinder funding allocation (£)</b>	<b>SE allocation (LDP cost – underspend from previous SE Pathfinder funding allocation) (£)</b>
<b>3.1</b>	<b>Active Travel Community Engagement</b> <i>Community engagement and co-production with local people on low vehicle neighbourhoods &amp; active travel schemes.</i>	Pathfinder	96,600	None	96,600	None	96,600
<b>3.2</b>	<b>Testing temporary infrastructure measures</b> <i>Temporary infrastructure measures that support active travel outside schools</i>	Pathfinder	70,000	Potential from DMBC Transport Team (TBC)	70,000	None	70,000
<b>3.3</b>	<b>Transport behaviour analysis</b> <i>Provide specific details on the origin and destination of journeys to identify locations where short car journeys can be switched to active travel.</i>	Pathfinder	25,000	None	25,000	None	25,000
<b>3.4</b>	<b>Test &amp; learn revenue</b> <i>Active travel and inclusivity focussing on disabled individuals and those with long-term conditions and a scooter programme in schools.</i>	Pathfinder	275,000	225,000 STAF funding 2020-2021	50,000	None	50,000
<b>SUB TOTAL</b>			466,600	225,000	241,600	None	<b>241,600</b>

4. Dance							
ID	Element	Accelerator/Pathfinder	Total Cost (LDP cost + GDM match (£))	GDM Match Funding (£)	LDP cost (£)	Underspend from previous SE Pathfinder funding allocation (£)	SE allocation (LDP cost – underspend from previous SE Pathfinder funding allocation) (£)
4.1	<b>Dance On</b> <i>To expand a sustainable model of Dance On.</i>	Accelerator	95,346	None	95,346	None	95,346
4.2	<b>Workforce Development</b> <i>Test and deliver a five strand training programme that would significantly grow the dance workforce</i>	Pathfinder	14,732	None	14,732	None	14,732
4.3	<b>Callout to Get Doncaster Dancing</b> <i>Dedicated funding stream to test innovative approaches to supporting inactive residents from low-income areas to participate in dance related activities.</i>	Pathfinder	100,000	None	100,000	None	100,000
4.4	<b>Get Doncaster Dancing Festival</b> <i>To celebrate the Dance opportunities in Doncaster and promote to residents in Doncaster.</i>	Pathfinder	5,000	5,000	None	None	None
<b>SUB TOTAL</b>			215,078	5,000	210,078	None	<b>210,078</b>

Financials overall summary sheet

Element	GDM Match Funding (£)	SE allocation (£)
Pathfinder	230,000	356,332
Accelerator	701,900	5,318,497
<b>Total:</b>	<b>GDM Match: 931,900</b>	<b>SE allocation: 5,674, 829</b>

1.Pathfinder Overall						
Element	Pathfinder	Total Cost (LDP cost + GDM match (£))	GDM Match Funding (£)	LDP cost (£)	Underspend from previous SE Pathfinder funding allocation (£)	SE allocation (LDP cost – underspend from previous SE Pathfinder funding allocation) (£)
Active Travel	Pathfinder	466,600	225,000	241,600	0	241,600
Dance	Pathfinder	114,732	5,000	114,732	0	114,732
<b>Pathfinder subtotal</b>		<b>583,332</b>	<b><u>GDM Match: 230,000</u></b>	<b>356,332</b>	<b>0</b>	<b><u>SE allocation: 356,332</u></b>

1.Accelerator Overall						
Element	Accelerator	Total Cost (LDP cost + GDM match (£))	GDM Match Funding (£)	LDP cost (£)	Underspend from previous SE Pathfinder funding allocation (£)	SE allocation (LDP cost – underspend from previous SE Pathfinder funding allocation) (£)
Active Communities	Accelerator	1,118,467	701,900	416,567	26,849	389,719
Parks	Accelerator	4,833,432	0	4,848,432	15,000	4,833,432
Dance (Dance on)	Accelerator	95,346	0	95,346	0	95,346
<b>Accelerator subtotal</b>		<b>6,037,245</b>	<b><u>GDM match: 701,900</u></b>	<b>5,350,345</b>	<b>41,849</b>	<b><u>SE allocation: 5,318,497</u></b>



## Summary of Core Costs and Evaluation (Phase 5)

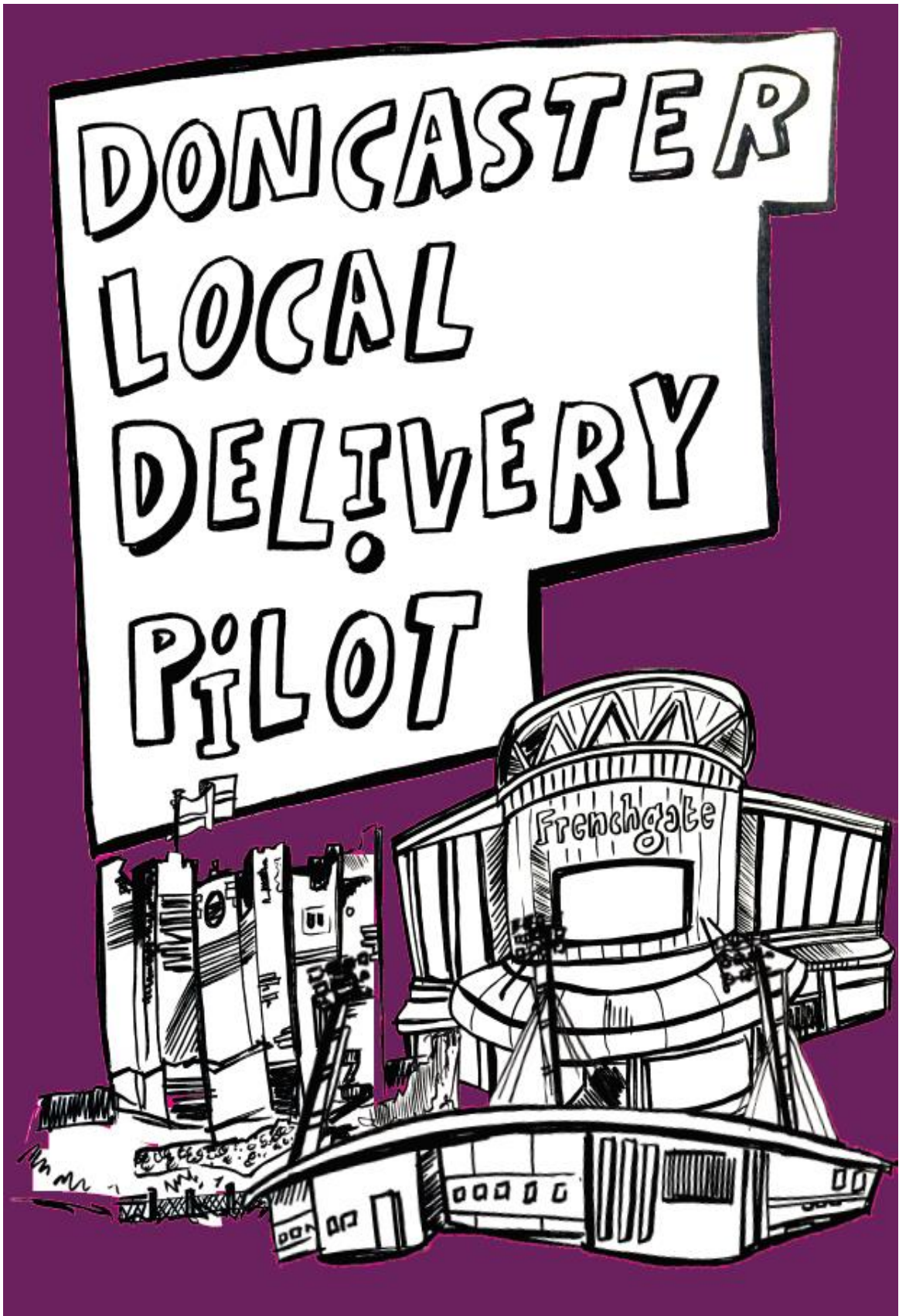
Doncaster LDP Core Capacity Costs April 2021 – March 2025								
ID	Element	1. SE LDP Cost (£) 2021-2023 (2 years)	2. SE LDP Cost (£) 2023-2025 (2 years)	3. GDM Match (£) 2021-2023	4. GDM Match (£) 2023-2025	5. Total Cost (£) (1+2+3+4)	6. Underspend from previous SE funding (£)	7. SE allocation (£) (1+2– 6)
1.1	<b>LDP Prog. Mgr.</b> <i>Grade 9, 1 FTE</i>	100,700	109,500	0	0	210,200	23,538	186,662
1.2	<b>Contract &amp; Finance Officer</b> <i>Grade 8, 1 FTE</i>	78,300	90,600	0	0	168,900	25,503	141,397
1.3	<b>Comms &amp; Business Partner</b> <i>Grade 11, 0.2 FTE</i>	26,340	28,580	0	0	54,920	7,348	47,572
1.4	<b>Agile Working</b> <i>G8 @ 1 FTE</i>	83,500	90,700	0	0	174,200	0	174,200
1.5	<b>Operational Costs</b> <i>Travel, hospitality, operational costs (equipment, printing, artefacts)</i>	45,000	45,000	0	0	90,000	0	90,000
1.6	<b>GDM BCMs</b> <i>2 x Grade 10, each at 0.5 FTE</i>	0	0	119,700	130,100	249,800	0	0
<b>SUB TOTAL</b>		333,840	364,380	119,700	130,100	948,020	56,389	641,831

**Doncaster LDP Evaluation Costs April 2021 – March 2025**

<b>ID</b>	<b>Element</b>	<b>1. SE LDP Cost (£) 2021-2023 (2 years)</b>	<b>2. SE LDP Cost (£) 2023-2025 (2 years)</b>	<b>3. GDM Match (£) 2021-2023</b>	<b>4. GDM Match (£) 2023-2025</b>	<b>5. Total Cost (£) (1+2+3+4)</b>	<b>6. Underspend from previous SE Pathfinder funding allocation (£)</b>	<b>7. SE allocation (£) (1+2– 6)</b>
<b>2.1</b>	<b>Contract with Evaluation Partner</b>	340,000	137,000	0	0	477,000	0	477,000
<b>2.2</b>	<b>Active Lives Survey Boost</b> <i>Boosted sample in 2022 and 2024 (2x boosts). Budget based on previous costs.</i>	67,500	67,500	0	0	135,000	0	135,000
<b>SUB TOTAL</b>		<b>407,500</b>	<b>204,500</b>	<b>0</b>	<b>0</b>	<b>609,000</b>	<b>0</b>	<b>612,000</b>

**Doncaster LDP Core Capacity and Evaluation Costs April 2021 – March 2025**

<b>ID</b>	<b>Element</b>	<b>1. SE LDP Cost (£) 2021-2023 (2 years)</b>	<b>2. SE LDP Cost (£) 2023-2025 (2 years)</b>	<b>3. GDM Match (£) 2021-2023</b>	<b>4. GDM Match (£) 2023-2025</b>	<b>5. Total Cost (£) (1+2+3+4)</b>	<b>6. Underspend from previous SE Pathfinder funding allocation (£)</b>	<b>7. SE allocation (£) (1+2– 6)</b>
<b>1</b>	<b>Core Capacity and operational costs</b>	333,840	364,380	119,700	130,100	948,020	56,389	641,831
<b>2</b>	<b>Evaluation</b>	407,500	207,500	0	0	612,000	0	612,000
<b>TOTAL</b>		<b>741,340</b>	<b>571,880</b>	<b>119,700</b>	<b>130,100</b>	<b>1,560,020</b>	<b>56,389</b>	<b>1,253,831</b>



## Stage 4

# Contents

1.	Our story of now: 2019 - What a year! .....	15
2.	Background .....	18
3.	Our Principles.....	18
4.	Borough-wide policy .....	20
5.	Doncaster Council Corporate Plan (2020-2021) .....	22
6.	What we've been doing .....	24
6.1.	Systems Network & Leadership .....	24
6.2.	Inclusive Growth Strategy .....	26
6.3.	Children and Families Executive Board.....	26
6.4.	Best Start in Life .....	27
6.5.	Active Practices, Primary Care and Health.....	28
6.6.	Wider sharing of work.....	29
6.7.	Maximising the Social Impact of Major Sports Events.....	31
6.8.	Marketing & Communications .....	35
7.	Evaluation .....	41
7.1.	Theory of Change .....	41
7.2.	Baseline Report .....	43
7.3.	Policy Audit .....	43
7.4.	Partner Survey.....	44
7.5.	Social Network Analysis .....	44
7.6.	Interim Active Lives Survey (ALS) .....	48
7.7.	Methodology Design.....	49
7.8.	Process Learning .....	49
8.	Doncaster's Proposals for Further Change at Scale.....	52
9.	Active Communities .....	53
10.	Behavioural Insights.....	57
10.1.	ABCD Techniques .....	59
10.2.	Appreciative Inquiry (AI) .....	60
10.3.	Community Connectors (was Community Activators in Investment Plan 3).....	63
10.4.	Active Communities Grants .....	64
10.5.	Community Wealth Builders.....	65
10.6.	Sustainability and Strategic Influence.....	66
10.7.	Active Communities Proposal .....	67

11.	Doncaster Future Parks.....	68
11.1.	Our Learning So far .....	71
11.2.	Progress to date .....	72
11.3.	Green Space Network Workshop - 22 <sup>nd</sup> January 2020.....	72
11.4.	Visioning Workshop 4 <sup>th</sup> February 2020.....	73
11.5.	Quality and Needs Assessments .....	73
11.6.	Development of the Vision - Overarching Framework .....	74
11.7.	Bespoke Park Plans .....	76
11.8.	Doncaster Future Parks Proposal.....	82
11.9.	Governance .....	83
11.10.	Investment Proposal .....	84
11.11.	Site-specific Investment Proposals .....	89
12.	Active Travel.....	90
12.1.	What have we done so far? .....	91
12.2.	What have we learned? .....	92
12.3.	Future work.....	94
13.	Get Doncaster Dancing .....	99
13.1.	Overarching ambitions for action .....	101
13.2.	Future Proposal.....	102
13.3.	Accelerator - Dance On .....	102
13.4.	Pathfinder – Test and Learn Workforce Development Programme .....	108
13.5.	Pathfinder – Call Out to Get Doncaster Dancing Proposal .....	109
14.	Where do we go next? .....	111
14.1	Children and young people .....	111
14.2	Marketing and communications .....	111
14.3	Evaluation.....	111
14.4	Major events .....	113
14.5	Staffing Resource .....	113

## Our story of now: 2019 - What a year!

It has been a busy time in Doncaster. From the highs of the Tour de Yorkshire and UCI Cycling World Championships to the lows of responding to the floods in November 2019. The Get Doncaster Moving (GDM) Team has been involved in both. From Andy leading the coordination and delivery of the UCI's and Tour De Yorkshire, to Jess and Marianne supporting the Recovery Hubs in our flooded communities, Carys providing support on the health response to our emergency plans and numerous members of the team marshalling for the visit of Prince Charles.





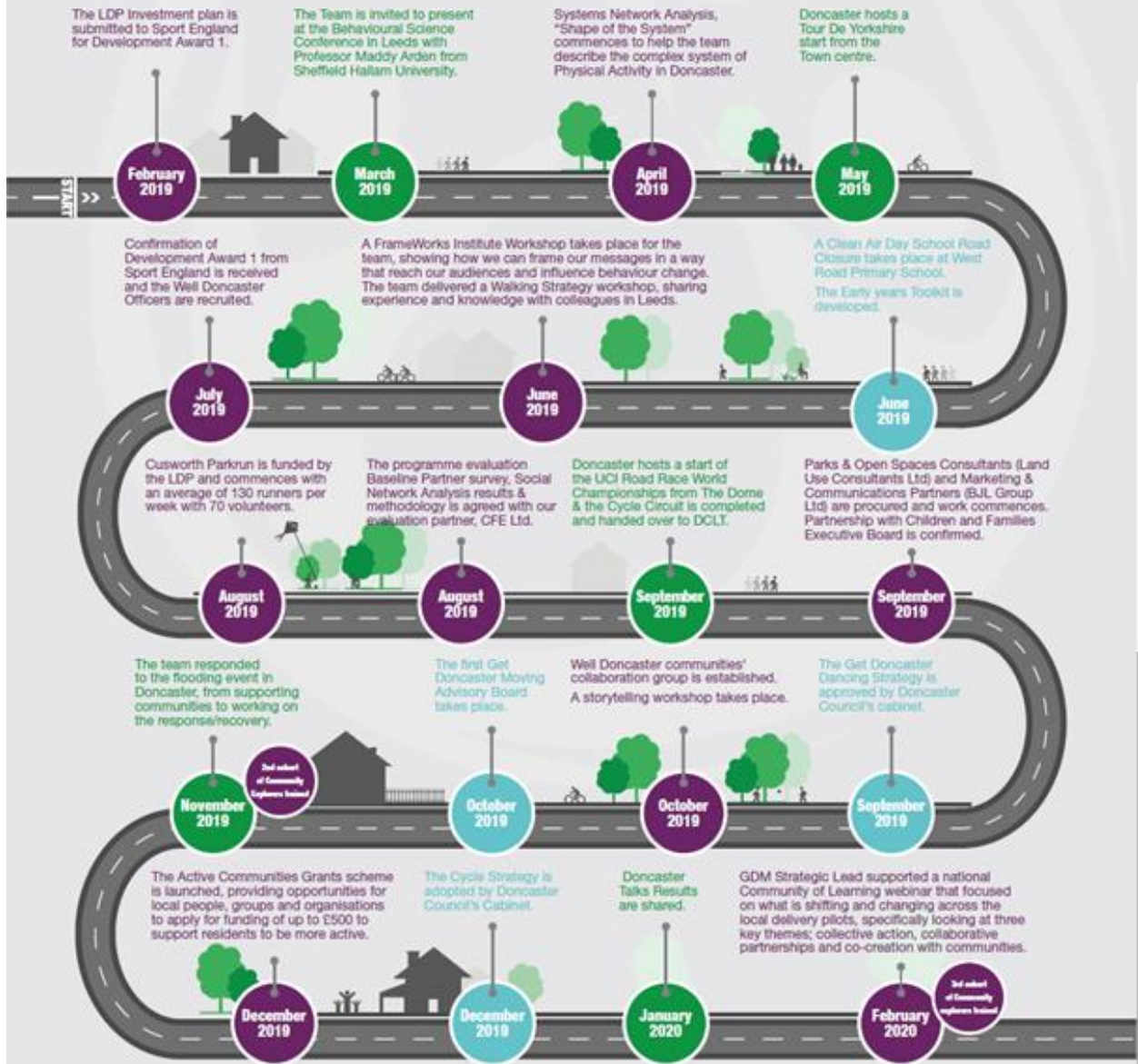
# 2019 - A year in the life of Get Doncaster Moving



**KEY**  
● Local Delivery Pilot ● Get Doncaster Moving programme and strategy ● Other points of interest

It's been a busy time in Doncaster. The Get Doncaster Moving Team has been involved in both the highs of the Tour de Yorkshire and UCI Cycling World Championships, to the lows of responding to the floods in November 2019.

We have continued with our iterative process to address the stubborn challenge of inactivity in Doncaster, and it remains a strategic priority across Team Doncaster, to provide the right conditions for Doncaster people to be active in their daily lives.



Find out more about Get Doncaster Moving: [www.getdoncastermoving.org](http://www.getdoncastermoving.org) @doncastermoving



In the time that has passed from beginning to write this proposal to the time of submission, there has been a huge turn of events across the world in tackling COVID-19. Our Director of Public Health, who is also the Senior Reporting Officer for GDM, is leading the response in Doncaster, supported by his Public Health Team, including the Business Change Managers for GDM.

The Well Doncaster and GDM teams are also leading various elements of the response in Doncaster. In the light of these challenges, it has been recognised that the work of GDM is business critical; during the acute response to help our residents stay active, and in the community recovery. We have prioritised this submission with fantastic support from our Sport England Strategic Lead and Pilot Manager. This is because leaders acknowledge the role that our work can play to address the psychological and physical impacts on the population of Doncaster, which may worsen mental health, and reduce coping and resilience.

Already we are supporting the communications to residents on messaging around keeping active and utilising the learning from our COMB-B behaviour change work to influence our messaging about social distancing. In the future, our role in the recovery will be paramount in supporting residents to return to normality, by demonstrating positive crowd behaviours and social norms, supporting wellbeing and through our Community

This is the 4<sup>th</sup> phase of our investment request to Sport England; it continues our iterative process to address the stubborn challenge of inactivity in Doncaster. We are following investment guidance principles of requesting investment when we need further resource to explore new avenues in our shared mission.

Our [previous proposal \(3<sup>rd</sup> phase\) in February 2019](#) identified what we know, and it provided resources that allowed us to make a range of investments of various sizes to further investigate the opportunities to provide the right conditions for Doncaster people to be active in their daily lives. The challenge that we described in that proposal remains the same; we have high levels of deprivation with 1 in 5 of the LSOA's in the top 10% nationally, the number of adults and children carrying excess weight is very high and we are still working to address low levels of aspiration and achievement. Our [Behavioural Insights Survey](#), funded using our Development Award, showed that in our most deprived areas almost 60% of people do less than 30 minutes of physical activity a week. The same surveys showed huge variances in activity levels of children across different communities; ranging from 30 minutes a week to over 200 minutes a week.

Our insight continues to remind us of the inequalities that exist, and drives us on our journey for change. This submission covers test and learn interventions that fall within the remaining Pathfinder investment for Doncaster, and show examples of where insight and engagement so far have demonstrated learning that has driven decisions about what to test next. In addition, the majority of the funding request is for Accelerator investment where we have comprehensively tested interventions via the work undertaken as part of the previous three investment submissions. We are requesting Accelerator investment where learning is demonstrated, there is a clear proof on concept and it supports our plans for the next steps.

# 1. Background

Get Doncaster Moving is our whole system approach to transform how we address our high levels of inactivity across the population. It is also the name of our strategy, our website and our governance structure. It is recognised by all stakeholders throughout the borough as a whole systems approach, based on evidence and insight that is trying to do something different. Figure 1 below (designed as an evaluation tool by CFE Research) demonstrates the interaction between Get Doncaster Moving, the Local Delivery Pilot and other key activity taking place in the borough. We are constantly identifying collaborative ways of working to ensure that there are synergies across different partners and organisations.

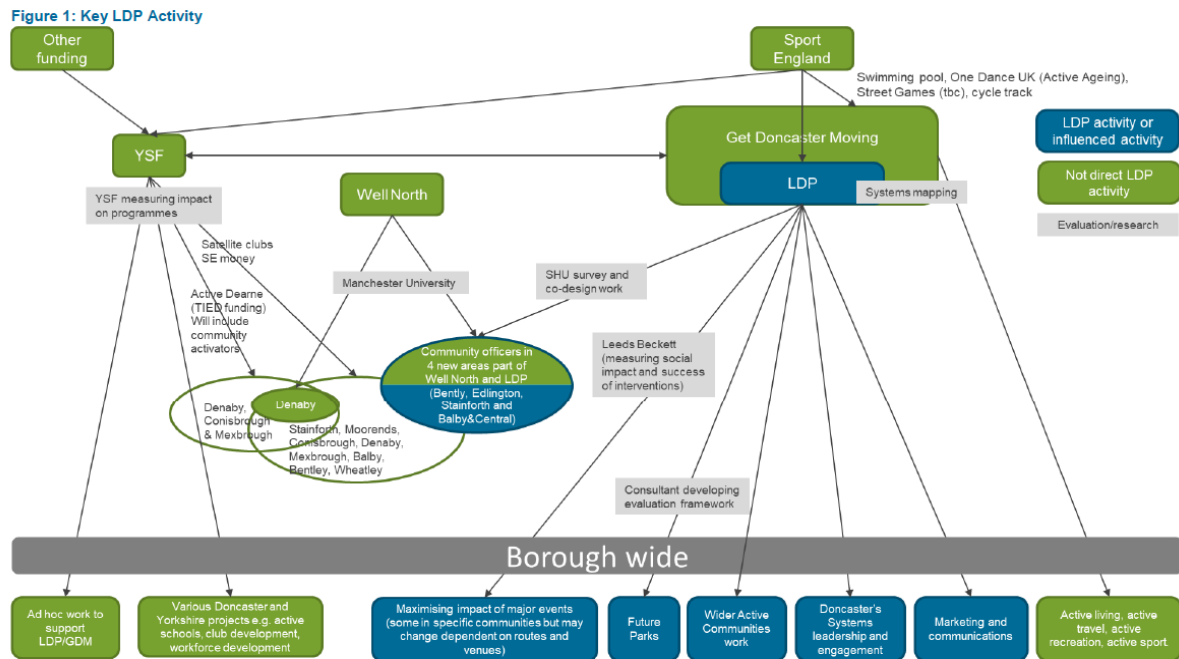


Figure 1

# 2. Our Principles

Our Get Doncaster Moving principles describe our values-led way of working. We are adamant that the work that we do now must be sustainable, and bring about our generational journey to change our population inactivity levels. Our approach focuses capacity and resources on changes that will have a long lasting impact on improving the conditions for residents to move more and be physically active. We know that short-term projects can have a positive effect on changing the lives of individual people. However, we know that this often creates an expectation and a reality that opportunities will come and go in our communities, where they are reliant on external funding to continue them. Communities have told us that they want and need opportunities to last; they must be at the heart of everything we do. We have to do things differently, and we strongly believe that unless we stick by our principles, Get Doncaster Moving will be another



short-lived project or programme which fundamentally doesn't change the social norm of inactivity in Doncaster.

At times, it has been challenging to explain our approach and influence local, regional and national delivery agencies to share our principles. Not only are we trying different ways of articulating this approach but we are working with new and existing partners, colleagues and organisations to support a different way. We have learned that we must be steadfast and believe in the evidence-based approach that we are taking. Figure 2 below shows the principles that drive the work and investment of the LDP. They are driven by what we have learnt from communities, what we know about Doncaster as a place and the ethos of the LDP pilots as a whole.



Figure 2

### 3. Borough-wide policy

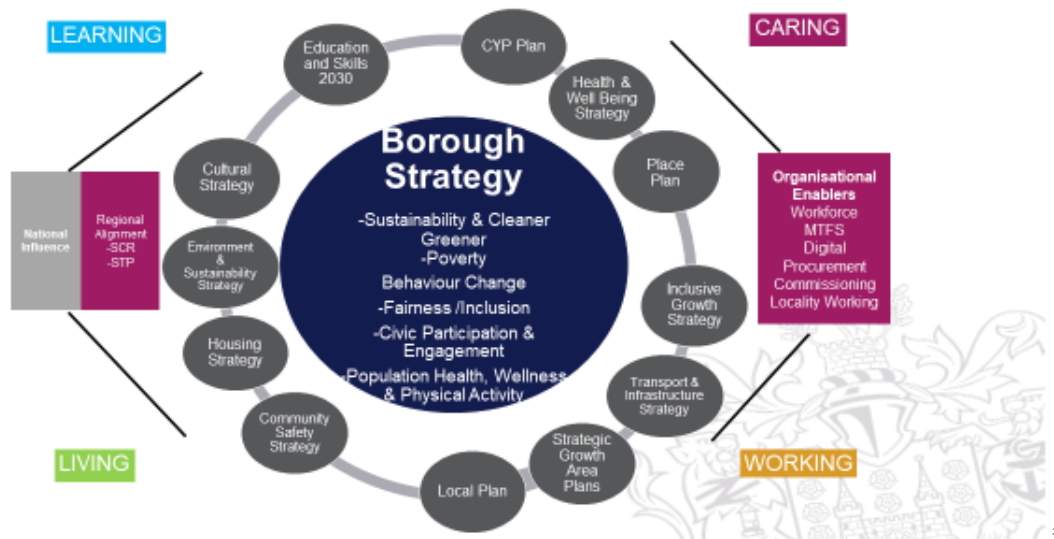
Since our [third investment proposal](#), which itself included extensive engagement with communities, there has also been a large-scale listening exercise across the borough, gathering over 3000 views from residents. The 3,610 residents who contributed to the ‘[Doncaster Talks](#)’ consultation provided compelling feedback on the issues that matter most to them including; the environment, crime and anti-social behaviour, public transport and support for community activities.



This is helping to shape the approach of our strategic partners of [Team Doncaster](#) for 2021 onwards. Team Doncaster is the formally recognised strategic partnership of organisations and individuals that spans the public, private, voluntary and community sectors. The partnership sets the strategic priorities to ensure that Doncaster is an enjoyable place to live, work and play.

The development of Doncaster’s Borough Strategy for 2021 – 2024 is currently underway, with our early work with colleagues resulting in physical activity being both a specific standalone plan as well as a core outcome in the delivery of a number of key Doncaster strategies. This demonstrates the recognition of both the impact that addressing inactivity can have on the outcomes of other priorities but also the methods, tools and learning we have gathered in our work to date. Figure 3 below shows the draft policy framework for Team Doncaster’s priorities in 2021-2024. This includes priorities with a specific drive for Doncaster to be a ‘*cleaner and greener*’ borough.

**Draft Policy Frame – Supporting the New Borough Strategy**





In September 2019, Doncaster declared a [climate change and biodiversity emergency](#) and established a [Local Commission](#) to advise on how we achieve net zero emissions, chaired by Ed Milliband. The work of our pilot is playing a significant role in shaping the borough-wide approach to the sustainability, cleaner and greener agenda through:

- Get Doncaster Moving ‘deliverables’ of Future Parks and Active Travel
- Sharing our learning and experience of new approaches such as using COM-B as our behaviour change framework, reframing the narrative, residents panels and appreciative inquiry



**Doncaster Council** @M... · 18/12/2019

Earlier this year, we declared a  climate emergency , recognising that we all need to pull together to tackle climate change.

Since then, a Climate Commission has been set up with members including council staff, local councillors, [@Ed\\_Miliband](#), [@DNChamber](#) and more!



David Shaw and 5 others

9

20

77



# 4. Doncaster Council Corporate Plan (2020-2021)

Get Doncaster Moving is already identified as a key priority for Doncaster Council in 2020-2021, with a commitment to “*Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.*” Table 1 below shows the positioning within the corporate plan framework.

## Corporate Plan 2020/21 – Delivering Our Imperatives

Imperative	We will prioritise new work to....	We will continue to....
1. Sustainability	Embed Sustainability into all that we do for a cleaner and greener borough, in particular: <ul style="list-style-type: none"> <li>Respond to our Local Climate Commission recommendations.</li> <li>Develop a One Catchment approach to flooding resilience and implement our Flooding Recovery Plans.</li> <li>Bring forward a new Borough and Environment Strategy</li> </ul>	Review and improve our Environmental and Street-scene services we deliver.
2. Inclusive Growth	Develop a new strategic approach to housing including a five year Council house build programme  Create the conditions for good economic growth in particular by: <ul style="list-style-type: none"> <li>Developing our place narrative - reflecting the potential of Doncaster's town centre, principal towns and major projects.</li> <li>Maximising the investment available, e.g. from Future High Street Fund, Town Deals, the Shared Prosperity Fund and the Sheffield City Region.</li> </ul>	Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.  Embed arts, heritage and culture into our approach to well-being and economic growth.
3. Early Intervention & Prevention	Develop and implement our 'Locality Working' approach (OC).	Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.  Support families to be resilient and access services early when needed.  Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.
4. Lifelong Learning & Skills	Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being.	Continually develop our workforce with the skills necessary to deliver in an ever-changing environment (OC).
5. 'Keeping It Real'	Better understand our people and places and build this into our insight, policy and decision making.  Operate within our resources and deliver value for money (OC).	Continue to develop closer collaborative working with the police to reduce crime and ASB.  Build a fair and inclusive Borough that celebrates equality and diversity.
6. 'Intelligence Led'	Develop an integrated commissioning function across all services (OC).	Develop our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement (OC).

Key: OC = One Council

Table 1

This is a great achievement and demonstrates how important the work of GDM is in the borough, despite reduced government funding, rising demand for services and increasing costs because of the increasing demand. In the newly announced 2020-2021 Corporate Plan, Elected Mayor Ros Jones announced that Doncaster Council would be making further difficult decisions about how services are delivered and funded, and the work of the Local Delivery Pilot continues to be key to the delivery of the imperatives to prevention and supporting communities.

Our [third investment proposal in February 2019](#) outlined a number of key areas we wanted to develop, these included:

- Systems Leadership
- Doncaster Evaluation
- Maximising the Impact of Major Sporting Events
- Marketing & Communication
- Active Communities – further request for funding in this 2020 submission
- Future Parks Doncaster – further request for funding in this 2020 submission

This previous proposal also identified new areas:

- Active Travel – request for funding 2020
- Children and Young People – request for funding 2020
- Dance – request for funding 2020

Since the approval of our previous investment proposal July 2019, we didn't waste any time and ploughed ahead in delivering our proposals.

This will be important more than ever in the future as we support our residents, communities, partners and businesses to recover from the impact that COVID -19 has had in Doncaster. Working with our communities continues to be our approach through this time, as we support vulnerable residents with both the Well Doncaster and Get Doncaster Moving Team at the forefront. Their relationships have been vital in gathering resources in particular working with Doncaster Leisure Culture Trust to establish a community hub that will provide support, advice and provisions for local residents. It is already recognised that our Get Doncaster Moving work will be imperative for Doncaster in the recovery phase by continuing to support community connectedness, improving wellbeing, and a developing economy.

## 5. What we've been doing

The following sections paint a picture of the work undertaken between our [third submission in February 2019](#) and now. They give an indication of the background context that frames the work to come, and our plans for the future. They help to provide detail on how our plans for the next investment connect directly to the work already undertaken.

# LEADERSHIP

### 5.1. Systems Network & Leadership

Our Whole Systems Approach focuses on the need for coherent and interconnected leadership at a local level in addressing inactivity. Previously we acknowledged the need to enhance our strategic leadership across Doncaster. This we have learned over the last twelve months requires time and patience to engage the unusual suspects outside of the sector, owing to their lack of capacity to focus on an area which they feel is important, but not a core responsibility, including physical activity. We have identified local decision makers and capitalised on opportunities as they have arisen; flexing and changing our approach to respond appropriately to where our pilot can have the biggest impact. This has included areas such as Children & Young People (see section 14.1) and Arts & Culture (see Dance section 13).

Our Whole Systems Approach focuses on connections, partnership dynamics and changes within the socio-ecological system locally. It focuses on both individuals and also the social and physical environment context. Helping us to understand the influences on inactivity rather than a traditional approach that solely targets individual's lifestyle choices. Figure 4 below gives a visual representation of how GDM have gone about influencing the system.

## Doncaster; a whole system approach

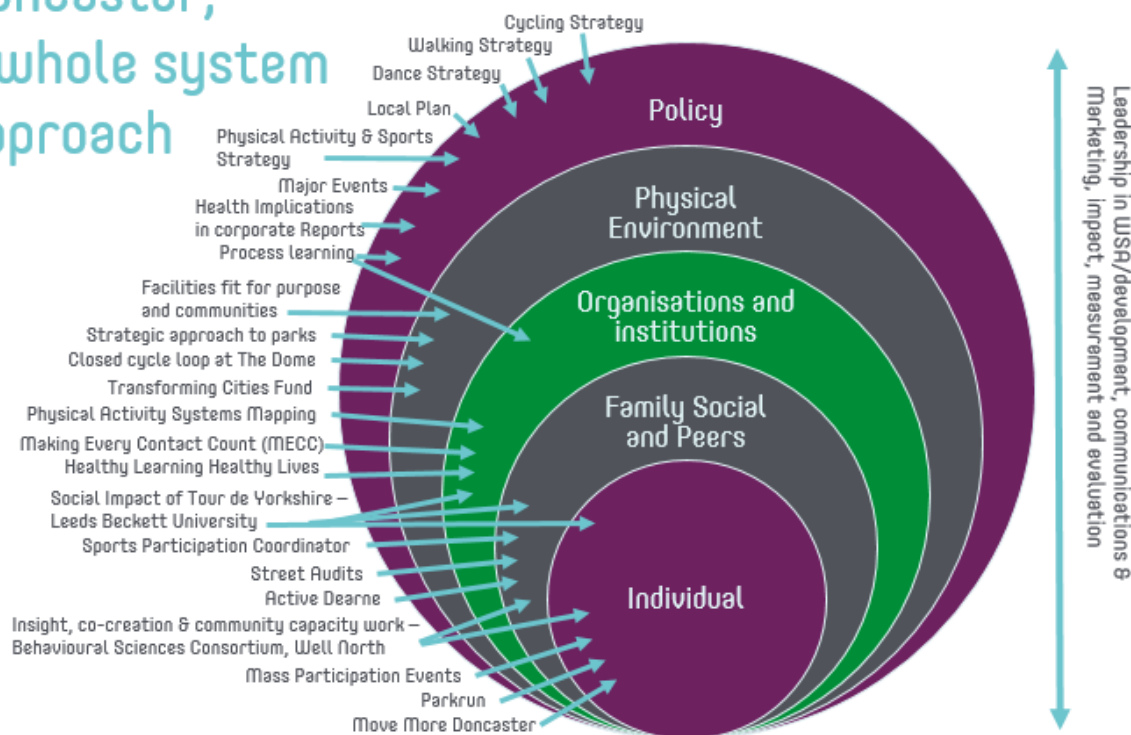


Figure 4



To understand the policy context and be able to measure the impact on system outcomes a policy audit analysis was undertaken by our local evaluators (see section 7 for full description). Of 52 policies analysed just under half mentioned physical activity/sport. However, of the 1800+ pages, fewer than 10% referred to physical activity. This highlights that these references tended to be passing mentions rather than dedicated action to address the challenge. Therefore, we have dedicated time to take advantage of emerging opportunities to progress with our physical activity in all policy approach. This has been a deliberate tactic to ensuring sustainability, to embed into developing processes, garner political support and gain responsibility from other policy areas to actions that will address our inactivity levels.

**CASE STUDY: Education 2030**

We have strengthened our relationship with Doncaster Children and Families Executive Board since our third investment submission (more in section 6.3). The Board is leading a transformative Education Strategy, and our collaboration has led to the inclusion of physical activity and sport as a contributor to the future education and skills system in Doncaster.

Over the last year we have made significant progress in seeing specific use of physical activity within policy– see figure 5 below:

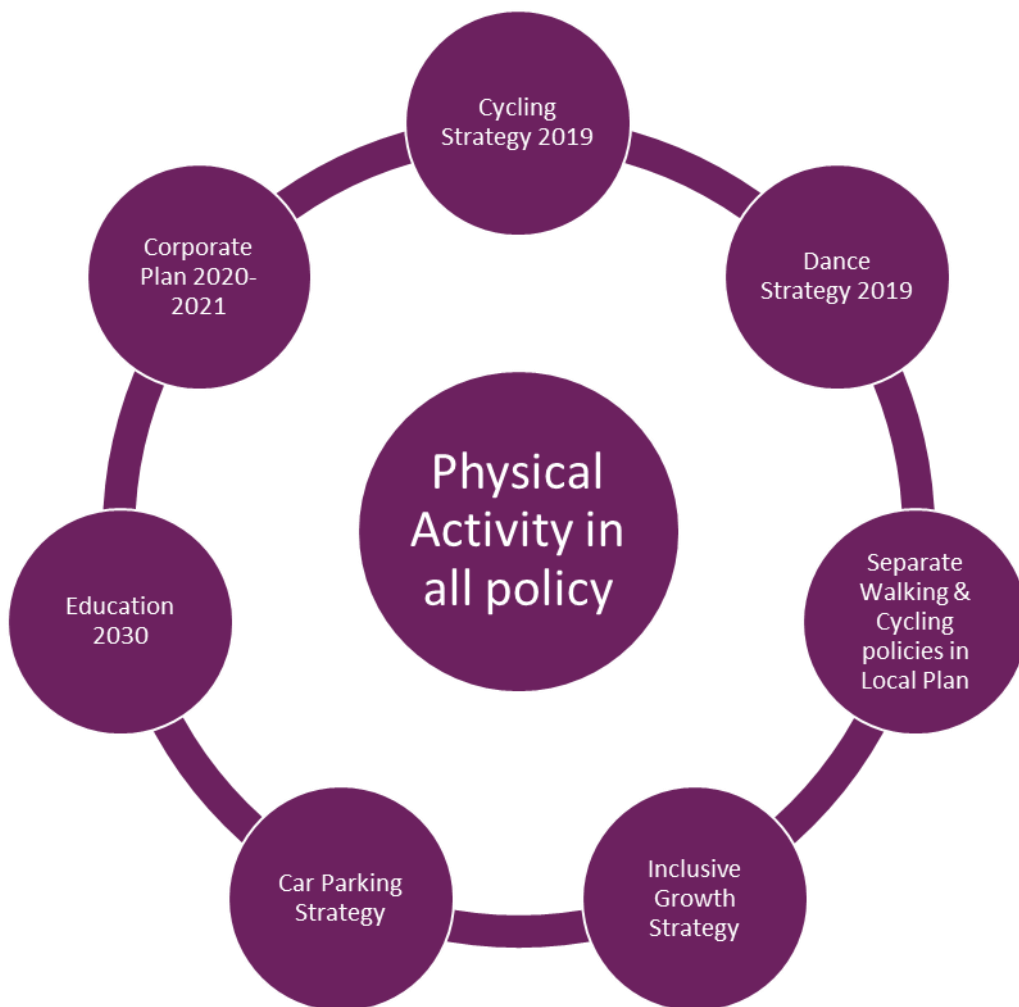


Figure 5

## 5.2. Inclusive Growth Strategy

Doncaster Council’s commitment to delivering an inclusive economy is geared towards improving quality of life for residents, businesses and visitors. Inclusive economies and access to opportunity is key to this, but our success in improving quality of life is not assessed in economic terms alone. This is a cross policy, Team Doncaster priority as referred to earlier.

In our [third investment submission](#), we spoke about the role of Get Doncaster Moving as one of nine transformational priorities in [Doncaster Growing Together](#). We have contributed to our Inclusive Growth strategy identifying the role of Get Doncaster Moving as a ‘Game-Changing Action’ thus acknowledging the role that addressing the inequalities in physical activity can play as a driver of an inclusive economy.

There are a number of ways that our work is contributing to this agenda, including:

- improving the health of residents so that they are able to work
- improving Doncaster as a place where people, communities and businesses want to live, develop their skills, work and play
- improving people’s access to work via active travel
- increasing confidence and readiness to work through volunteering.

We feel that this work is vital in embedding the role that physical activity can play into the wider policy context of the Borough.

## 5.3. Children and Families Executive Board

Children, Young People and Families are a priority cohort for our pilot, because the data from Doncaster’s Pupil Lifestyle Survey has shown no increase in activity levels each year since 2017, when only 8% of primary school children reported that they met the national recommendations for physical activity. This has recently been corroborated by Sport England’s Children’s Active Lives Survey, which demonstrated that Doncaster rate for inactivity was 73.8% ranking us within the bottom 10% of local authorities.



identify the ways that we can get support from a wide range of sectors to embed the challenge of inactivity to the Borough’s ambitions for its children and young people. This was in response to our partner survey and policy audit in July 2019, where 11% of respondents to agreed that the Children and Families Executive Board champions physical activity; despite the policy audit identifying that Children and Families policy area did not mention physical activity.

Action	Delivery
<b>Delivering the Place Plan</b>	<p>The integration of the Health &amp; Social Care delivery system for children and adults is essential to ensure we have a joined up approach to the delivery of support, using a preventive and strengths based approach.</p> <p>This includes a focus on: a child's first 1001 days; Vulnerable Adolescents; Complex Lives; Learning Disabilities; Intermediate Care; and Urgent and Emergency Care.</p> <p>In addition, through social care market engagement and development the council is working with its partners across health and social care to look at different ways to ensure they can attract and retain the strong, confident and skilled workforce they need. There is an aspiration to develop health and social care academies in one or more schools to encourage young people to choose health and social care as a career.</p>
<b>Get Doncaster Moving</b>	<p>The vision is to utilise physical activity and sport to contribute to inclusive economic growth ambitions. Through our participation in the Sport England Delivery Pilot (and access to a share of £10m over 3 years), we will tackle inequalities by addressing inactivity in communities that do not demonstrate patterns of regular participation.</p> <p>From an employment &amp; skills perspective, we have worked jointly with local authority colleagues across the City Region to develop two complementary projects. Both are designed to connect with existing support activity by the Department for Work and Pensions, in particular the Work and Health Programme and programmes designed and commissioned through the European Structural and Investment Funds.</p>
<b>Early Intervention Employment Support Pilot</b>	<p>Working effectively with Job Centre Plus to better identify people within the first year of any benefit claim, who may find it hard to find and keep paid work and provide the support required to enable participation in employment.</p>
<b>Working Win Health-Led Employment Trial</b>	<p>Helping those off sick or those in work but who, as a consequence of health issues are less productive to sustain employment. This is the first attempt in the UK to robustly evaluate a support employment intervention with those who have depression, anxiety and physical health conditions.</p>



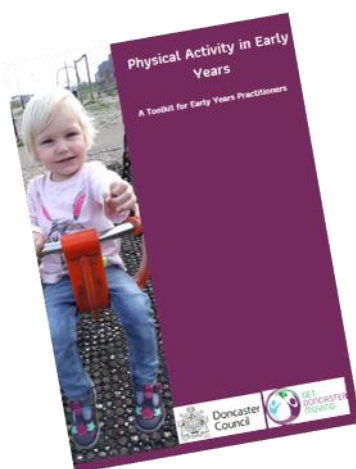
This has resulted in a strong collaboration with Team Doncaster’s Children and Families Executive Board; who have the senior partnership responsibility for policy, strategy and achievement in services for children, young people and their families. Cross-sector senior leaders, led by Doncaster Council’s Director of Learning, Opportunities and Skills, have all committed to a journey that aims to embed physical activity across the partnership. Work has recently started to identify opportunity areas across the system, such as:

- [Doncaster Education 2030 Strategy](#)
- [Doncaster Children’s Plan – Child Friendly Borough](#)
- [Doncaster Opportunity Area](#)
- Commissioning
- Delivery and provision of traditional structured activity

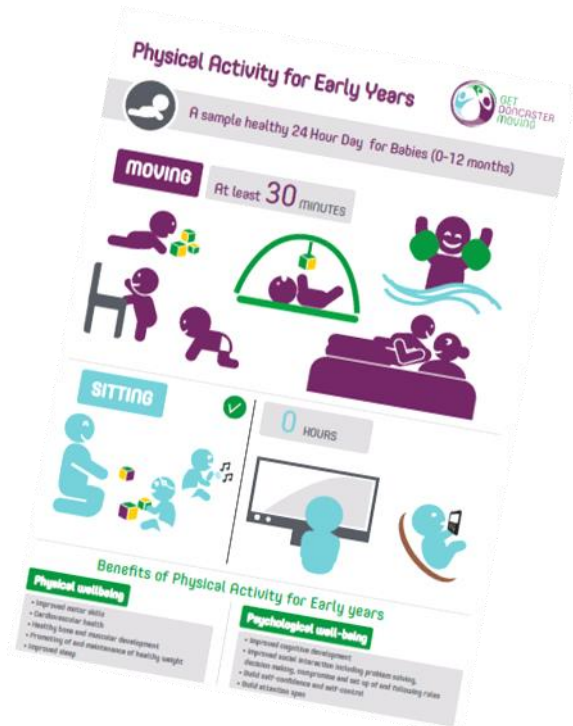
There are challenges in Doncaster based on the traditional approach of short term delivery of formal exercise and sport to our children and young people in communities rather than growing a sustainable long term opportunities for them to move more in their daily lives. We are excited about recent potential of being involved in shaping Doncaster Child Friendly Borough approach which would provide endless opportunities to not only recommend how we shape the physical environment to be more child friendly but also the policy context that recognises physical activity as core to a child’s development.

#### 5.4. Best Start in Life

In Doncaster, we know that the first years of a child’s life are vital in their long-term health and wellbeing; in particular their levels of physical literacy. Early years professionals have a huge impact on families’ emotional, physical and social development and wellbeing. In our [third investment plan](#), we identified a very specific approach that we wanted to develop in regards to 0-5 year olds that would support our focus on children, young people and families, contributing towards some of the medium-term outcomes within our Theory of Change.



We have collaborated with colleagues leading on the “Starting Well” area of work and the 1001 days



area of opportunity of the Place Plan. This included the Head of Early Years, Public Health Specialists and Head of Family Hubs to identify areas of need in relation to encourage under 5 year olds to be active and meet the national recommendations. They worked with colleagues to prototype a resource that would provide staff with the tools needed to provide support to families and create an active environment within their setting.

Therefore, we co-produced with early years practitioners from both public and private organisations a toolkit to support them to embed physical activity into their practice.

To support the toolkit Public Health have trained 60 early years workers to date, including private and school nurseries, family hub staff and childminders. In the future, the training will continue as part of the CYPF team training calendar.

This piece of work provides an example of our distributed leadership, providing resource for other non-traditional colleagues to lead on co-design work that will support challenging the ‘normal’ behaviours of children and families in Doncaster. The successful process has triggered greater trust and collaboration with stakeholders, and has led to further investigation in to system influencers on children and families (described in section 6.3).

## 5.5. Active Practices, Primary Care and Health

We have engaged the health sector in response to the findings of our Behavioural Insight work (funded by our Development Award) in our identified communities, which revealed that the key predictors of physical activity behaviours were:

- automatic motivation (habit of being active)
- physical capability (skills and stamina to be active)
- and psychological capability (knowledge of how)

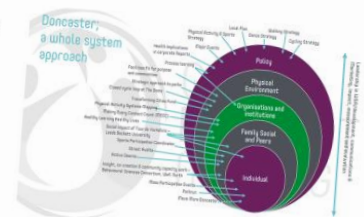
The health sector has a key role to play in supporting residents, in particular those with long-term conditions (lack of physical capability) to increase their activity levels. They can respond directly to the insight in a strengths-based way, because they can help people to plan physical activity in to their routines, increase people’s confidence that they have the skills and stamina to be physically active and share knowledge of how people can be active in their individual circumstances.

Our approach has been multi-faceted to engage with the various parts of the health sector. Once again identifying where the opportunities present themselves and possibly more importantly who can support with finding the energy within different organisations. The Health & Wellbeing Board has always championed the work of Get Doncaster Moving and provides an avenue for leadership. We regularly update the board on the progress of the Local Delivery Plan and have presented our findings at the Health Inequalities Workshop.

In addition, we are supported by Dr David Crichton, who is the Clinical Lead for Doncaster Clinical Commissioning Group and, as a senior leader is now a member of the GDM Advisory Board. He has been working with us to identify opportunities in the system. We have used invitations to present to leadership meetings to challenge thinking, identify opportunities and test if there is any real commitment. We developed an Active Practices slide pack to provide information and ideas that was circulated to all GP practices. Progress has appeared to be slow, however, there is evidence that the “system” is starting to respond and without the need for specific support from the core LDP team. For

### Role of the CGG?

- Consider your organisations contribution in the system.
- Where is the energy?
- What would you need to capitalise on this?



### What are the opportunities?



- Active Society**
  - What could we do to make being active a social norm in every hospital, every clinic, every treatment encounter?
- Moving professionals**
  - How well used is General practice physical activity questionnaire (GPPAQ)?
  - Do we capitalise on the clinical champions training?
  - Have we promoted the use of resources to help professionals have better conversations
- Moving at scale**
  - Clinical commissioning pathways
  - Leadership role advocating addressing inactivity at Team Doncaster/HWBB/Place Plan etc
- Active Environments**
  - Explore the potential for integration of NHS treatment services in leisure facilities (note integration, not just colocation).
  - How do we encourage active travel for staff and patients?

example, Primary Care Teams have coordinated their own staff 100 day physical activity challenge with 40 practices, 280 staff in GP practices, averaging 12,130 steps a day, totalling over 148 million steps at the half waypoint. This tells us that we are able to affect and embed within systems where there is energy, support and leadership in place.

The newly formed Primary Care Networks (PCNs) are also working with the Well Doncaster Officers (who were part-funded using investment from our [third submission](#)) to identify ways of embedding physical activity into patient peer groups (see case study in the Active Communities, section 9). Bentley Surgery and a number of others have already achieved the RCGP Active Practice Charter, and there are a network of GPs that are linked to the local Park Run; with one of the PCN Clinical Leads promoting the Park Run in May for nurses and midwives.

### 5.6. Wider sharing of work

It has always been important to us, that we share what we're doing with others. We've worked hard to make sure that we have shared the learning from our approach at a local, regional and national level, with stakeholders from within and outside the physical activity and sport sector. This helps to demonstrate the value of our learning across sectors; it has been hugely beneficial in raising awareness and improving understanding of our work, helping others, and influencing change. The table below shows a wide range of methods; including conversations, meetings, conferences and events. The practice in Doncaster is starting to be utilised in other footprints beyond our administrative boundaries – our system influence is growing; our journey is exciting interest and a deep desire to understand the lessons we are learning.

2019	
JANUARY	YoHPAKE conference
FEBRUARY	Members Seminar
MARCH	Presentation at Leeds Behavioural Science Conference with Prof Maddy Arden PHE Sector Led Improvement Conference Poster Presentation
APRIL	Presenting our work, approach and research to delivery of major events to all Y2019 UCI host localities
MAY	Case study for Public Health England (PHE) review of the implementation of the Everybody Active Every Day (EAED) framework.
JUNE	Get Doncaster Moving Network Walking Strategy Workshop for Leeds City Council – with Snr Transport Manager
JULY	DGT Portfolio Presentation on Insight Led Approach Doncaster & South Tees sharing session Health & Wellbeing Board – Health Inequalities Workshop – Presentation on our findings/insight CCG Strategy & Organisational Development Forum – presentation on our approach so far.
AUGUST	
SEPTEMBER	Panel member for British Cycling 2019 road world championships event, providing update on our research and approach to delivery both to national and international partners Behavioural Science Consortium present Physical Activity Behavioural Insight findings at the European Health Psychology Society Conference.
OCTOBER	Presentation to Doncaster Community Arts on our approach and similarities of approach. Shared learning session with Sheffield Colleagues
NOVEMBER	LDP COL – London, Birmingham & Leeds
DECEMBER	Get Doncaster Moving network event on Marketing & Communications

<b>2020</b>	
<b>JANUARY</b>	<p>Health and Wellbeing Board Presentation</p> <p>UWE on a research project to look at engaging NHS systems into whole systems work for PA.</p> <p>Behavioural Science Consortium present Physical Activity Behavioural Insight findings at UK Society for Behavioural Medicine Conference.</p>
<b>FEBRUARY</b>	<p>LDP Webinar on themes of process learning</p> <p>Public Health Leadership in a Climate Emergency – joint presentation with Sheffield City Region Active Travel Director on Active Travel Approach.</p> <p>Approached by Association of British Climbing walls following recommendation by sport England to present at national conference.</p>
<b>MARCH</b>	<p>Climate Change Commission presentation on Sustainable Transport</p> <p>Major events research Presentation to Leeds Beckett events and sport development students.</p>
<b>JUNE</b>	<p>Behavioural Science Consortium selected to present Physical Activity Behavioural Insight findings at The Division of Health Psychology Conference.</p>

## 5.7. Maximising the Social Impact of Major Sports Events

2019 and early 2020 cemented an exciting time for Doncaster by hosting major international events and extending our LDP research. This started in February 2019 when we hosted the Six Nations Women's International England V France at Castle Park, which at the time attracted the largest crowd to a women's international game.

This was followed by our first ever Tour de Yorkshire stage start in May 2019. Here, we implemented and tested the recommendations and learning that were identified through the first stage of our events research in 2018 (funded by our Development Award), which focused on major events as a vehicle for engaging communities. This also enhanced the two stages of the UCI Road World Championships that we hosted in September 2019.



Our ability to host these events, over a short period, has given us the opportunity to research and explore the impact that hosting major events has on our communities. Traditionally, and sports sector wide, this has focused on the economic impact of major events. Our research has suggested that this is a very narrow way of measuring the impact, as it is often open to interpretation. When we hosted the Tour de Yorkshire in 2016, we noticed there was a far greater impact on the individual and social fabric of our communities and this is what has triggered our commitment to investigate further.



curve dynamics.

Our research has focused on two key approaches to investigate:

- The social Impact; by undertaking surveys and interviews with spectators, community groups and organisations,
- The 'Decay Curve' (drop of participation in physical activity pre and post event); by undertaking desk top research and academic surveys to establish an evidence base and design an approach to better understand decay

The research identified a number of successful interventions and new approaches to test against targeted demographic groups that were under-represented. The interventions were tested and researched in the planning and delivery of the 2019 stages of the tour de Yorkshire and UCI Road World Championships. Our micro grant scheme, first tested in 2018, has continually developed through the research and learning phase with wide-

**MAXIMISING  
LOCAL  
BENEFITS FROM  
THE TOUR DE  
YORKSHIRE IN  
DONCASTER**



Social Impact  
Assessment Findings and  
Recommendations for  
Doncaster Council  
September 2018.



scale impact that was delivered for a small amount of resource. This approach paid dividends as shown by the figure 6 below.

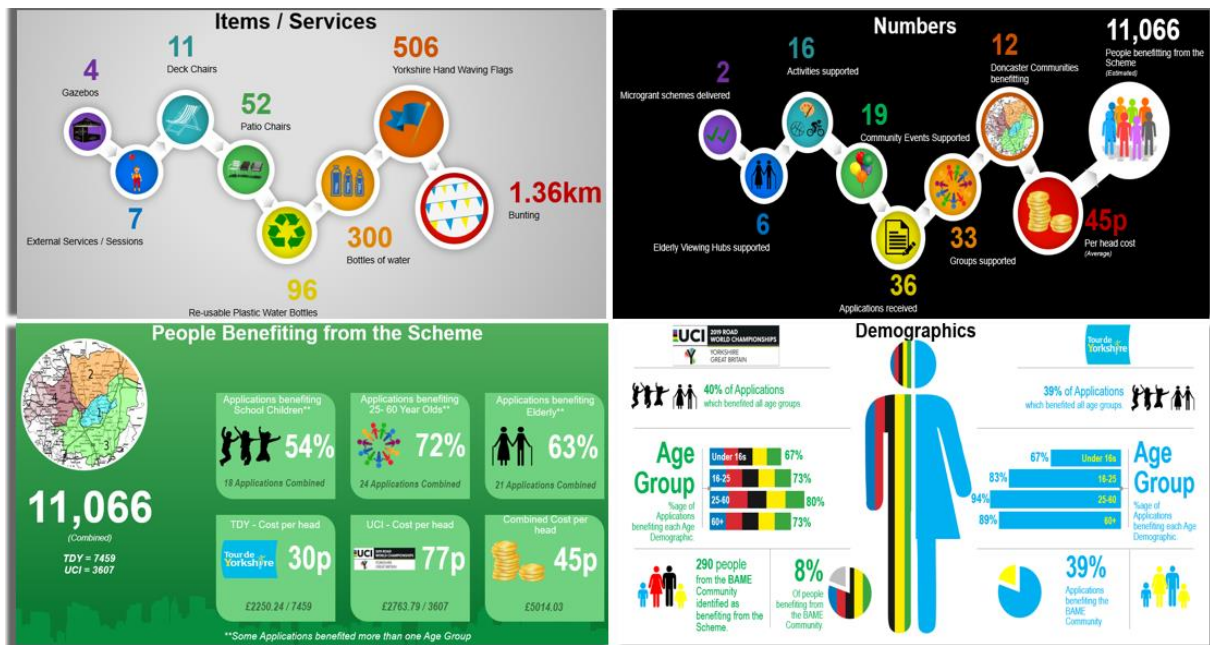


Figure 6

We learnt that it was pivotal to be adaptive and flexible when applying learning to processes and delivery. To best support the process and encourage applications, the assessment process was relaxed, placing more emphasis in supporting the applicants, and less on formal application systems. This resulted in more applications from ‘new’ organisations and increased overall engagement and impact.

The scheme was able to flex and adapt through the process and learning. For example, we reduced the funding limit, in response to feedback that the amount was too high. Originally, a £200 application limit was set to ensure as many groups could apply. However, it became apparent that the amount of funding available was viewed as too high and therefore a barrier; putting prospective applicants off. For a number of groups, who were coming together for the first time, £200 was a significant amount of money to manage. Particularly when during the discussion it became evident, they had a personal combined deposable income significantly lower than the funding amount.

As we worked our way through hosting of the Tour de Yorkshire and UCI Road World Championships, Doncaster was successful in the bid to host the Rugby League World Cup in 2021. We were awarded three games, and we will host a team for the duration of the event. This has enabled us to develop a longer-term research approach over the eighteen months prior to, and after, the event. The research up to this point has developed an approach called ‘gamification’ to overcome





physical activity challenges and barriers in community engagement around major events. We are particularly keen to explore this further. The approach to delivery is being tested across a number of industries that need to adapt behaviours and this is a further example of how our Pilot work is directly impacting and driving change across the sports sector, as well as presenting new opportunities for collaboration beyond our sector.

*Gamification to overcome Physical Activity Challenges:*



Doncaster in a Six Nations game against Ireland at Castle Park. This gave us opportunity to gather a snap shot of valuable information to support our approach, allowing us to adapt the existing learning to a stadia event. This will further inform our approach to the Rugby League World Cup in 2021.



We are beginning to be recognised as national leaders in the use of major events to have greater social impact, and in understanding how major sports events can support residents to increase physical activity levels. UK Sport and Sport England have identified our approach as best practice and we have been asked to share our research locally and nationally with other Local Authorities as far as Cornwall and the North East.

We are also extending our learning to National Governing Bodies. We are working with the Rugby Football Union and Rugby League World Cup teams to link in our research and approach to their programmes to share learning. British Cycling have asked to use the research in the design of their national programmes. We are also providing support and advice to the Association of British Climbing Walls, who are developing a strategy and solicited funding application to Sport England that will widen the reach of the sport through the raised profile provided by Sport Climbing being introduced into the 2020 Tokyo Olympics. This shows the breadth of impact and value of this research and learning across the sector and a reframing of the value of major events as vehicles for increasing community activity.

Following the success of hosting these major events and the research in Doncaster, we are now developing Major Sports Events Strategy and discussing with NGB's opportunities to host further Major sports events.

#### Case study: Impact of Volunteering Major Events

"I have volunteered at two major cycling events for Doncaster Council and enjoyed them thoroughly despite the bad weather.

Not only was this a positive experience in terms of working with colleagues across the service but a real opportunity to be at the heart of communities and seeing the impact that such events have on the people of Doncaster. I observed various members of the public being excited at these events, especially children and families who couldn't wait for the cyclists to race by. The build-up in itself generated a sense of belonging and community spirit that was nice to feel and be a part of. I was also impressed by the sheer amount of commitment and planning that was needed to deliver such an event but also the positive attitude of staff on the ground to ensure that the public were safe and enjoying such national and international events. It sure put Doncaster on the map!

Within our day-to-day work as a team, we promote the various principles of the Care Act 2014. Such events remind us and the public of the importance of wellbeing, preventing conditions from emerging in the first place but also reducing the impact of disability if facing such. We do feel that since these events have occurred, staff have applied for funding more around securing health and fitness passes for people, cycling essentials for those who now like cycling and providing information for people on local cycling groups and information points."

Volunteer at the UCI Road World Championships in Doncaster

## 6.8 Marketing & Communications

In our [third investment plan](#), we committed to developing the marketing and communications tactics that specifically related to our theory of change. At the time, we were growing our insights for behaviour change and we had existing communication channels in place; such as our website, social media, network meetings and annual summit. But, we didn't have the resource or specific expertise to transform our communications approach and meet the outcomes of our pilot.



We outlined specific areas where we needed support from a specialist marketing and communications agency, to take a lead on:

- Developing and implementing a stakeholder engagement strategy
- Developing a powerful narrative for change
- Design and creative
- Campaign management
- Events
- PR
- Online and social media management

Our proposal also included a delivery budget to execute the actions identified by the agency, and capacity for a part-time, in-house communications professional to manage the contract with our agency. Soon after our [third investment award](#), we were able to secure the capacity of a Communications Manager within Doncaster Council Communications Department (one day a week basis). This has provided us with connectivity and strategic leadership within Team Doncaster communications activity and also ensured that we have the skills and expertise in place to inform our communications approach.

Our Communications Manager led a thorough and robust procurement process for our chosen agency, where nineteen potential suppliers bid to work with us. B JL Group were our chosen partner, and they were awarded a contract to work with us in October 2019.



[BJL Group](#)

Alongside the appointment of B JL, we accessed support from experts in framing and storytelling, to inform our approach to working with our agency. This involved a series of workshops with the Frameworks Institute and Presenter Coach; concluding with a set of guidelines and techniques for us to use in our future approach.



[FrameWorks  
Institute](#)



[Kate Cocker  
Presenter Coach](#)

The FrameWorks Institute (2019) guidelines below have helped us to reframe our messaging with an increased emphasis on context, opportunities, and barriers in our environment. We are continually working on our messages and reducing our focus on individual actions, choices and lifestyle.

Focus on the options available, and not the choices that people make.

**Before:** *New programme helps Doncaster residents make more active choices*

**After:** *New programme gives Doncaster residents more opportunities to get moving*

Avoid language and images that implies people are lazy or lack willpower.

**Before:** *This programme is for people who aren't active enough.*

**After:** *This programme is for people who don't have enough opportunities to be active.*

Avoid facts and stats that just focus on the scale of the problem.

**Before:** *In 2019, 10.5% of children aged 4-5 years were found to be obese, while one in five (20.1%) of those in Year 6 were obese.*

**After:** *We need to improve children's health and wellbeing. An average of six ten years olds in a classroom of 30 is categorised as obese.*

Activate ideas that our environments should be able to meet our health needs

**Before:** *Our lifestyles are making us ill. We can change our neighbourhoods to help us stay active and healthy.*

**After:** *Our neighbourhoods are not designed to help us stay active and healthy. We can redesign our neighbourhoods to work for everyone.*

Both training packages have been useful as individual tools. In addition, the combined output has been of huge value in helping us to frame and tell our stories that influence behaviour change of both stakeholders and decision makers. They have been particularly useful to help us develop our relationship with, and secure the support of the Children and Families Executive Board over recent months. They have also provided a hugely valuable platform and reference point to build and shape our campaigns work with our agency, B JL Group.

B JL have developed and worked through a thorough development process since they were awarded a contract in October 2019; the process is outlined as five broad stages in figure 7. B JL have been working hard with us to build on our existing foundations and insight. However, progress during November and December was significantly disrupted, due to the impact of severe flooding in a number of communities across Doncaster.

Residents, community groups and services rallied together in response and recovery. A number of our officers were deployed as part of the rescue effort and this built familiarity and bonds of trust, which have lasted beyond the flood waters receding. Rightly so, our ability to work with residents and communities to co-produce our campaigns work was affected, and therefore we needed to be flexible with our expectations of pace.

Over recent weeks, we have been able to test ideas with different resident groups, based on our existing insight. As a result of this testing, we have been able to narrow down a number of creative territories in to one agreed approach, which will be tested in two identified communities of Denaby and Balby. These two communities were chosen because they can act as comparators; Denaby has an established infrastructure and connections to test various approaches, whereas Balby is a relatively ‘new’ area for our approach with Well Doncaster, and therefore we are able to learn by testing in a new place.

All of the suggested territories responded in various ways to the local community insight. We continued to use the FrameWorks Institute guidance to challenge ourselves and BJJ in the framing of each creative territory. This helped us to identify that, while each suggested territory had potential for evidence-based behaviour change, they were largely framed to target the individual. They by-passed the idea that our environments play a key role in determining behaviour, and therefore we settled on a territory that addressed this wider environmental context to test with residents. Resident testing supported this idea and helped develop links to real stories that could be included in the future creative channels.

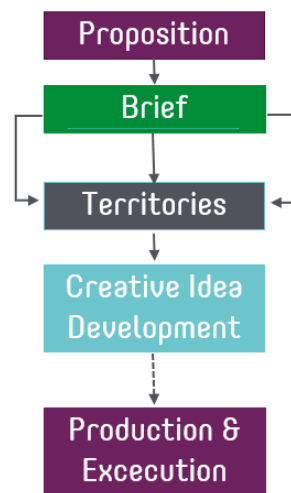


Figure 7

### 5.7.1. Introducing our creative territory...

# No body should be stopped.

Sorry Nike, but 'just do it' isn't that simple.

The gym isn't exactly affordable. Parks can be unsafe. And there aren't always enough hours in the day.

If you've never been swimming, why would your kids? And when it's chucking it down outside, who wants to go for a walk?

It's clear we need to view "being active" in a different light. Not as something down to the individual, but as a collective responsibility. We need to stand up against those barriers together. Whether the enemy is time, motivation or money.

We need to speak out against social injustice or offer real solutions for people juggling busy lives.

Because in Doncaster, we believe no body should be stopped.

## Our Vision: No Body Should Be Stopped

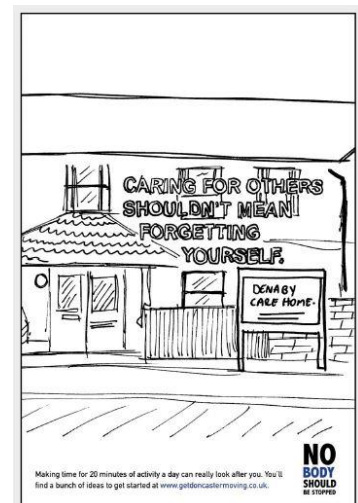
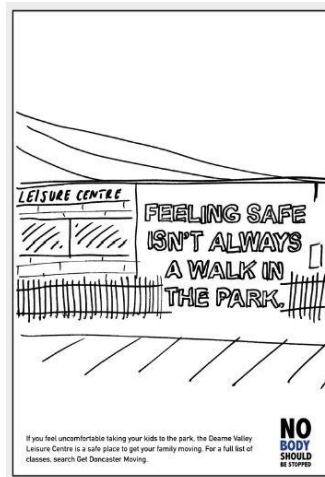
Nobody should be stopped is a public campaign that helps people take on the issues and barriers that stops them being active.

Born out of the recognition that for many people social injustice is a significant barrier, the campaign heroes individuals across communities in Doncaster that are facing these issues and charts their progress in a way that inspires others.

In doing so, the campaign also targets key stakeholders from GPs and healthcare professionals to teachers and policy makers – sharing the real experiences people involved with the campaign are having as they journey toward living a more active life.

Its message – in Doncaster, nobody should be stopped from being active.

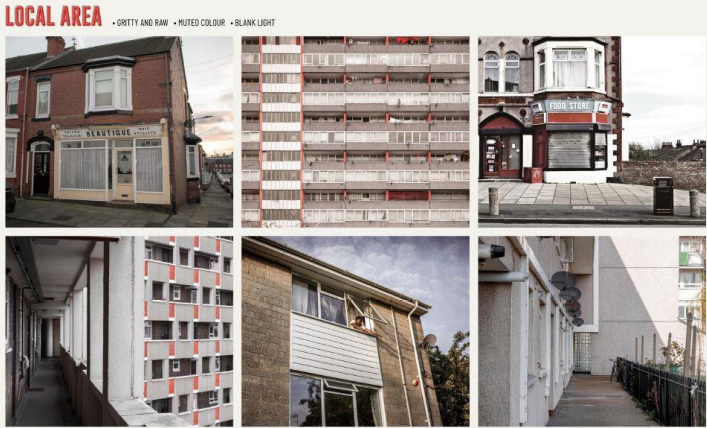
Suggested look and feel: Projected statements on to familiar buildings that people will recognise across Doncaster...





We will use images of local people (individuals and groups) to tell a powerful story of change. The images to the left give examples of the tone and style that we are looking to explore through photography.

We will use images of local places, balancing the gritty and raw reality, with the hope, opportunity and assets in Doncaster. The images to the right show examples of the tone and style that we are looking to explore through photography.



We have been working with BJL recently to build on the colour, text and logo design that you can see in image 1 on the left. We will continue to refine this through the creative process to reflect the message and intended audience. We are pleased with the development of our creative territory so far, and we believe that it provides us with a range of opportunities:

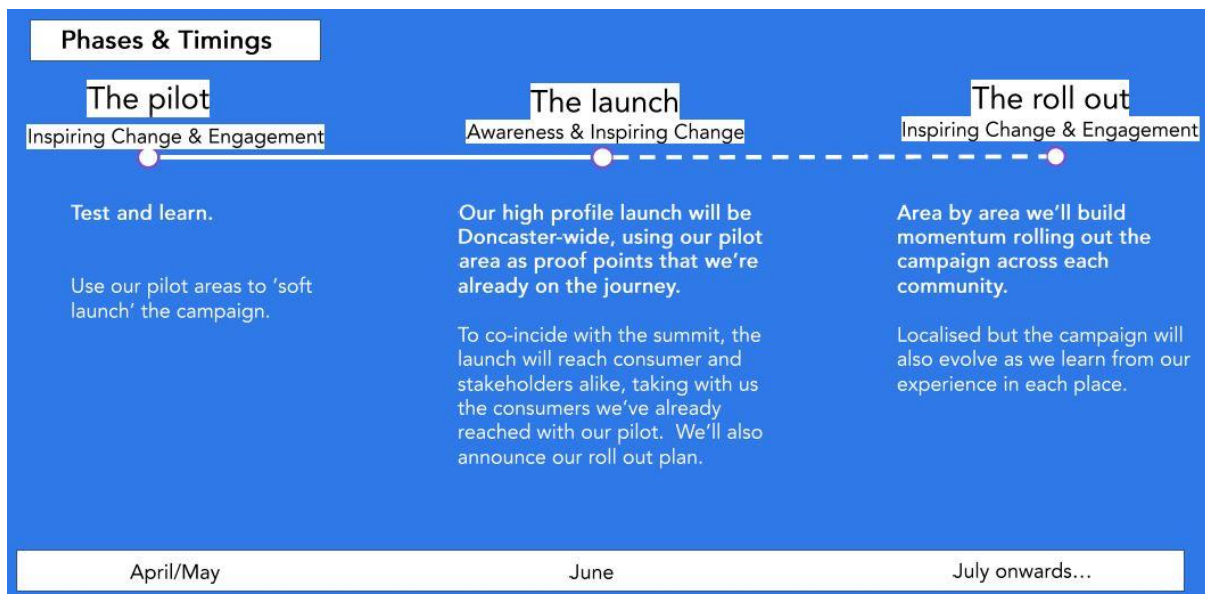
- It can be used to target a range of stakeholders across the system
- Localisation is significant, and residents are excited by seeing their community in it
- Works at a local community level and borough-wide
- Local assets can become direct calls to action
- There is a broad scope to include a variety of channels
- We can balance heavy and light messaging



Image 1

The campaign has the potential to create so much rich content that will chart the success of families and individuals. It will hopefully also show before and after imagery that we can be proud of. The visual assets have a role to play in the campaign; we believe they could form the part of an impactful exhibition that shows the 'then' and 'now' as our journey towards whole system change develops.

In early March 2020, BJL worked with us to identify milestones for a campaign pilot, a full stakeholder launch and a borough-wide roll out. The graphic below shows the planned milestones in more detail.



As we have referenced earlier on in this document, we are currently experiencing unprecedented times, and a world-wide response to COVID-19. We have immediately adapted our communications approach, to support Doncaster residents to stay active at home or safely when outdoors. We are currently:

- Developing and delivering messages through our channels (front line workers, community response hubs, social media) using @Jointhemovement and #Stayinworkout
- Opening up and making changes to our Active Communities Grants, to help local people find solutions and connect remotely using communications as a tool
- Working hard with BJL to adapt and strengthen our 'No body should be stopped' campaign so that it is ready to respond during the 'recovery' phase



## 6. Evaluation

When we wrote [our third investment plan in February 2019](#), we identified four elements that we wanted our evaluation approach to capture; population outcomes, systems outcomes, process learning and the contribution of physical activity to inclusive economic growth. Our investment framework for evaluation consisted of three strands:

1. Additional evaluation expertise to help us refine our theory of change, identify our short-term outcomes and design a methodology that meets our requirements.
2. Boosting the Active Lives survey sample size from 500 responses to 3,500 responses per year in the 2019-2020 and 2020-21 surveys.
3. Using systems mapping to evaluate changes in the system as a result of our Pilot.

Our evaluation partner, CFE Research Ltd, started work with us in March 2019. They are in contract until 31<sup>st</sup> March 2021 and are our leading agency responsible for meeting the national and local evaluation requirements of our LDP. CFE Research have taken a lead on, and helped us to achieve a number of significant milestones in our evaluation journey:

- Developing our [theory of change](#) (August 19)
- [Baseline report](#) (September 19), including;
  - Policy audit
  - Stakeholder interviews
  - Partnership survey and social network analysis
  - Secondary participation data analysis
- Interim Active Lives Survey results (October 19)
- [Methodology design](#) (October 19)
- Process learning
  - [April 2019 - September 2019](#)
  - [October 2019 – March 2020](#)

### 6.1. Theory of Change

Our Theory of Change has evolved over the last twelve months, following engagement with residents and key stakeholders, and a document review. We have developed a full Indicator Framework to support it, which shows how the outputs, outcomes and impacts will be measured throughout the course of the evaluation and beyond.

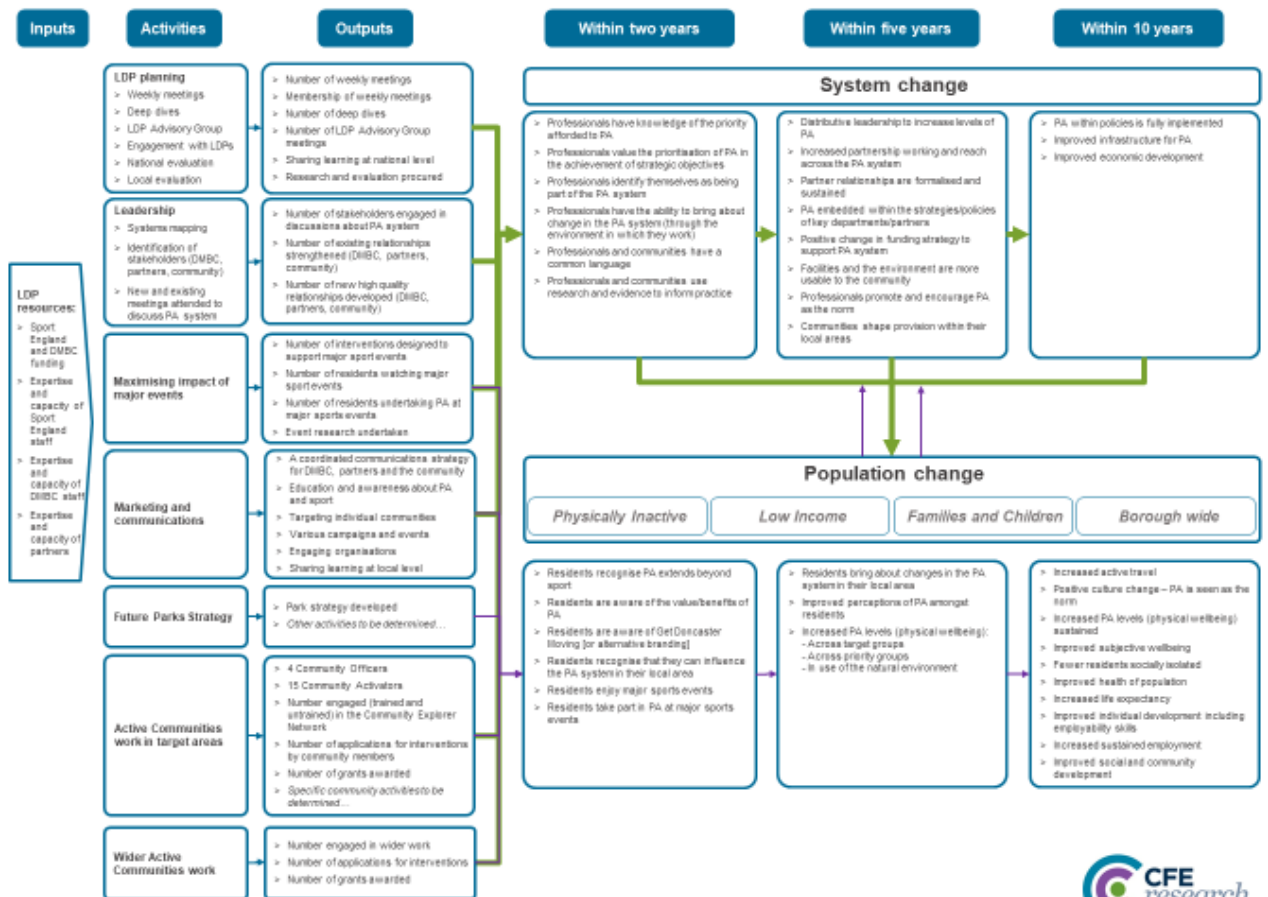
The Theory of Change will continue to evolve throughout the duration of the evaluation; responding to both LDP specific circumstances and a wide range of moderating factors by adapting the specific inputs, activities and outputs that are required to achieve both systems change and population change in our target groups.

The moderating factors vary from those which affect the whole Theory of Change, to those which could influence just one activity. For example factors which could affect our LDP as a whole include:

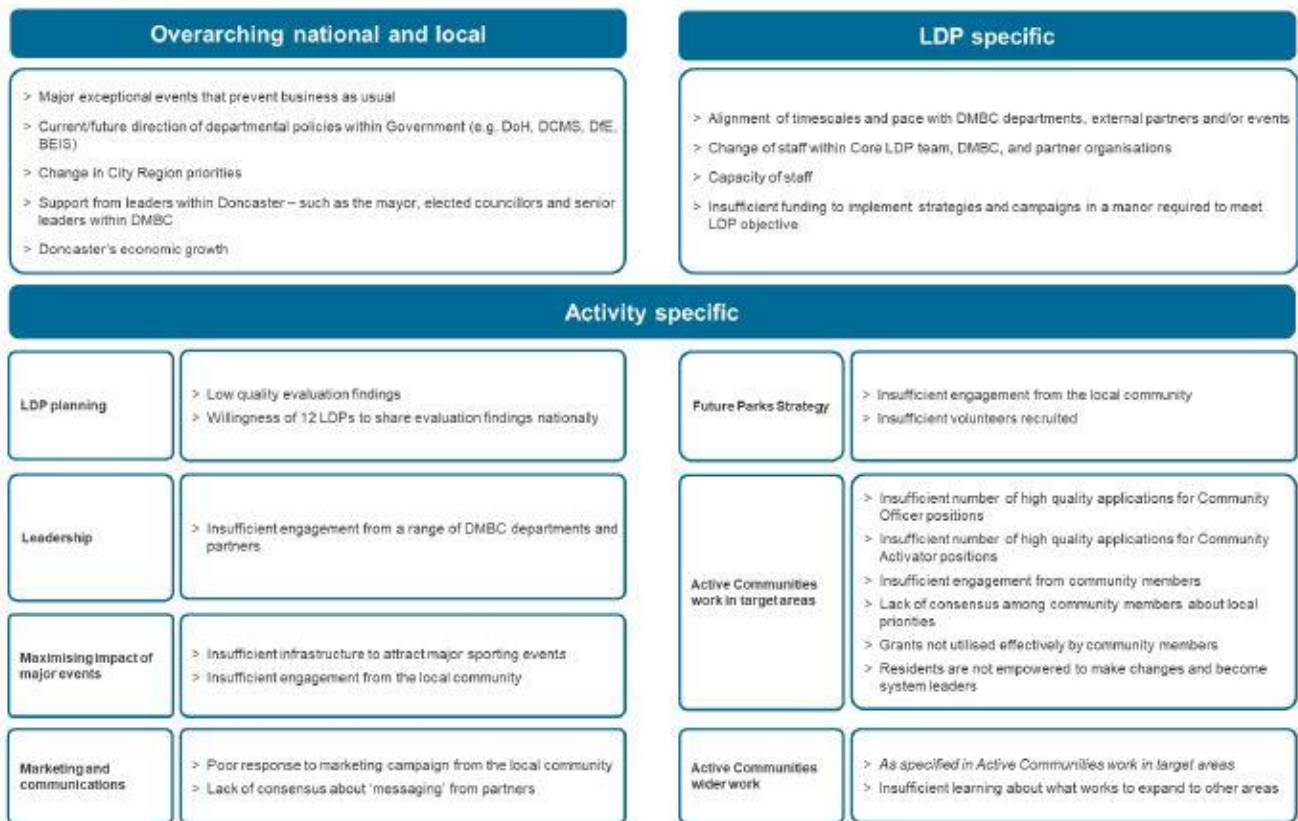
- Current/future direction of departmental policies within Government (e.g. Department of Health, Department for Digital, Culture Media & Sport, Department for Education, Department for Business, Energy & Industrial Strategy)
- Support from leaders within Doncaster; such as the mayor, elected councillors and senior leaders within Doncaster Council
- Change of staff within Core LDP team, Doncaster Council, and partner organisations
- Doncaster's economic growth

Each activity listed in the Theory of Change is also subject to moderating factors. For example, insufficient number of high quality applications for Community Officer positions or lack of consensus about ‘messaging’ from partners. Alongside the Theory of Change this will be reviewed and updated iteratively.

Figure 8 shows the Theory of Change that is included in the baseline report in August 2019, and Figure 9 below it outlines the range of moderating factors that were considered alongside it.



CFE research  
figure 9



## 6.2. Baseline Report

The Baseline Report was completed in September 2019 by CFE Research, which includes baseline results from the following activities:

- Policy audit
- Stakeholder interviews
- Partnership survey and social network analysis
- Secondary participation data analysis

Full details of the baseline findings are in the [report](#), however we have summarised the significant findings that have helped us to shape our approach. The policy audit, survey, social network analysis and scoping interviews are helpful as independent tools, however the findings all inter-relate to highlight how physical activity has been embedded at policy level in some parts of the system, but not across all.

## 6.3. Policy Audit

A wide range of policies have been audited to assess the current baseline content in relation to physical activity and level of integration across Doncaster Council. In total, 52 Team Doncaster and Doncaster Council policies were reviewed, supported by interviews with policy leads to ascertain the actual impact or reach of the policy on physical activity.

Only half of all policies reviewed mentioned sport and physical activity with most only making a passing reference to this (excluding those with a sport or physical activity focus). This further highlights how physical activity has been embedded within some strategies and departments but not across the whole of Doncaster Council.

Of the 1800+ pages of policy reviewed, fewer than 10% made reference to physical activity. The majority of these references were passing mentions to other strategies or expressions of intent to reduce levels of physical inactivity within Doncaster and the South Yorkshire area with little reference to how or why.

Whilst a few documents did identify and evidence the current level of inactivity in Doncaster, citing secondary research, only a few provided definitive targets of where they hoped physical activity levels would be within a certain timeframe. For example, The Green Infrastructure Strategy (2014-2028) sets a benchmark for other strategies to follow. It;

- shows strong links with the Doncaster Health & Wellbeing Strategy, the Physical Activity and Sport Strategy, and Doncaster Cycling Strategy,
- dedicates a whole section to physical activity and sport, and highlights it as a key reason for improving green infrastructure,
- makes clear commitments to review existing policy in order to improve activity levels, and identifies tangible actions that will have a positive change,
- frequently recognises that continued utilisation of green spaces for sport and physical activity are integral to the success of the Physical Activity and Sport Strategy.

This shows us that there are strong links for us to develop our focus on parks, active travel and the ‘Cleaner and Greener’ agenda.

#### 6.4. Partner Survey

An online survey was undertaken in July 2019 with the LDP team and our partners to examine the knowledge, attitudes and perceptions of how the physical activity system is currently working. The survey was sent to 165 contacts and partners, and 55 responses were received in total. We were pleased with the response rate due to the relatively complex nature and length (roughly fifteen minutes) to complete. A full report of the findings are in the [baseline report](#) and the headline findings are below:

- The majority of respondents agreed that addressing physical inactivity is an important strategic priority in Doncaster, and there is a clear vision to address it.
- Overall, the physical activity message being relayed across Doncaster is understood and consistent, however, there is variation across organisations and departments of Doncaster Council. Only 49% agree there is a consistent message about physical activity across partners in Doncaster (excluding Doncaster Council)
- Most respondents (**91%**) agree that addressing physical inactivity is a collective responsibility, and **89%** said that it would contribute towards the achievement of their own department or organisations priorities. However, only **47%** understand the role they play in promoting physical activity in Doncaster.

#### 6.5. Social Network Analysis

We have used Social Network Analysis (SNA) to identify the connections between our partners in relation to addressing physical inactivity, and how these evolve throughout the pilot. The evolution of the SNA will help to demonstrate the extent to which systems change has occurred during the lifetime of the LDP. The data to illustrate the number and nature of connections between involved in tackling physical inactivity was collected as part of the Partner Survey in July 2019, led by CFE Research.

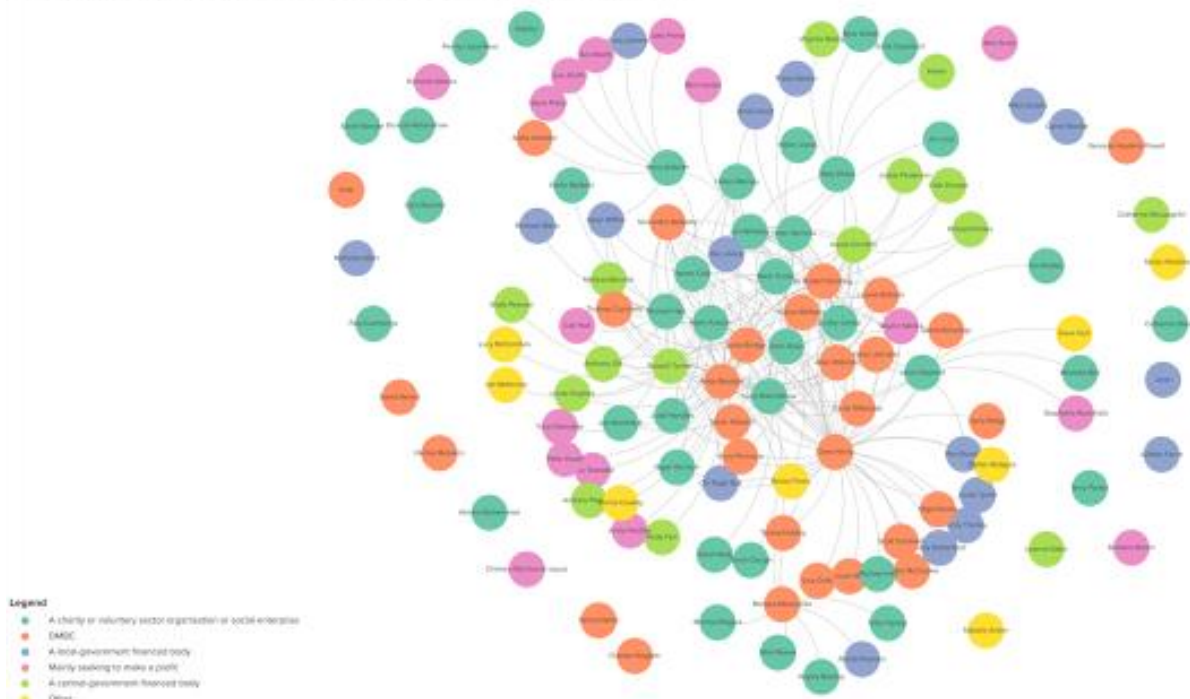
The survey was sent out by Doncaster Council, to 165 contacts and partners who were encouraged to forward the online link to other partners they work with. It was sent to contacts

who are currently part of the Get Doncaster Moving physical activity network (such as those who are represented on various health and wellbeing boards), staff at Doncaster Council and wider stakeholders such as NHS, councillors and the Doncaster Chamber of Commerce.

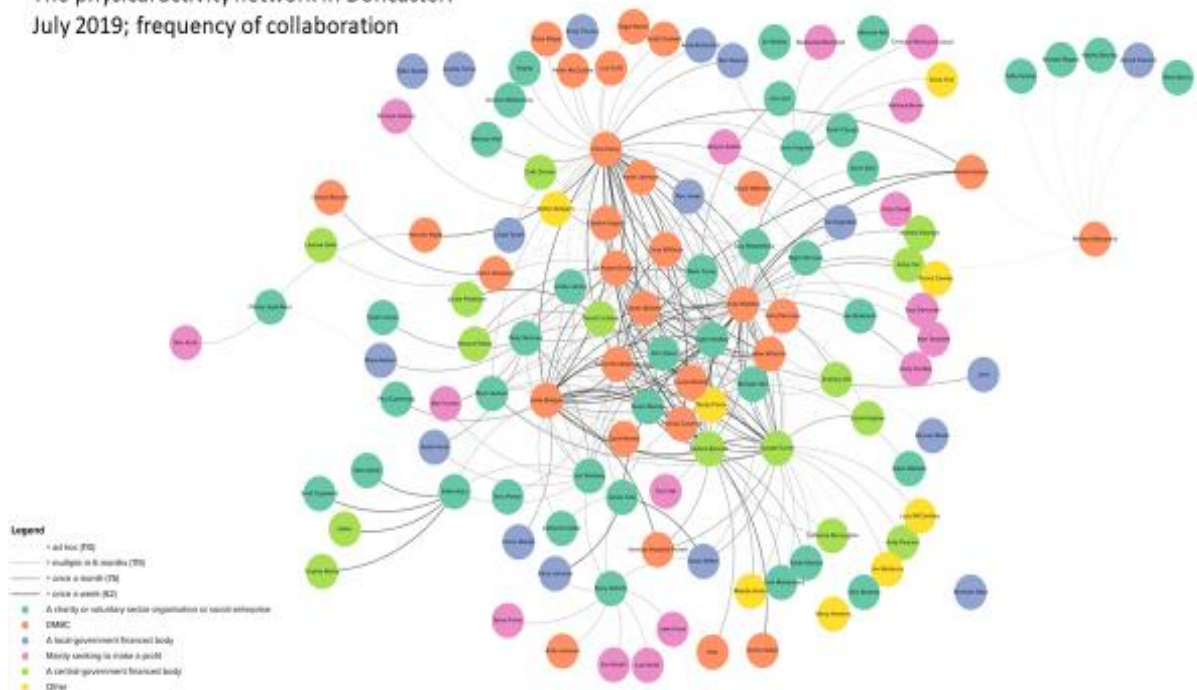
Approximately 50 stakeholders' responses were used to create visualisations of the current social network and identify connections between partners. 80% of respondents were part of a board or partnership linked to the outcomes of GDM (Team Doncaster, HWBB, GDM Board). It is important to note that the SNA is only based on the responses provided by those individuals who completed the Partner Survey. The social network for addressing physical inactivity in Doncaster therefore could be larger and denser than reported. In Figures 10 & 11 below. It is useful to note:

- the individual circles represent one person who is a member of the network (names have been removed for anonymity)
- The different coloured circles represent a wide range of organisation type.
- The lines indicate collaboration between each person; if two people in their survey responses indicated that they had collaborated with each other, this is shown by two lines in the network.
- The closer you are to the centre of the web, the more connections you have. There are some individuals who have a large number of connections and who are at the heart of the local system. These people form a bridge between the energy in the centre and those who are connected on the periphery. We need to keep working to draw people and their organisations further in, but it shows that we are developing well in a relatively small window.

The physical activity network in Doncaster: prior to July 2018



The physical activity network in Doncaster:  
July 2019; frequency of collaboration



The findings suggest that the physical activity network has already developed since the introduction of the LDP in July 2018. The findings also helped to focus our attention in specific areas:

- We need to understand and approach the high percentage of connections based on knowledge exchange, to ensure that organisations take their own responsibility for collaborating to combat physical inactivity.
- We need to engage people in a different way, and strengthen the existing GDM network to work with a broader range of individual champions
- Take the opportunity to connect with the outliers and grow their influence across their networks; distributing the leadership across the system to think and act differently.
- We will continue to develop more collaborative relationships, widen our network and aim to rely less on LDP core staff to take action.

We have recently undertaken our second SNA, in January 2020. Figure 12 below shows the most recent results.

The current physical activity network in Doncaster:  
Jan/Feb 2020

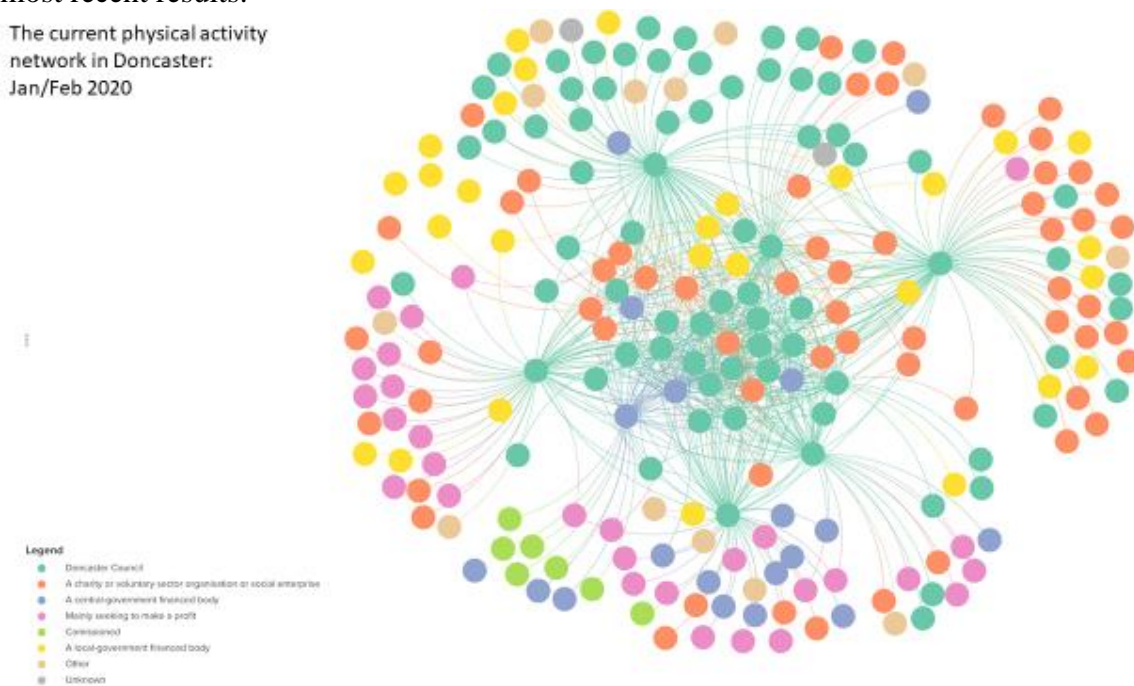


Figure 12

A full analysis of the results will be available in our 6-month report (from 15<sup>th</sup> April 2020). However, we are able to see a larger network, with more frequent and stronger connections than the previous survey in July 2019.

It is proving to be a useful tool to demonstrate the impact of our Pilot on connecting a network of stakeholders who are contributing to our shared vision. It is also helping us to identify where the opportunities are developing for stronger collaboration. The diagrams have been anonymised here, however more detailed analysis undertaken by CFE Research will help us to identify those individuals and groups of stakeholders who are displaying characteristics of collaboration and leadership to support Doncaster’s residents to be active.

From pre-LDP (July 2018) to July 2019:

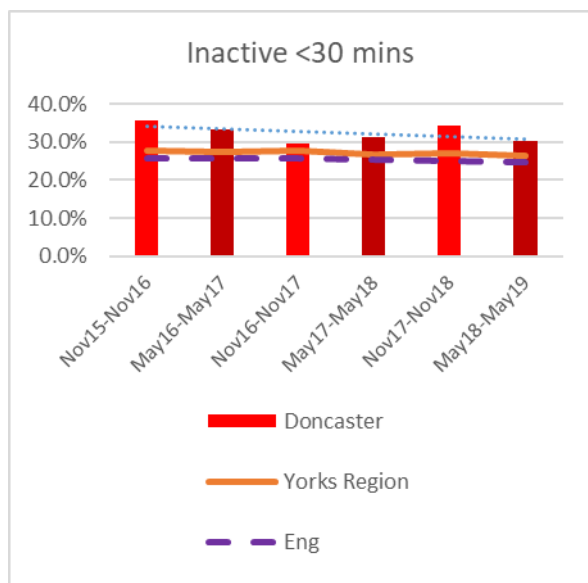
- Number of unconnected individuals changed from 28 to 1
- Number of lines has increased, meaning more connections are being made within the network
- Number of organisations in the network is high, but similar
- An increased number of darker lines, showing strengthened collaboration

In July 2019 (after LDP started):

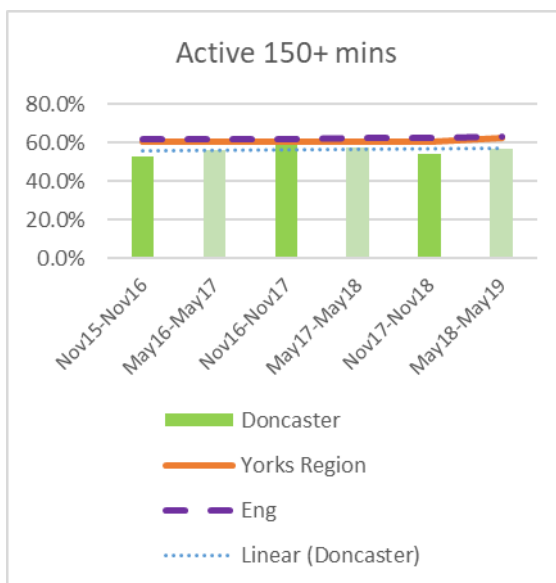
- 15% of relationships are informal, meaning 85% are formal
- 33% of connections were collective decisions to tackle inactivity
- High proportion of formal connections are based on knowledge exchange
- 1/5 (17%) collaborations are occurring more than once per week

## 6.6 Interim Active Lives Survey (ALS)

The interim ALS results published in October 2019 for the period May 18-May 19 included 1,717 respondents from our boosted sample of 3,500. This increased the confidence interval in the results and reduced the gap between the lower and upper values. The results showed no change from baseline across all levels of activity, as you can see in graphs 1 and 2.



Graph 1



Graph 2

At this stage, we do not expect to see any change in population outcomes. It hasn't yet been possible to analyse the data due to availability of the full boosted data at the time of writing. Additional analysis of responses from our identified *targeted communities* will take place when the full data set is available in May/June 2020. A second analysis of the boosted ALS data take place in early 2021 in order to elicit data on both physical activity levels in Doncaster.

We hope that this process allows us to make a more accurate assessment of the impact of our pilot on our short-term population outcomes in our identified communities, where our inputs are greater.



## 6.6. Methodology Design

We have reviewed and identified our evaluation methods. The full method review is available [here](#), and Figure 13 below summarises how the key methods are aligned with our process learning, system outcomes and population outcomes.

		Process learning	System outcomes	Population outcomes
Partner survey including Social Network Analysis x2		✓	✓	
	Depth interviews with strategic leads/partners x40	✓	✓	✓
	Attend Deep Dives and other meetings	✓	✓	
Secondary data and document review	Collation of output data		✓	
	Policy audit		✓	
	Review of secondary data and documents	✓		✓
	Data analysis of Active Lives Survey			✓
Residents' Panel x300 members	5 polls		✓	✓
	3 surveys	✓	✓	✓
	20 depth interviews	✓	✓	✓
Community Researcher fieldwork x30	Receive training			
	Undertake research		✓	✓
	Co-write 15 case studies	✓	✓	✓
Site visits to community projects x12	Community officers	✓	✓	✓
	Community Activators and Explorers	✓	✓	✓
	Residents	✓	✓	✓

Quantitative fieldwork  
Qualitative fieldwork  
Secondary research

Figure 13

## 6.7. Process Learning

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

**Period: 1. Apr 18 – Sept 18**

**Method: Independent interviewers with 10 key stakeholders, recalling observational changes**

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

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

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

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

**Period: 2. Oct 18 – March 19**

**Method: A workshop with partners and the team was facilitated independently.**

There was a clear and urgent imperative to **prioritise work around communications**; framing and communicating the messages about what we're doing and why.

**Relationships and partnerships** were developing and that this 'feels' different to traditional partnership working in Doncaster.

**Working with communities** was identified as an iterative process, and we needed to understand that we don't always know where it will take us next.

We had started to use the **Systems Mapping** tool to explore how individual areas or themes could be further developed, moving from a review tool to something which helps shape action.

We were conscious of the need to balance delivery on the ground alongside changes which will deliver long-lasting change. Our **investment principles and values** helped us to stay true and consistent to how we want to work.

Additional **LDP-funded staff resource** gave us the capacity and ability to spend time on key relationships and test new ideas.

**New challenges** began to emerge; for example children and young people.

We saw a **significant shift in our insight work in local communities**, which developed momentum and aligned with Well Doncaster, accelerating this work.

The **establishment of the LDP Advisory Group** provided a direct community perspective into the direction of travel of the LDP and a welcome challenge.

**Period: 3. Apr 19 – Sept 19**

**Method: CFE-led LDP team workshop**

We spent the time **building a strong foundation** on which we can build in the future. This was a mixture of less visible 'behind the scenes' activities, more tangible public-facing events, and internal relationship building within the council.

**Sense of pace and urgency grew significantly** and LDP has more 'traction' across Doncaster with partners, stakeholders and the public.

Work took place on **major events (The Tour de Yorkshire/UCI race), active travel, active communities and parks.**

There were significant advances in **cementing our approach within the council**, forging strong relationships with other departments who might become key allies.

A **shift from 'muscling in' to other people's business**, to being invited to attend other people's meetings to integrate physical activity into the work of other areas within the authority

**External relationship-building was an important achievement**, with requests from neighbouring authorities to discuss the LDP work.

The **recruitment and deployment of four new project officers** in collaboration with Well Doncaster accelerated our engagement with communities.

We **invested a lot of time considering the communication** issue around physical activity. This included reframing the physical activity message among stakeholders, significant progress in 'hiding the wiring and detailed work on communications strategies.

The Tour de Yorkshire and UCI cycling road race took place, and has been a major focus of activity for the LDP. This has brought **new agencies and community organisations on board**, and have helped to win over people who were previously negative about the role of the council

We **identified clear priority areas for the next twelve months**, which included; strengthening community links, building on the work done with children and young people, devising a programme on parks and open spaces, launching plans on active travel, and developing the network (building on the results of the social network analysis).

*Table 2*

## 7. Doncaster's Proposals for Further Change at Scale

Our proposals have been shaped by the insight, evidence base and learning that we have continued to gather over the last 12 months since our [third investment proposal](#). This includes the vast amount of engagement activity, not only from our Active Communities theme but across all key pieces of work and our check and challenge of the Theory of Change through the work of our local evaluators (CFE Research). We articulated this in our initial LDP expression of interest; that we intended to work to develop a deep understanding of people, their lives, and the barriers to being active. We have continued this approach and we are now in the next phase of addressing these challenges and barriers that we have come across so far. This provides the context, reasoning and rationale for each of our proposals for investment. We have looked again at our initial proposition; we are seeing subtle shifts in the local system, we have evidenced this throughout the document, we are confident that if we continue with these future proposals that this will gather pace and change the local system further. This provides the context and reasoning for each of our proposals for investment. The submission detail included so far shows the 'scaffolding' that underpins the leadership, governance, marketing and evaluation of our LDP. We will go on to outline our plans for the future and how these relate to investment requests.

**REAL  
OPPORTUNITY**

## 8. Active Communities

Our approach to addressing inactivity is built upon continual engagement with communities. We are committed to being iterative, flexible and dynamic enough to react to the continual learning and the community voice throughout.

**DONCASTER WORKING  
IS ALL ABOUT WITH →  
COMMUNITIES**

When we submitted Investment Plan 3, we were very aware that we needed to do much more to understand our communities and so we committed to a collaboration with Well Doncaster (see below), to give us the shared capacity to build trust and collaborative relationships with the people, groups and organisations who can truly make a difference to people's lives.

**Well Doncaster** is Doncaster's Asset-Based Community Development (ABCD) approach to health and wealth. It started in Denaby in 2015 aiming to tackle the inequalities that exist in the most deprived places in the North of England.

Well Doncaster is based on principles which seek to empower local people, and trust communities to shape their future. Alongside this, creating a culture of enterprise and creativity to build strong connections, especially with the private sector and social businesses.

Well Doncaster is having a direct impact on the lives of real people by tackling issues such as literacy, volunteering, access to services and health care, sustaining housing tenancies and avoiding debt, the approach is influencing the determinants of health and physical activity at a community level.

Well Doncaster is designed to last, and is embedding the ethos and learning into the ways in which Team Doncaster strengthens and develops communities.

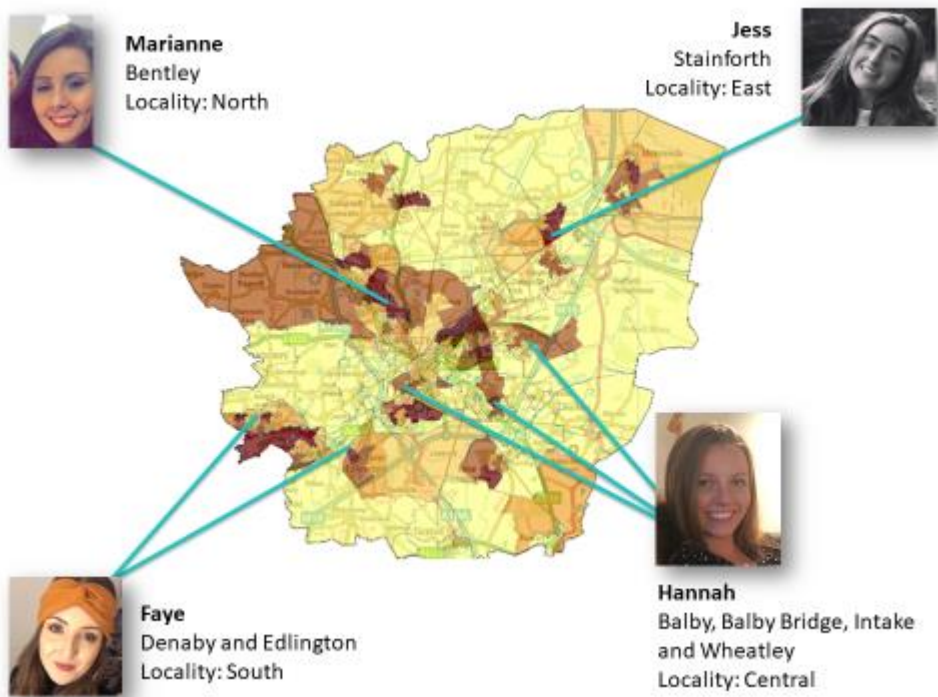
Well Doncaster is our mechanism for change, across the whole system in Doncaster.

The [website](#) and latest [annual report](#) provide the full context and describes the impact of the approach so far.

We recognised that we needed to invest in our communities alongside a successful Well Doncaster approach, and so with our [third investment award](#), we match-funded 50% of four Community Officer posts to use asset-based community development principles and learn more about our communities. Our collaboration with Well Doncaster has enabled us to expand from supporting one community in February 2019 (Denaby) in to seven communities in July 2019, identified in the map below.

In the first six months, the Officers have quickly gained the trust of local people and organisations, and have been busy supporting residents, groups, organisations and services to work together. Their success has opened up new opportunities for physical activity to contribute to positive outcomes for communities. This has added pressure on the team to coordinate borough-wide activities such as Appreciative Inquiry, Community Explorers and Active Communities Grants. In February 2020, we reallocated resources from our [third investment award](#), which has secured the role of a Well Doncaster Coordinator who can

ensure that the changes taking place in individual communities is connected to and influencing our borough-wide approach.



**Emma, Well Doncaster Coordinator**  
Emma manages the Active Communities Grants and coordinates community engagement activities, such as Community Explorers, Community...



**Stacey, Community Wealth Builder**  
Stacey manages the Community Wealth Builder approach (see below)



**Vanessa, Well Doncaster Manager**  
Vanessa Manages the Well Doncaster team, and is leading on embedding the Well Doncaster approach within and across the Team Doncaster strategic partnership.



Figure 14



You can read more about the Well Doncaster team [here](#).

The investment in to a Well Doncaster Coordinator has released capacity for the four Officers to expand their reach to support ABCD approaches in new communities. From April 2020, the Well Doncaster Officers will be embedded across each of the four Locality areas shown in Map 1 and

Table 3 below. In doing so, they will continue in their ‘Well Communities’, while broadening their reach and increasing their commitment to build community capacity and tackling issues that affect the wider determinants of health and wealth. This wider remit will fully align our Well Doncaster approach with the Team Doncaster Localities Working Model (see more about this in section 10.6 below). This means that the Officers will be directly involved in informing the local and borough-wide solutions to supporting communities.

Map 1

Locality	July 2019 - March 2020	April 2020 onwards ( <b>Bold = new areas</b> )
Central	<ul style="list-style-type: none"> <li>• Wheatley Hills and Intake (Ward)</li> <li>• Balby North (LSOA)</li> <li>• Balby South (Ward)</li> <li>• Balby Bridge (LSOA)</li> </ul>	<ul style="list-style-type: none"> <li>• Wheatley Hills and Intake (Ward)</li> <li>• Balby South (Ward)</li> <li>• Balby Bridge (LSOA)</li> <li>• <b>Hexthorpe</b> and Balby North (Ward)</li> </ul>
North	<ul style="list-style-type: none"> <li>• Bentley (Ward)</li> </ul>	<ul style="list-style-type: none"> <li>• Bentley (Ward)</li> <li>• <b>Highfields</b> (LSOA)</li> <li>• <b>Woodlands</b> (LSOA)</li> </ul>
South	<ul style="list-style-type: none"> <li>• Edlington and Warmsworth (Ward)</li> <li>• Denaby and Conisbrough (Ward)</li> </ul>	<ul style="list-style-type: none"> <li>• Edlington and Warmsworth (Ward)</li> <li>• Denaby and Conisbrough (Ward)</li> <li>• <b>Mexborough</b> (Ward)</li> </ul>
East	<ul style="list-style-type: none"> <li>• Stainforth (LSOA)</li> </ul>	<ul style="list-style-type: none"> <li>• Stainforth and <b>Barnby Dun</b> (Ward)</li> <li>• <b>Thorne and Moorends</b> (Ward)</li> </ul>

Table 3

### Case study: Peer Support Groups

Well Doncaster Officers have connected residents and local services to set up peer support groups for people with long-term health conditions (Diabetes, Fibromyalgia and COPD). The specific conditions have been identified in each community in response to the high rates compared to the Doncaster, regional and national average. The monthly groups have 20-30 attendees at each session, where people with lived experience of similar conditions are able to give and receive from one another.

The groups have strengthened and are showing signs of sustaining behaviour change; while providing the opportunity for members to find out about local services and activities within their communities.

The Bentley Diabetes group have regularly been using Sport England's We Are Undeatable campaign resources, and they have had guest speakers from a local activity provider who has delivered sessions that the group can do at home. A number of group members have also joined local health walks in Bentley and Scawthorpe. Image 1 below shows one of the activity sessions delivered by Move More in Bentley.



Image 1



## 9. Behavioural Insights

Our approach with Well Doncaster was preceded by three stages of Behavioural Insight that were led by the Behavioural Science Consortium. In our third investment submission, we described the [household surveys, Community Explorer research and community workshops in more detail. Each stage provided a deeper understanding of communities and their participation in physical activity, based on the COM-B behaviour change model.](#)

### 1. Household Surveys

1,200 Households in 8 identified communities completed a survey, based on the short Active Lives Survey and questions to measure the capability (C), opportunity (O) and motivation (M) of residents. This provided us with results that showed levels of COM varied between each community; showing that we needed a bespoke approach in each place.

### 2. Community Explorer Research

We recruited and trained 18 volunteers from 5 voluntary and community sector organisations, who are trusted in their communities. The Explorers each conducted a number of recorded interviews with family, friends and people in their communities, to gather local insight and build on the survey findings. The interviews were transcribed, and analysed, and helped us to understand more about how people view physical activity.

In stage three, the ‘Dream’ and ‘Design’ workshops used the Double-Diamond design model.

The workshops started the co-design process, and provided bespoke and specific recommendations to change behaviour in each community based on people’s Capabilities, Opportunities, and Motivation. The full report is available [here](#).

Image 2 shows a mapping activity undertaken in the Dream phase in Edlington.

The insights also identified some common themes across all communities, which have helped to shape our approach to Community Connectors, Communications and Active Communities Grants. Some of these are identified in the graphics on the next page.



Image 2

Don't make people feel guilty – people know it's good for them

*"Sometimes, the last thing people want to see is sports people or clubs making them feel inactive – it needs to be people like us, real people."*

People don't always know about the opportunities that are available. Word of mouth is critical.

*"I don't think there is **enough information** really out there about what's going on. If **someone tells you about it** you're more likely to go."*

There is a need to promote a range of ways of being active, as an individual or in a group - not just structured sport and exercise.

*"... walking wasn't what got people going out, it was **the idea of having a chat**. A lot of people are bored and or isolated."*

Many people don't feel good enough to be active, and they need support to help them.

*"It's skills, really, where you **haven't got the skills, you need that support.**"*

Family is a huge motivator – either doing it for them or with them.

*"Kids **have a massive impact on the decisions** we make."*

People need support from friends, family or someone they trust... to build 'getting out and about' in to their daily routine... making it a habit.

*"It is just part of my **daily routine**, you get that used to doing it, it's nothing out of the ordinary."*

Find ways to help people feel safe, comfortable and enjoy public spaces. Safety in numbers?

*"There is a nice park but you **don't always feel safe walking round there especially as it would be on my own** now, my husband's not as active."*

## 9.1.ABCD Techniques

[The work with the Behavioural Science Consortium](#) was a springboard for our collaborative approach with Well Doncaster. Well Doncaster applies a wide range of techniques to ensure that community voice is the leading voice for change. The [Well Doncaster ABCD toolkit](#) describes the processes that will be adopted by Team Doncaster partners. It includes:

- Asset mapping
- Storytelling
- World café
- Participatory appraisal
- Appreciative inquiry

Figure 15 below shows the relationship and transition between individual strands of the Behavioural Science Consortium and Well Doncaster.

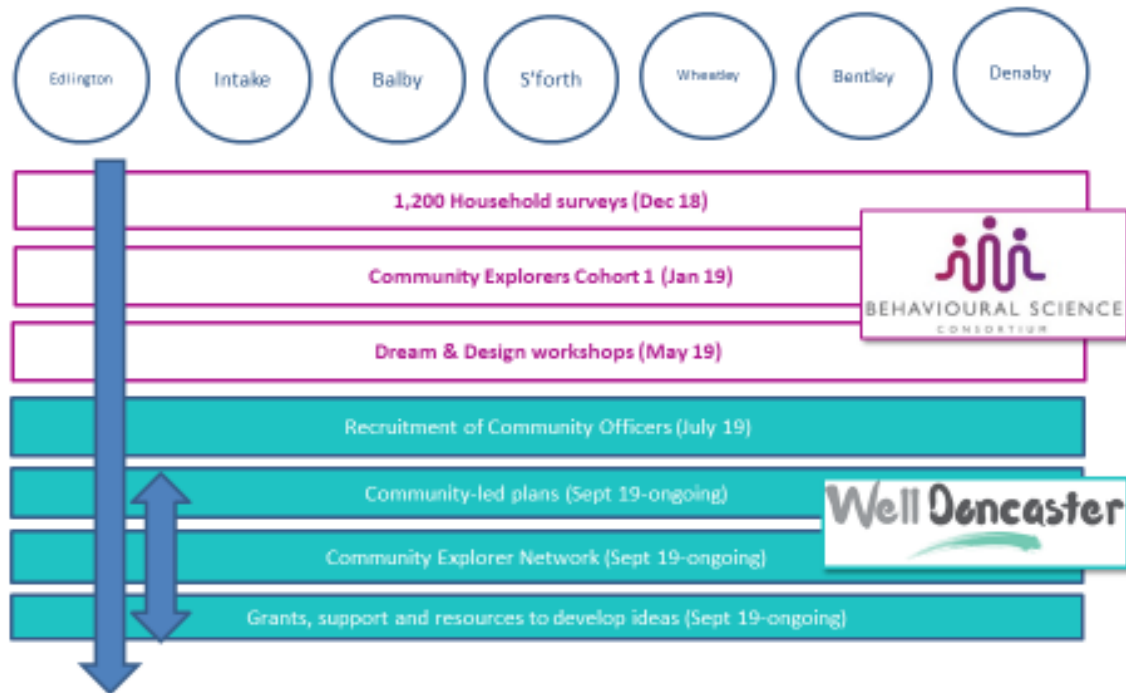


Figure 15

## 9.2. Appreciative Inquiry (AI)

We use the AI process to help us understand our communities by focusing on what is strong, not what is wrong. It is iterative in nature, and the pace in each community is unique to the place.

We did a deep data analysis and stakeholder engagement; to develop community profiles for each 'Well' area. The profiles identify community and health assets, community priorities, and help to understand how to apply learning from Well Denaby.

The Officers' strong local connections have enabled us to recruit, train and support a growing network of Community Explorers. The 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 people 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. This helps us to:

- Grow a network of advocates and messengers
- Ensure resident participation in community planning and decision making
- Go beyond a conversation about physical activity, to understand what matters to people where they live
- Identify the assets in communities; finding out what people do, where they go, who they go with and how they get there
- Inform our communications and behaviour change campaign

To build upon the Community Explorer findings we facilitated 'Dream' and 'Design' workshops across our communities, engaging residents using creative and interactive methods. We used these sessions to explore the aspirations and dreams in their communities. Residents identified 'what might be' and then prioritised what the community can achieve through co-produced action plans.



Image 3

Image 3 (above) shows Glyn, a Community Explorer, leading a dream workshop in Intake.

Image 4 was taken at Bentley design workshop.



Image 4

The process has led to the development of community-led plans, Positive Activity Groups (PAGs) and stronger networks across communities who will take the lead on the plans development and delivery. This ensures that services are able to connect and respond quickly, at a community level, to what matters to people in their place. The plans are also providing meaningful insight to inform our pilot decision-making and influence borough-wide and regional policy. Figure 16 shows how Well Doncaster is the enabler for change in Doncaster.

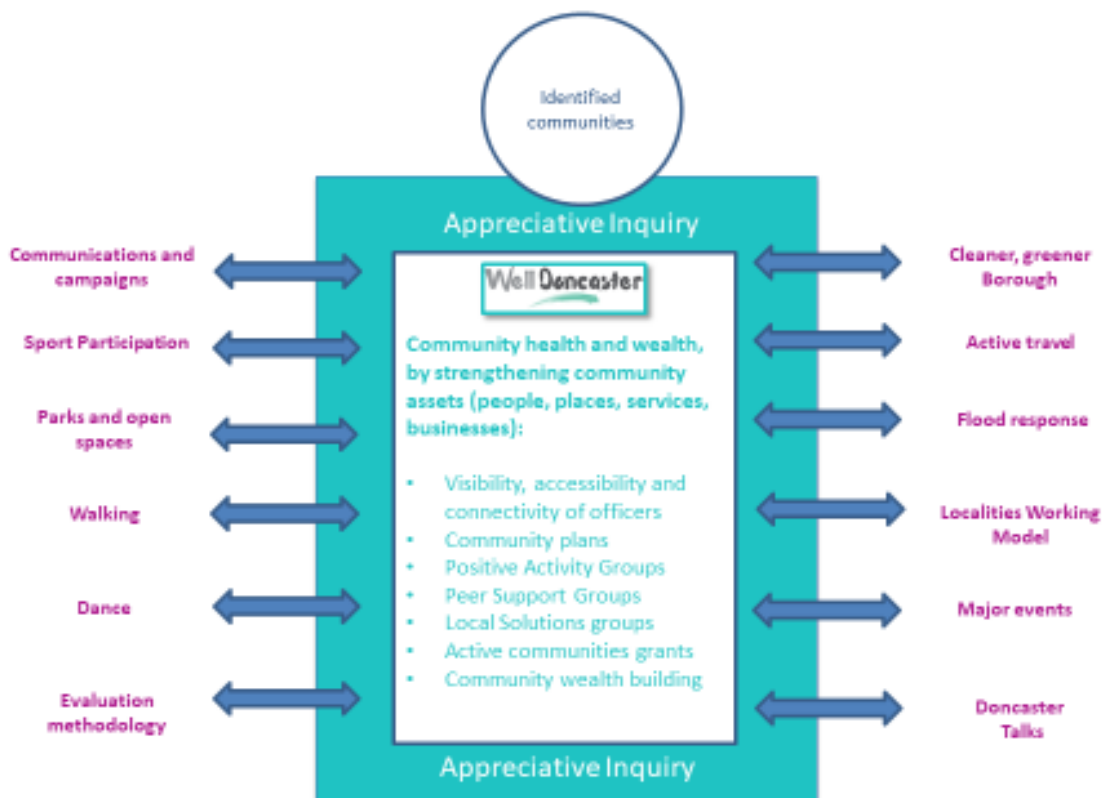


Figure 16

### Case study: Faye in Edlington

Following the Behavioural Insight research, Faye organised a community event, where we shared the findings from the Community Explorer research. Residents from Edlington attended and discussed how we could work together in a strengths-based way, to design ways of addressing the barriers to activity. There were four broad priorities identified, which formed the basis of the community plan for Edlington:

- The affordability of facilities to enable more locally based physical activity
- Improving the physical environment to encourage physical activity by creating cleaner, greener spaces
- Utilise existing community assets and encourage locally based activity by conducting street audits, allowing for more walking and utilising all parts of the community
- Creating a safer environment through working with local partners such as PCSOs

Faye then worked closely with the GDM Walk Lead to provide additional training for Community Explorers to complete community street audits and mapping, identifying great places to walk and areas which are in need of development to make it easier for people to walk or cycle. This led to Edlington Community Organisation, Edlington Hilltop and Edlington Town Council all planning additional walking activities, which included litter picks and health walks.

Faye is trusted by people in Edlington, and she plays a leading role to connect local services, community anchor organisations and residents. She helps to develop ideas, based on 'what's strong' in Edlington. Examples are:

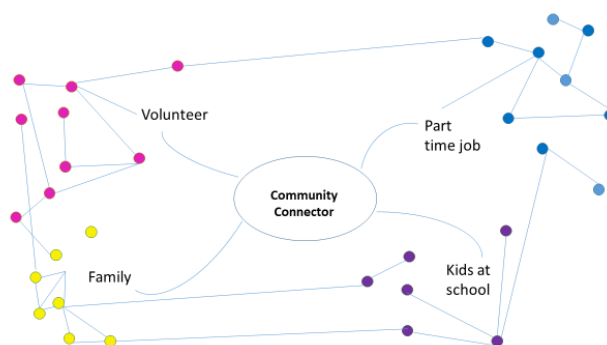
- Hosting a community drop-in every two weeks, where individuals and groups can access her support to share ideas and plans.
- Organising a monthly COPD peer support group, where residents can share experiences, access information and arrange for guest speakers to improve their self-management of the condition.
- Supporting food banks to provide additional support and training for local people, through cook and eat sessions
- Organising a health information event where 25 organisations promoted their services for local people to find local solutions to their health and care needs.
- Supporting Edlington organisations to organise Edlington Ladies Day; which included This Girl Can activity, hairstyling, pampering, massage and cake. The event also encouraged participants to take part in breast and cervical cancer screening.

Her broader health and connectivity role is enabling genuine co-production of ideas, based around what matters to people in Edlington.

### 9.3. Community Connectors (was Community Activators in Investment Plan 3)

Our plans in February 2019 included the recruitment, training and part-time employment of 15 Community Activators in our targeted communities. The idea was developed using the learning from Yorkshire Sport Foundation’s Active Dearne project, which has highlighted the value and influence of a well-connected local person with a deep knowledge of people and place. Our intention was to employ the Activators for up to ten hours per week within the Council, and build a team of passionate people who could share their skills across Doncaster.

However, we learned very quickly that this model relied heavily on Council control and would be counter-productive to our aim of distributing power and decision making to communities. It has taken some time to find an alternative way of delivering the approach, which enables it to be driven and owned by communities.



We have altered the name of the roles to ‘Community Connectors’ so that it is consistent with ABCD terminology. We are working with a collaborative of anchor voluntary sector organisations, using a participatory budgeting approach to develop the Community Connector model, shaping it using the insight from our Behavioural Insights Work (see page 6). The collaborative, known as the *Well Doncaster Communities Group*, has been maturing since its inception by Well Doncaster in 2018. It includes community anchor organisations who are experts in their geographical communities, as well as organisations who work pan-Doncaster with specialist skills and expertise. We anticipate having a plan and delivery model in place with the collaborative by April 2020.

#### A Community Connector

- Hosted by organisation(s) who are trusted in the community
- Paid, part-time roles
- They know people and their place
- Can have a positive influence on the target audience – inactive people, families, people on low incomes
- Passionate about making a difference
- They may have other roles (voluntary or paid)
- They can support people in the community to get out and about more - reacting to the type of support that people and the community need. This could be:
  - Increasing awareness about opportunities
  - Being active with people
  - Helping to develop ideas

## 9.4.Active Communities Grants

In December 2019, we launched our [‘Active Communities’ small grants](#) scheme. The grants aim to give local people, groups and organisations the opportunity to apply for funding of up to £500 to help their ideas that support Doncaster residents to be more active. The grants panel includes residents from the communities to provide one the ground insight into community priorities and maintain our commitment to devolving power to our communities.

Since the grants were launched, over two investment rounds we have awarded funding to a total of sixteen ideas, to the value of over £7,000. We have received interest from a wide range of organisations, which includes sports clubs, faith groups, libraries, conservation groups and local community support groups. We would like to continue to broaden our reach, as more individuals and groups find out about how they can use the support to help people in their communities to increase their activity levels.

We are learning quickly, and are continuously applying changes to ensure that the grants are aligned with our pilot principles and are meeting the needs of people in our communities; in line with our LDP approach.

What has happened?	What have we learned?	What have we changed?
Large amount of interest from activity providers who have not involved the local community in developing their plans	Need to find a way of connecting activity providers with community.  Message and narrative about the principles and purpose of the fund needs to be clear.	Applicants need to connect with Well Doncaster Officer before submitting application.  Applications are submitted to Well Doncaster Officers
Ideas so far have felt very traditional and short-term. While this is natural in a new funding scheme, we need to react and support a transition in to non-traditional and longer-term ideas.	Message and narrative about the principles and purpose of the fund needs to be clear.  Need to use examples of what could be.  There is a role for the Well Doncaster Officers and their networks to be positive messengers.	Well Doncaster Officers to focus support for applicants on innovation and long-term, sustainable thinking.  It is expected that ideas will be generated through the planned AI process in April-July.  Examples and case studies will be used to inspire ideas.
Interest from sports clubs, with a mix of target audiences. Some inactive, some already active, some families.	Message and narrative about the principles and purpose of the fund needs to be clear.  Internal processes and relationships need to be tighter to identify the right support for clubs.	Closer collaboration with Sport Participation Officer for clubs to access support from the most appropriate place.  Clarity on the differences between the Sport Participation fund and Active Communities Grants. Main differences in target audience.



Local decision-making panels inconsistent in scoring.	Training, support and information needs to be clear for panel members.  The role of Well Doncaster Officer as Chairperson is important.	Packs for panel members in development.  Feedback loop between chair and panel decisions improved.
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Table 4

## 9.5. Community Wealth Builders

Community Wealth Building is a people-centred approach to local economic development. It aims to redirect wealth back into the local economy, by placing control into the hands of local people. Well Doncaster has recently received funding from the European Development Fund, on behalf of Sheffield City Region, until June 2022. The investment will help new (pre-start) or existing community-based enterprises to develop their business offer, improving their ability to provide products and services for large ‘anchor’ organisations. The bespoke support service will include one to one meetings, a range of training courses, networking opportunities and the chance to engage with some of areas largest organisations offering potential contract opportunities.



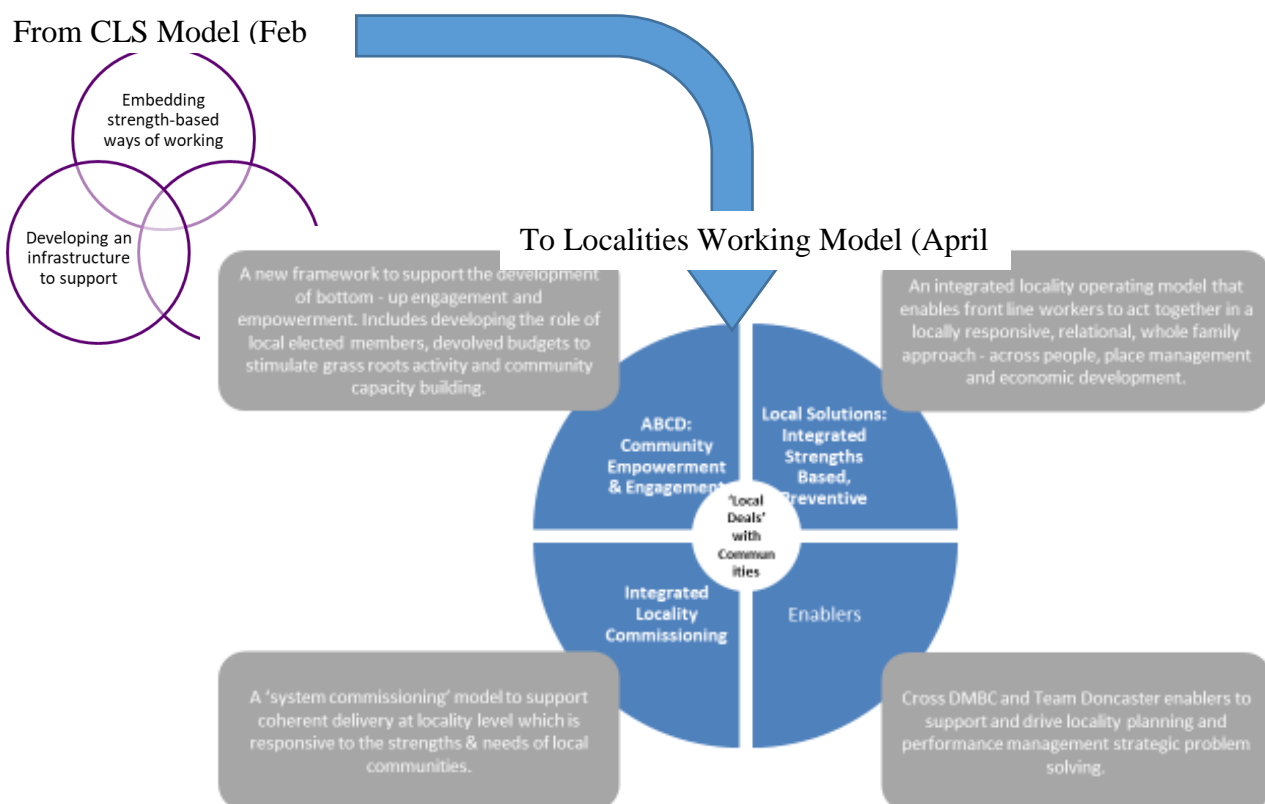
The Well Doncaster Wealth Builder programme is at the forefront of Team Doncaster’s Inclusive Growth strategy. It provides a direct link between the work of our Pilot and the Borough’s inclusive Growth ambitions of improving aspiration and economic outcomes. It is a significant opportunity for us to connect our community-led approach to health, wealth and increasing physical activity as a result.

## 9.6. Sustainability and Strategic Influence

In our [third investment plan](#), we spoke about how our joint-approach with Well Doncaster was influencing the transformation of Community Led Support (CLS). CLS is superseded by the development of the Localities Working Model that will go live in April 2020.

Localities Working is a Team Doncaster partnership approach, to accelerate and scale Doncaster’s focus on prevention, integration, whole family working, and place. It aims to improve outcomes, respond to challenges and opportunities and reduce demand for costly acute interventions over time. Well Doncaster is influencing the borough-wide, cross-sector approach by informing the development of all four deliverables of the Localities Framework in Figure 17 (below). This is an example of the work of the Pilot having a broad reach and significance within the development of the borough’s communities strategy.

Well Doncaster is taking a lead on the ABCD Community Engagement Framework, while contributing to the delivery of local solutions and integrated locality commissioning strands. This ensures that physical activity and sport is included and embedded within Team Doncaster’s community engagement policy and practice.



## 9.7.Active Communities Proposal

We are now in a position to accelerate the learning from our collaboration with Well Doncaster, to ensure that the approach continues to drive sustainable systems change in Doncaster on a borough-wide scale. The integration with the Localities Working Model will further add value to the impact of our collaboration, providing long term sustainability for our approach.

Active Communities: Investment Proposals March 2020						
ID	Proposal	Accelerator/ pathfinder	Timescales	SE R'quest (£)	GDM Match (£)	Total (£)
1	<b>Well Doncaster Manager</b> <i>Grade 10, 1 FTE</i>	N/A – In kind	01/04/21 – 31/03/25	0	249,800	249,800
2	<b>Well Doncaster Coordinator</b> <i>Grade 8, 1 FTE</i>	Accelerator	01/02/22 – 31/03/25	139,767	0	139,767
3	<b>Community Officers</b> <i>Grade 7, 4 FTE</i>	Accelerator	01/04/21 – 31/03/25	239,952*	266,800	506,752
4	<b>Community Wealth Builder Coordinator</b> <i>Grade 8, 1 FTE</i>	N/A – In kind	01/01/20 - 30/06/22	0	96,675	96,675
5	<b>Community Wealth Builder Officer</b> <i>Grade 7, 1 FTE</i>	N/A – In kind	01/04/20 – 30/06/22	0	78,625	78,625
6	<b>Operational costs</b>	Accelerator	01/04/21 – 31/03/25	10,000	10,000	20,000
SUB TOTAL				389,719	701,900	1,091,619
<b>Notes</b> *SE request includes deductions of underspend from previous SE Pathfinder funding allocation						

Table 5

# 10. Doncaster Future Parks

Doncaster Future Parks is our systems based approach to parks and open spaces, identifying the changes most needed to set in motion a shift in our open space provision, engagement and improvements to working practices. However, as with all local authorities, austerity has affected the potential for developmental investment in parks. We had been successful with small isolated changes but felt that there was potential to transform our way of working to be much more collaborative.



In ‘Our Journey so Far’ (Feb 2019), we described how our parks are consistently identified through community engagement and our elected members as valued assets for our residents.

In the recent Doncaster Talks as earlier described, high quality parks and open spaces were consistently mentioned in the responses from residents across the borough. One of the top three areas identified in the 3600 responses was adults describing that they value the access to green space, identifying it as an asset in the place that they live. For children and young people, below demonstrates the responses to what they would like to see improve in Doncaster, providing an opportunity to capitalise on the strength of what children and young people identify as important to them.

Shaping the Future of Doncaster Survey Results

2. What would you like to see improve?

More or better green spaces, parks and open spaces

Within our appreciative inquiry approach taken as part of our Well Doncaster work, parks and open spaces are consistently identified as what is good about where they live but also what they would like to see improved. Residents have voiced barriers around feeling safe and this impacts upon their likelihood to access these areas for a range of activities.

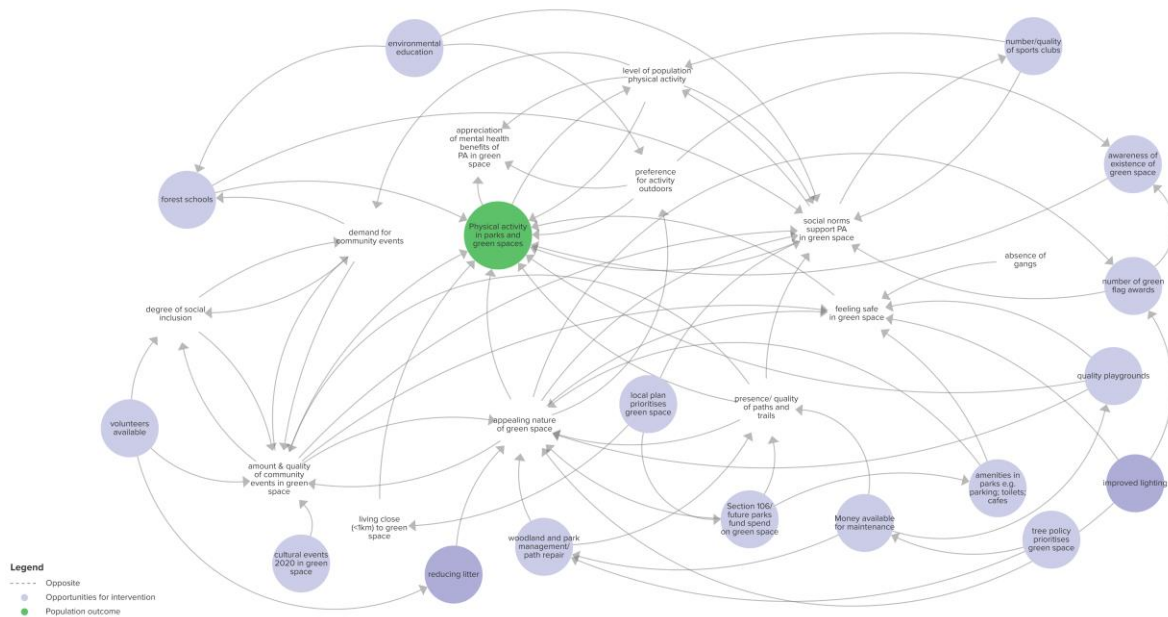


Figure 18

In March 2019 we worked with Dr Nick Cavill (Cavill Associates) to develop a systems approach for parks and green space to coordinate actions across the system (see figure 18) The insight and learning gathered from a number of previously described engagement activities (see Figure 19) was used to develop a systems map for Doncaster’s parks.

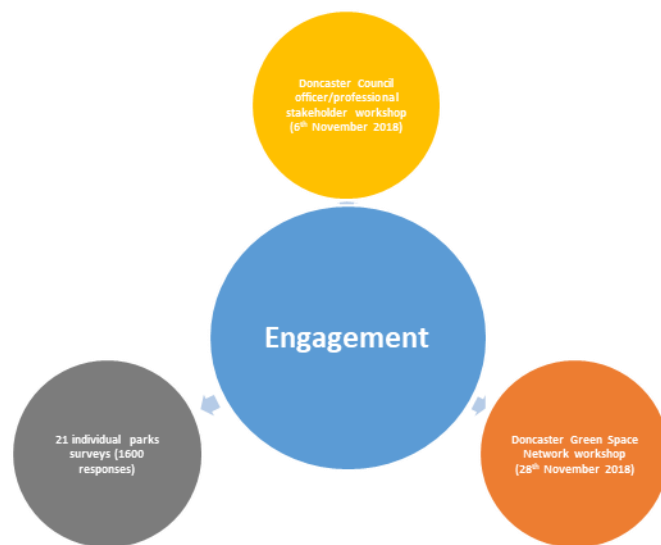


Figure 19

The overarching outcome was the recommendation to combine activities that stimulate demand for activities in parks, with improvement to the green environment including:

- Securing funding for improvements (paths; play parks; toilets; cafes; etc.)
- Improving safety in parks (lighting; tackling anti-social behaviour)
- Promoting park use in general, and through community events
- Encouraging volunteering for events and also litter-picks (including working with ‘friends of’ groups)

The engagement activities and systems map were used as a basis for a workshop held in April 2019 to develop a number of key pieces of work we felt would support our future approach to parks and open spaces in Doncaster. This work continues to be supported by colleagues from

Communities Team, Planning Policy Team and in particular specific regular collaboration with the Green Spaces Officer.

This workshop identified the need for:

- *Overarching Framework*: a strategic overview of Doncaster's future vision and aspirations for its parks.
- *Effective Delivery Plan*: support the development of the overarching strategic framework, we want the successful provider to develop an effective delivery plan to utilise resources in the system more effectively.
- *Bespoke Park Plans*: individual future plans for 10-15 parks
- *Evaluation Framework*: bespoke framework will provide the high-level performance overview and plans to measure usage/impact at a local level.

It was felt that we did not have the expertise or capacity internally to deliver these pieces of work. They were developed into a specification with The Land Use Consultants being successful in the tendering process.

The Land Use Consultants started in November 2019 and have worked with support from Clare Henry (Strategic Lead for Get Doncaster Moving/LDP), Ben Russell (Green Spaces Officer) and Jess Woodward (Well Doncaster Officer).

There is senior leadership support to this approach and we have presented to both the Directors Leadership Group and the Executive Board, with an additional paper supported by the elected mayor and cabinet in specific reference to the parks that were going to be the focus of the bespoke park plans. Elected members both value the impact that parks and open spaces have on the wellbeing of their residents but also are very clear that these assets are important to residents, not only from a physical wellbeing but that they provide opportunities for connecting with each other and provide cultural identity in our communities.

These opportunities described our methodology to identify a number of key parks focussed primarily on the most residents from decile 1 of the indices of multiple deprivation that lived within 1km of a park/open space. This was based on our previous insight from residents that being active needed to be less formal and hyperlocal (easy to walk to). This was then supplemented by The Land Use Consultants who used population density, inactivity and population of under 18yr olds to identify the communities to focus this work on. They then used the local information gathered including investment, volunteer groups, ownership and the type of park (e.g formal, historical, countryside etc).

## 10.1. Our Learning So far

Over the last 6 months, as part of our process learning, we have reflected on key areas of work with regards to parks. We have considered whether or not we are achieving what we originally planned to do and identifying the contextual factors in the progress to date. Below are some of those early reflections so far and how they are being considered in our next steps.

What has happened?	What have we learned?	What have we changed?
Collaboration/Communication	Need to consider all individuals/organisations that need to be aware of the work. With no one person/role with the ultimate responsibility for parks and open spaces it is easy for related work to take place independently. There is not one sole conduit for related pieces of work. Therefore, there is the risk of duplication or even conflict.	Keep a virtual working group with key pieces of work/milestones/papers shared. We are already seeing the benefits of this being helpful to join what may have become disparate pieces of work. For example Local Plan policies and Green Space Audit, Keep Britain Tidy insight into litter picking, café containers.  Brief senior leadership to ensure support and to enable cascading.
Elected Member Support	Presenting to Executive Board resulting in over an hour's debate on the parks that were going to receive a bespoke park plan. Members are very passionate about the parks in their area and it compounding our previous learning that these are assets for our communities.	Identify opportunities to keep communicating – key decision reports. Identify the key champions. Work with Portfolio holder to be a conduit. Portfolio Holder now a chair of the LDP Advisory Board enabling him to have a detailed understanding of the work and liaising with other members on our behalf.
Volunteers	Recognition for volunteers is lacking or is perceived to be lacking.	Investigate the potential of a parks champion (political). Identify means of recognising the contribution of the Green Space Network.
Evidence	Evidence based methodology must also be considered in line with contextual factors.	Continue with engagement activities to close feedback loop.

## 10.2. Progress to date

The Land Use Consultants have:

- Delivered social capacity workshop with volunteers (Doncaster Green Space Network)
- Delivered visioning workshop with partners including The Conservation Volunteers, Friends of Crags, Good Food Doncaster and internal colleagues.
- Produced and shared volunteer survey
- Developed and promoted a borough wide survey with over 450 responses
- Visited 15 park sites in the borough – doing on site assessments
- Mapped activity in relation to parks and open spaces
- Developed bespoke park plans
- Recommended site specific investment
- Produced a proposed schedule of improvements for each park

## 10.3. Green Space Network Workshop - 22<sup>nd</sup> January 2020

This session was led by the Land Use Consultants and CFP to gain the views of friends and community groups involved in the Doncaster Green Space Network to understand the current position and achievements and to look at identifying actions that could be taken to strengthen the network in the future. There were 9 individuals and 4 Doncaster Council staff. The results of the activities culminated into a prioritisation matrix (see below) that provides a range of potential actions to support the work of volunteers in the future. These will be complimented by the results of a survey designed for volunteers to gather as many views as possible.

		IMPLEMENTATION		
		EASY	MEDIUM	HARD
IMPACT	HIGH	Group survey More funding for the GSN Volunteer award schemes Training for network members Publicise the GSN email address Online Doncaster Green Space Forum Better links to other organisations Directory – key council services	Political Champion DMBC Corporate Volunteering Recognition of Groups / Volunteers Boost social media / website Development Plan for the network	Development worker / team Parks Foundation Better Insurance Cover Business Sponsorship
	MEDIUM	Provide incentives to join Funding for participating groups Make links to social prescribing	Formalise structure – Constitution Changing schedule of meetings Expenses for volunteers	
	LOW			

Figure 20



## 10.4. Visioning Workshop 4<sup>th</sup> February 2020

This workshop was held with internal and external partners to explore the vision and aims of the Doncaster Future Parks approach, to gather views on what should be the scope and identify aims & objectives. The LUC and CFP held an afternoon workshop with key activities to gather information and views to inform project development & identification of any priorities and to inform the development of the evaluation framework. This overarching framework is being developed to provide a consistent approach to the future work in relation to parks and open spaces.

## 10.5. Quality and Needs Assessments

A series of site assessments were undertaken to identify and audit local provision. The findings of the assessments also informed the delivery of the Overarching Framework and Bespoke Park Plans. In conjunction with the site assessments, desktop analysis was carried out to understand the wider context of open space provision to the wider community. This included cross-referencing datasets including aerial imagery, OS Greenspace layers, planning application data and internet research. The sites were then categorised according to typology (e.g. park, semi-natural green space, provision for children and young people etc.) and hierarchy (predominantly based on the size of the open space and the likely catchment area). Fifteen sites were audited utilising the Green Flag Award criteria, which is recognised as the national benchmark for open spaces in the United Kingdom. The detailed audit forms that were used during the site audits enabled the collection of information on the range of features and facilities present (Value), and the condition of features and management aspects (Quality).

An example audit form is included in Figure 21.

### Doncaster Future Parks Quality and Needs Assessment

#### Desk based assessment

Site ID: \_\_\_\_\_ Site Name: \_\_\_\_\_  
 Grid reference: \_\_\_\_\_  
 Ownership (HBC, private, other): \_\_\_\_\_  
 Area (ha): \_\_\_\_\_  
 Category of open space: \_\_\_\_\_

#### Designations

National:

- Listed building +3
- Scheduled Monument +3
- SSSI +3
- Historic England Register of Historic Parks and Gardens +3
- Special Area of Conservation +2
- Special Protection Area +2
- Ramsar +2
  
- Green Belt +3
- National Nature Reserve +3

Regional:

- Site of Importance for Nature Conservation/Local Wildlife Site +2
- Regionally Important Geological Site +2
- Biodiversity Opportunity Areas +2

Access:

- National/ Regional Trails +3
- Sustrans Routes +3

Local - Statutory:

- Conservation Area +1
- Local Nature Reserve +1
- Locally Important Geological Site +1

Other:

- Within a Flood Risk Zone +1
- Ancient Woodland +1
- T.P.O +1
- Has the site achieved a Green Flag Award? +3
- Has the site achieved a Green Flag Community Award? +3
- Has the site achieved a Green Heritage Award? +3

Value scores are highlighted in yellow

Quality scores are highlighted in green

Figure 21

## 10.6. Development of the Vision - Overarching Framework

The vision of the Overarching Framework was to adopt a whole system review of existing parks with the aim of delivering a borough-wide, strategic overview of the aspirations for Doncaster's green open spaces. Consideration was given to key themes including participation in physical activity, community engagement, environment and biodiversity. The Overarching Framework has also evolved to reflect the findings of the Green Space Network Workshop and refined further following the outcomes of the Visioning Workshop. Figure 22 shows the proposed structure of the Overarching Framework whereas Figure 23 provides a detailed breakdown of how this work relates to the Delivery Plan and Bespoke Park Plans.

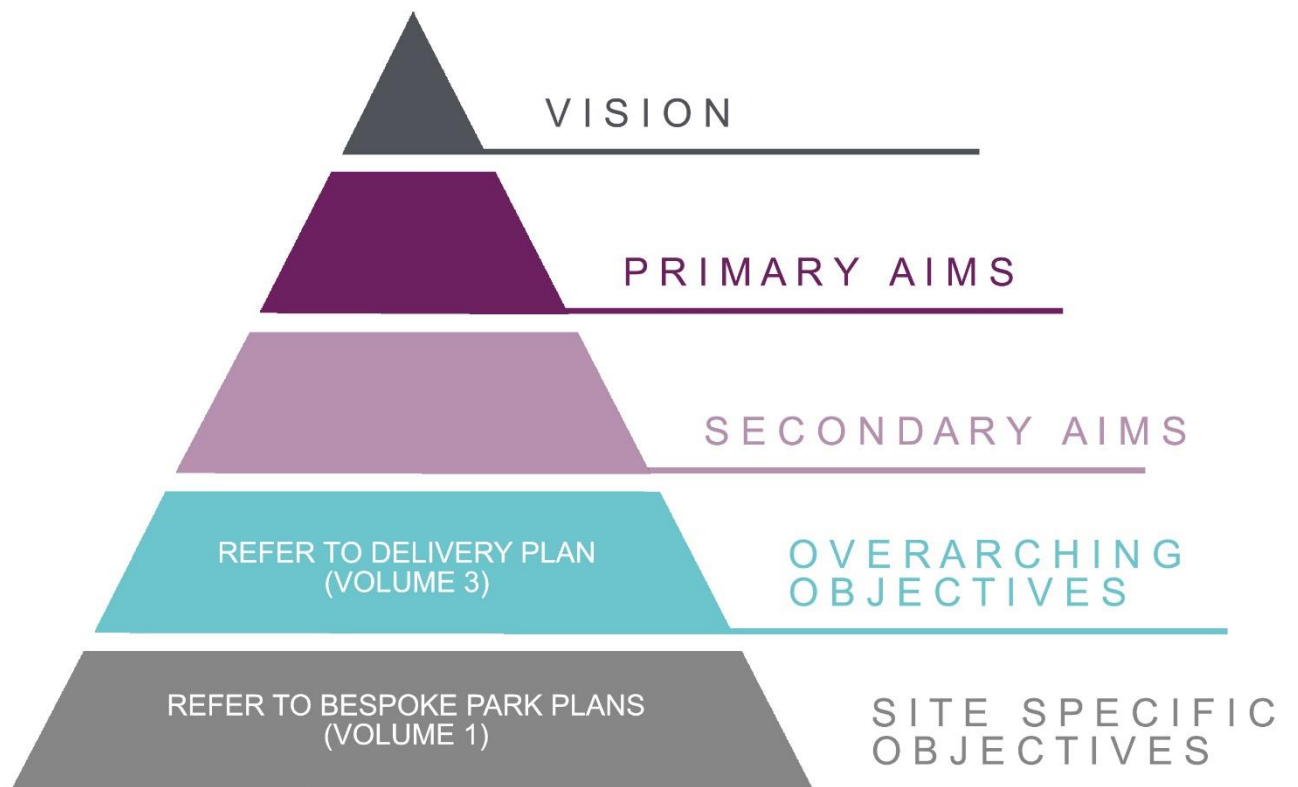


Figure 22

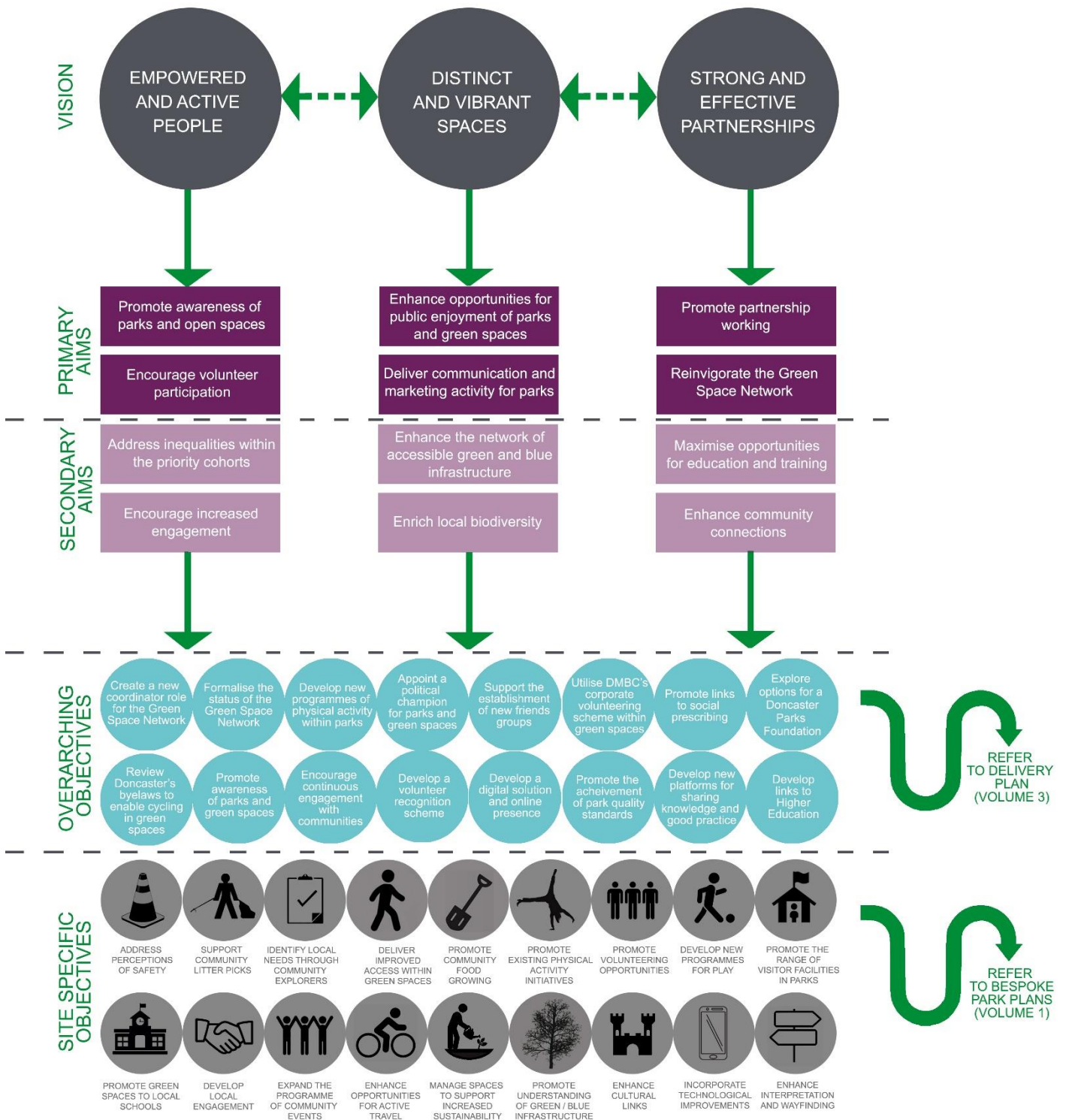


Figure 23

### 10.7. Bespoke Park Plans

Bespoke Park Plans have been prepared for sites which have been identified as being of greatest importance to the communities they serve and where the quality assessments identified the opportunity to deliver interventions which support the vision, aims and objectives of the Future Parks project as set out in the Overarching Framework.

The selection of the initial list of fifteen parks and open spaces was based on the three LDP and Get Doncaster Moving (GDM) priorities of Inactivity, Children & Families, and Low Income. Maps plotting population density, the percentage of people under 18, and Indices of Multiple Deprivation were created to visually represent this data (see Figures 24-26 below).

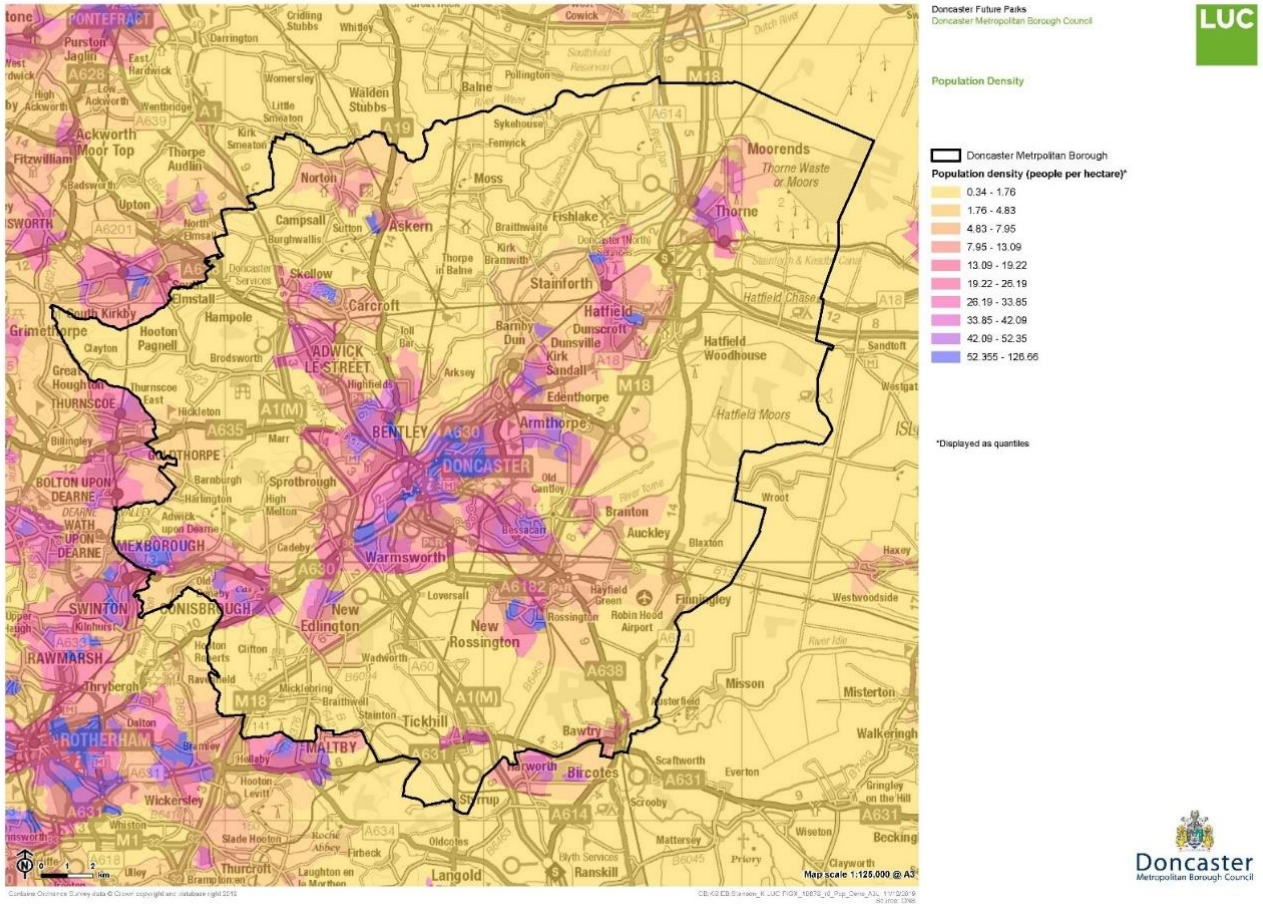


Figure 24: Population density (people per hectare) within Doncaster Borough

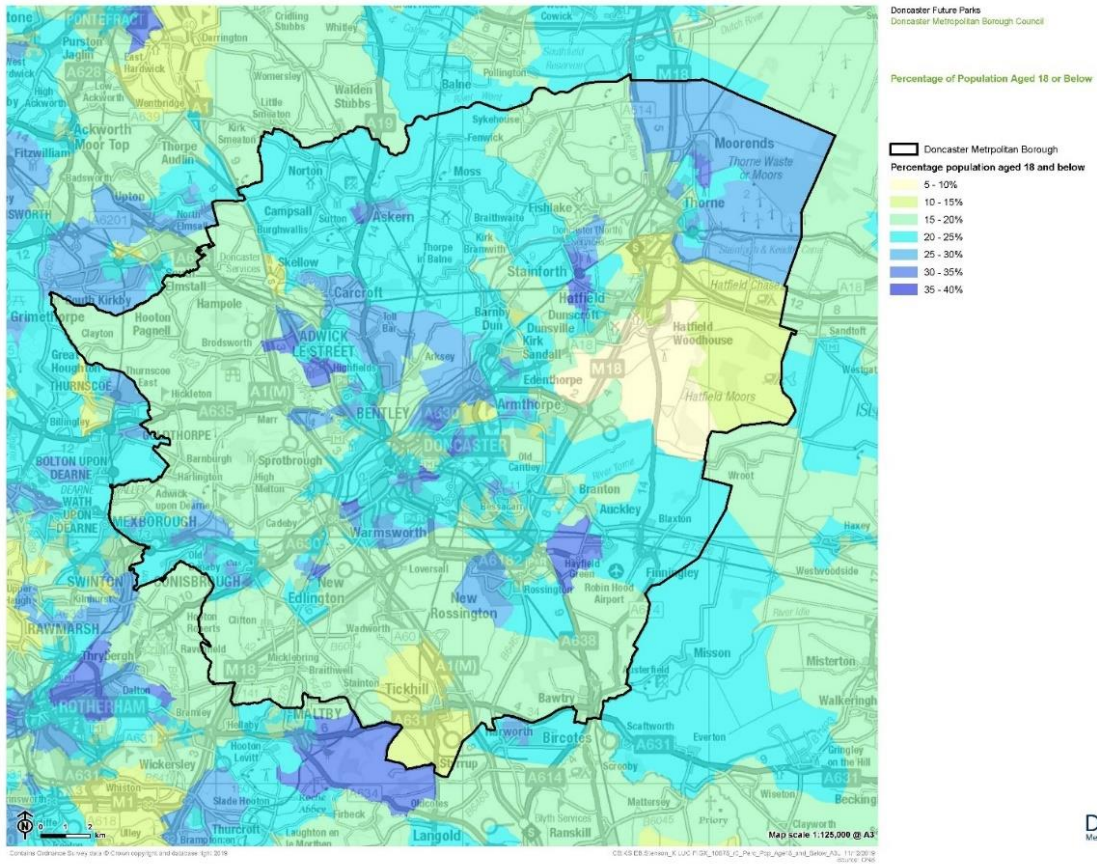


Figure 25: Percentage population aged 18 and below within Doncaster Borough

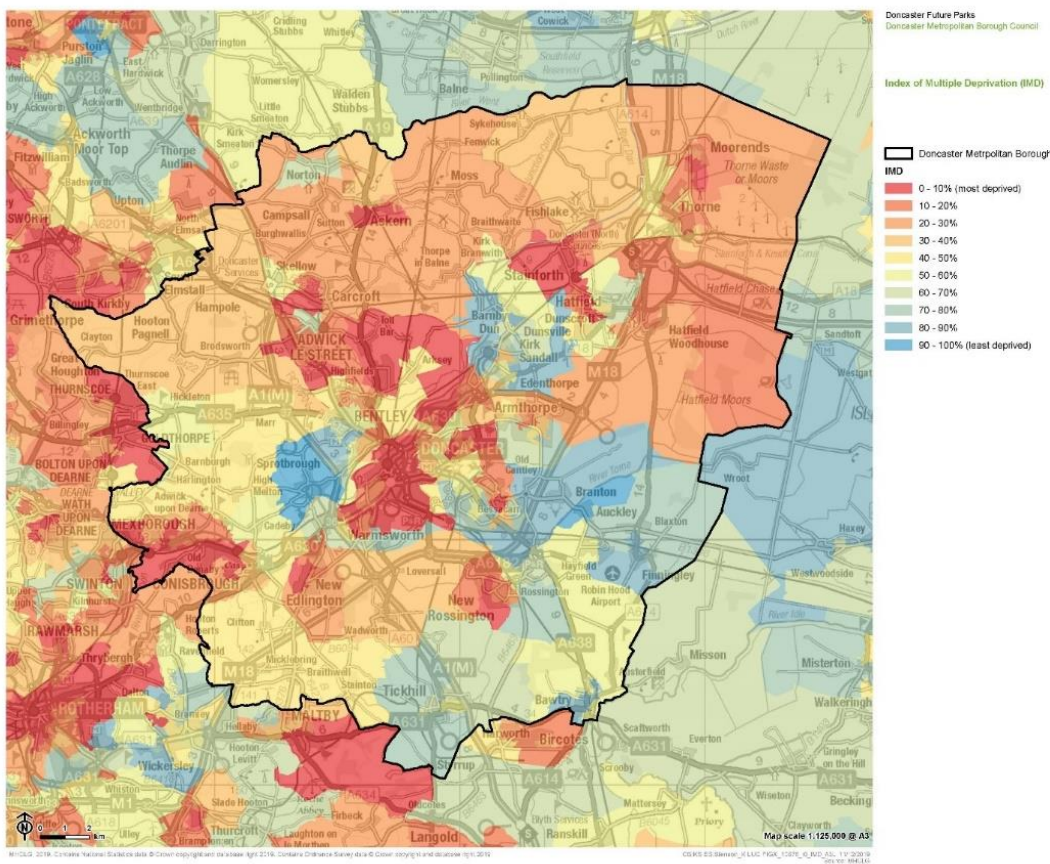


Figure 26: Indices of Multiple Deprivation within Doncaster Borough

Each of the parks and open spaces were selected through the identification of specific communities, together with an assessment of the size and type of park/open space, extent of other provision in the locality, levels of recent investment, presence of volunteer groups, and the results of a social media survey on parks in Doncaster. The aim of this process was to select a variety of parks within a wide geographic spread across the borough. A map showing the location of the fifteen parks is shown below In Figure 27.

The Bespoke Park Plans consider opportunities for improvements and interventions within the park or open space, cross-referenced to the site-specific and overarching objectives of the wider project. Figures 28 and 29 illustrate the Bespoke Park Plan produced for The Craggs.

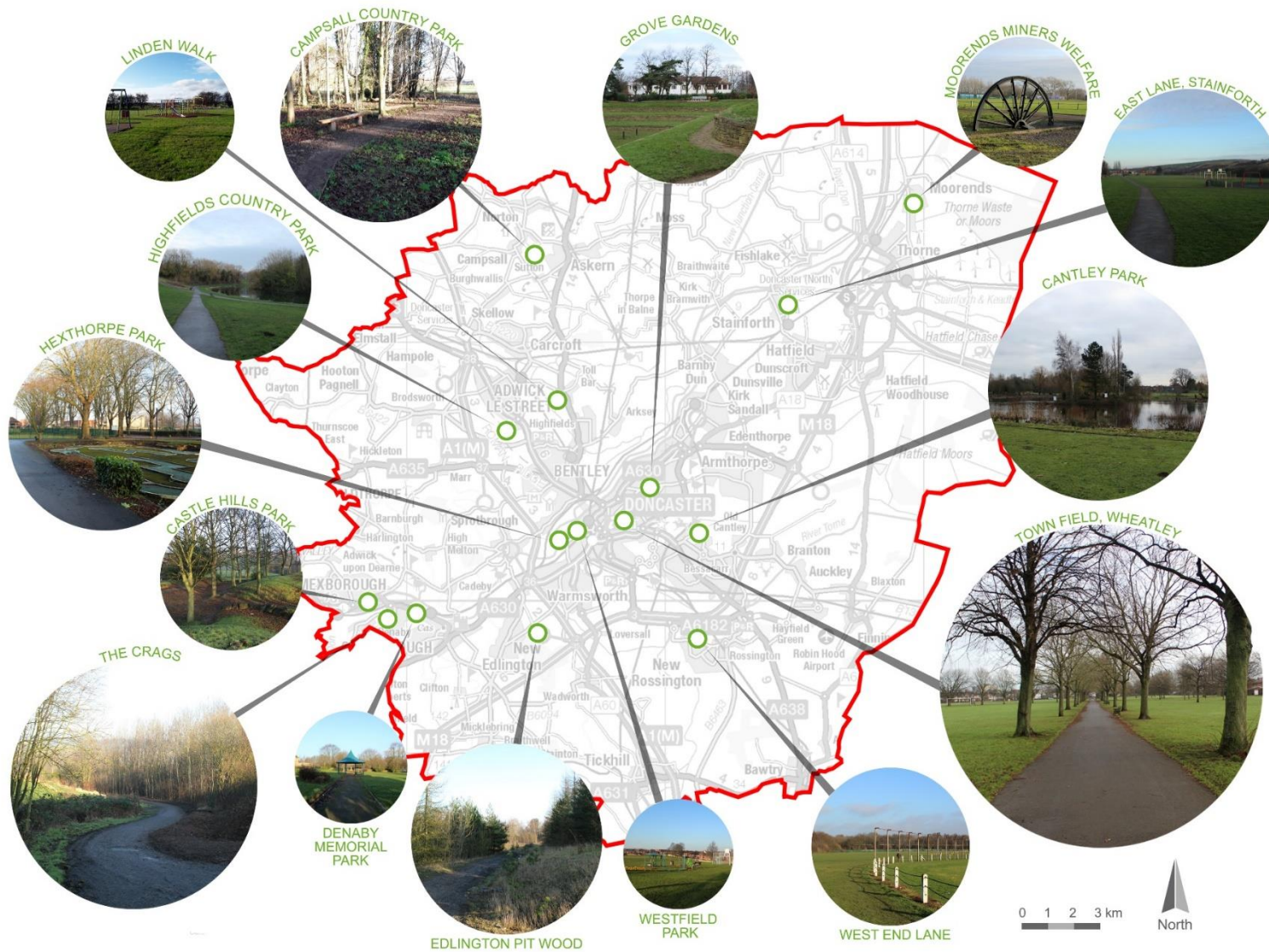


Figure 27:  
of the fifteen  
where

Locations  
parks  
Bespoke  
Park Plans have been developed

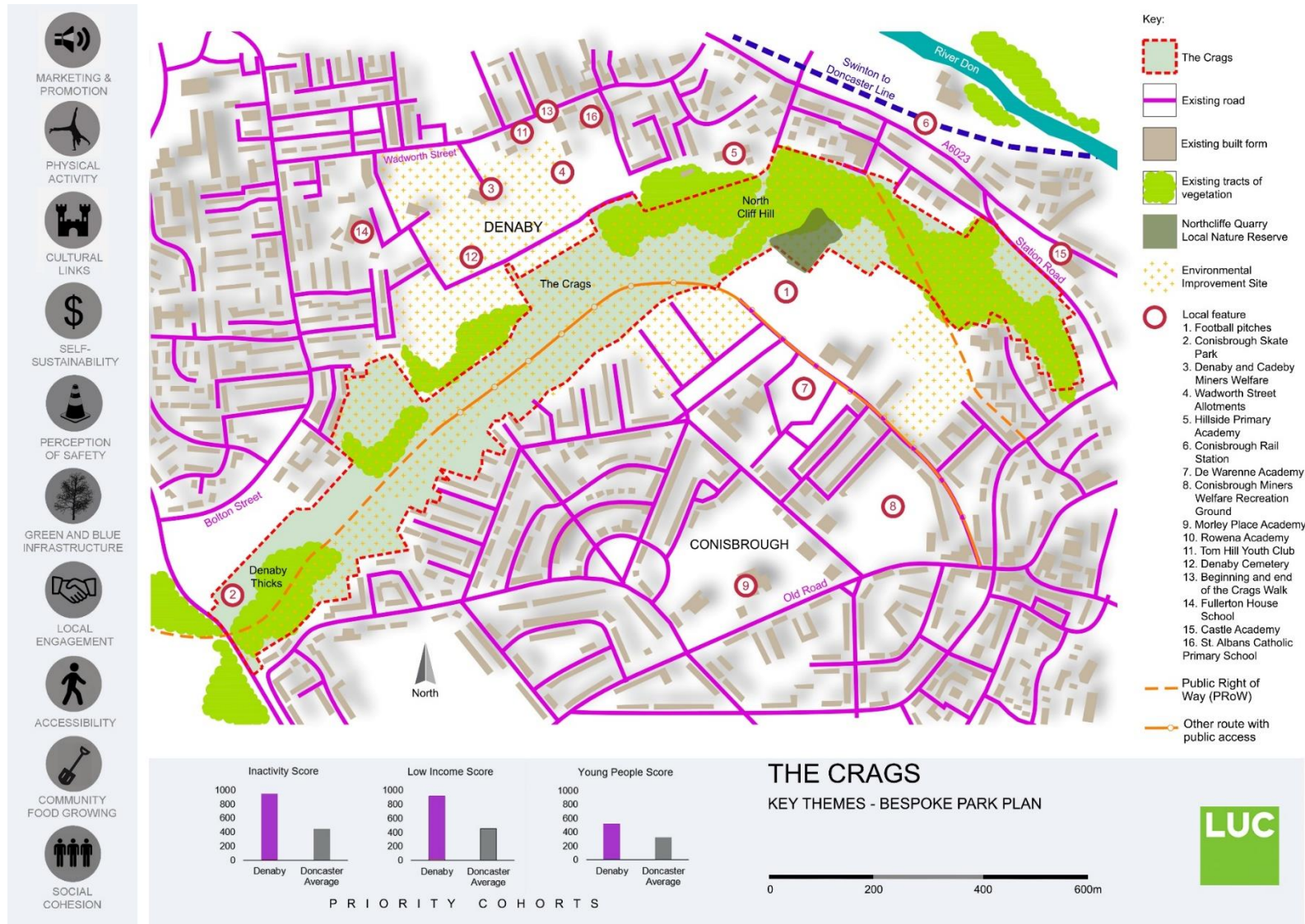


Figure 28:  
Bespoke  
(Sheet 1 of 2)



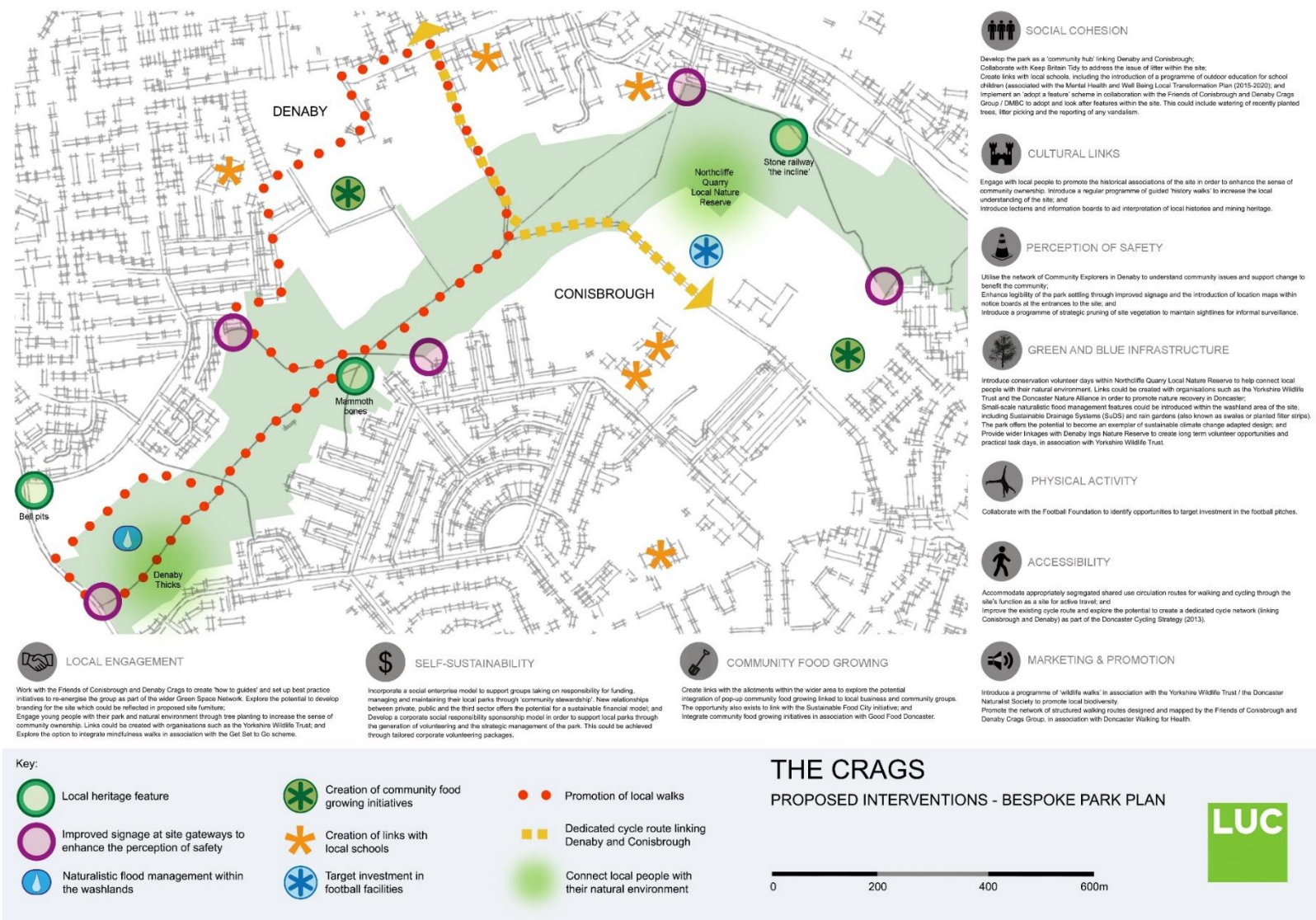


Figure 29:  
Bespoke  
(Sheet 2 of 2)

## 10.8. Doncaster Future Parks Proposal

The recommendations based on the work of The Land Use consultants are to shape our way of working both within Doncaster Council but importantly with volunteers and partners. The work to date is already being referenced with wider pieces of work (Environment Strategy, Climate Change Commission, Nature Alliance and Local Plan). The aim has always been to ensure a sustainable approach to addressing inactivity and this we feel provides one of the greatest opportunities to capitalise on an asset that is not only hyper local to the majority of residents but as described earlier, clearly valued as an asset.

Therefore, below outlines our proposal to utilise accelerator funding from the LDP to drive forward improvements in our parks and open spaces. Based on what we've learn from engagement with communities about the value of parks and open spaces and the comprehensive work of LUC we're confident we've engaged in a thorough testing phase and know what improvements are necessary in order to act as a catalyst for increased activity in parks and open spaces. The significant amount of research, evidence gathering and engagement over the last 12 months from both the work of the Land Use Consultants and the



Get Doncaster Moving Team. We feel that there is significant momentum with our leaders, volunteers, partners and colleagues to deliver a true step change for Doncaster parks and open spaces. This we believe needs to be an iterative process that takes advantage of the circumstances, opportunities and energy as they arise. The work that we have commissioned will provide a framework and proposed plan to how the recommendations can be achieved. This is not solely for the work of the Local Delivery Pilot but for all elements of parks and open space development in Doncaster.

We will continue to source other funding opportunities and lever funding via the planning process and through internal opportunities. The work that the Land Use Consultants have will provide a solid evidence base to shape pre-application conversations with developers and guide 106 agreements. Our strong existing relationships with our planning colleagues provides a sound opportunity to shape conversations with developers. It will provide a framework for discussions on investment decisions into parks and open spaces. For example, recently we have been approached by our Assets Team who have requested our work so far in relation to potential development of "container cafes".

## 10.9. Governance

Delivery and management for this work will be provided by a dedicated Doncaster Future Parks Project Group led by the Future Parks Coordinator and Strategic Lead for GDM. We are requesting funding for a dedicated resource because we know the work needs a driving force initially to take responsibility for overseeing this work, having conversations with ‘friends of’ groups and volunteers to meet needs, recognise work and activate parks, as well as having conversations with planning and developer colleagues to leverage supportive investment. It is vital that we ensure coordination across a number of internal structures and policy areas and provide communication to all external partner organisations. The resource will provide high quality project management of the delivery of not only the proposed investment but of the wider policy recommendations that have been proposed by the Land Use Consultants. This work will report to the Get Doncaster Moving Programme Board via the GDM project Update Group.

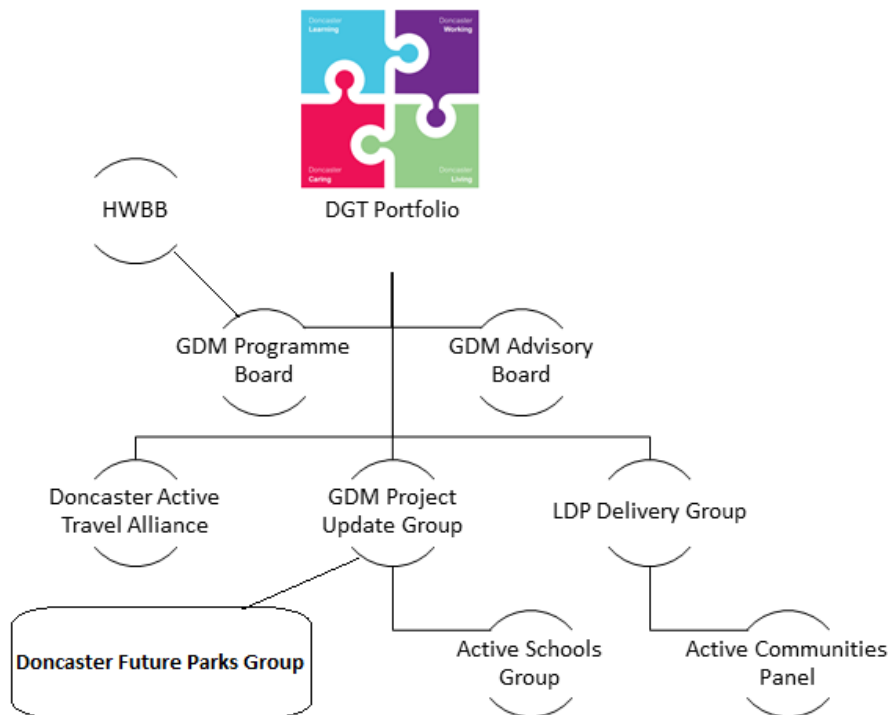


Figure 30

## 10.10. Investment Proposal

Cost breakdowns and schedules of works for the fifteen parks are underpinned by a Borough Wide Investment Proposals Plan which details the wider activities and outputs proposed across the wider Doncaster Borough (see Table 7).

Active Travel: Investment Proposals March 2020				
ID	Proposal	Funding Type	SE Request* (£)	Total
1a	<p><b>Future Parks Coordinator</b> To provide programme management/coordination and implementation of the recommendations. To lead on the delivery of activities/improvements. <i>Grade 9 post</i> <i>1 FTE</i> <i>01/05/2020 – 31/03/2025</i></p>	Accelerator Revenue	253,560	253,560
1b	<p><b>Green Space Network Support Officer</b> To support the Green Space Network by providing capacity to organise information sharing sessions, develop collaboration, source funding opportunities. <i>Grade 7 post</i> <i>1 FTE</i> <i>01/05/2020 – 31/03/2025</i></p>	Accelerator Revenue	165,150	165,150
2	<p><b>Green Space Network Training and Support Programme</b> 5 year programme of training and support. To include schedules training courses through other providers + bespoke training for GSN members. Allow £10k pa.</p> <p>Areas to include:</p> <ul style="list-style-type: none"> <li>• Marketing and promotion including social media</li> <li>• Networking</li> <li>• Fundraising</li> <li>• Event management</li> <li>• First aid</li> <li>• H&amp;S</li> <li>• Organisational management / resilience</li> <li>• Conservation skills / habitat management</li> <li>• Monitoring &amp; Evaluation</li> <li>• Train the trainer</li> </ul>	Accelerator Revenue	50,000	50,000
3	<p><b>Green Space Network Friends Group Toolkit</b> Reviewing, updating and publication of the draft ‘Greenspace VIPs’ package. Options to form part of the online platform or hard copy publication.</p> <p>Note: Review alongside toolkit <a href="https://parkscommunity.org.uk/">https://parkscommunity.org.uk/</a></p>	Accelerator Revenue	10,000	10,000
4	<p><b>Green Space Network Review governance structure and organisational model</b> Feasibility / options appraisal</p>	Accelerator Revenue	5,000	5,000
5	<p><b>Green Space Network Policies</b> Establish volunteer policy / charter Address issues / barriers such as insurance etc.</p> <p>Support from specialist services.</p>	Accelerator Revenue	5,000	5,000
6	<p><b>Green Space Network Exhibition materials</b> Pop up shelter, plus banners and other materials to attend events / run roadshows etc.</p>	Accelerator Revenue	10,000	10,000
7	<p><b>Doncaster Parks Foundation</b> Carry out a feasibility study to explore medium to long-term opportunities to establish a Doncaster</p>	Accelerator Revenue	20,000	20,000

## Active Travel: Investment Proposals March 2020

ID	Proposal	Funding Type	SE Request* (£)	Total
	Parks Foundation.			
8	<p><b>Volunteer participation</b> Establish and run an annual Volunteer Recognition / Awards Scheme. Possibly under the “Greenspace VIPs” brand.</p> <p><i>5 years x 5k p/a for venue hire, catering, visiting speakers, materials.</i></p>	Accelerator Revenue	25,000	25,000
9	<p><b>Volunteer participation -Green Gym</b></p> <p>Establishment of green gym or similar. Supported by external partner such as TCV (may be able to bring partnership funding). To complement work of friends group and offer flexible / short term opportunities for volunteering.</p> <p><i>5 years x £20k p/a</i></p>	Accelerator Revenue	100,000	100,000
10	<p><b>Volunteer Participation -Community Enablers</b></p> <p>Create opportunities for micro-volunteering &amp; other non-traditional forms of volunteering.</p> <p>Recruit and train ‘community activators’ to encourage volunteer participation within local communities across a number of cross cutting themes:</p> <ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• Physical activity (including dance?)</li> <li>• Young people</li> <li>• Events &amp; activities</li> </ul>	Accelerator Revenue	50,000	50,000
11	<p><b>Volunteer Participation - Young Rangers</b></p> <p>Explore opportunities to expand the Sandall Park Young Rangers to other green spaces (or have a Borough wide remit). May need external support through a partner organisation (e.g. Groundwork / TCV / YWT)</p> <p><i>5 years 0.4 FTE posts £30k</i></p>	Accelerator Revenue	60,000	60,000
12	<p><b>Volunteer Participation Corporate Volunteers (Doncaster Council)</b></p> <p>Promote and co-ordinate activities for Doncaster Council Corporate Volunteers (CSR allowance for 2 days p/a for Council staff to volunteer).</p> <p>Co-ordinated by GSN Co-ordinator. Allowance for materials for tasks.</p>	Accelerator Revenue	25,000	25,000
13	<p><b>Volunteer Participation Corporate Volunteer Programme (Borough-wide)</b> Investigate the feasibility of developing a corporate volunteer programme.</p> <p>Learning from Walsall Connecting Greenspaces (Rethinking Parks 2018) is that it is challenging to establish a successful and viable large scale scheme. May be options to develop relationships with key local business / employers.</p> <p><i>Nominal allowance of £10k.</i></p>	Accelerator Revenue	10,000	10,000

Active Travel: Investment Proposals March 2020				
ID	Proposal	Funding Type	SE Request* (£)	Total
14	<p><b>Volunteer Participation - Volunteer expenses</b> Fund to cover travel and out of pocket expenses to remove financial barriers to volunteering. To also cover exchange visits / study trips to other groups / areas.</p> <p><i>5 years x £2.5k</i></p>	Accelerator Revenue	12,500	12,500
15	<p><b>Volunteer Participation - Tools and equipment</b> Purchase of essential hand tools, small equipment and materials to support practical volunteer activity. May need to allow for external storage (container or similar?) Creation of small number of volunteer hubs – converted shipping containers or similar in one or more locations.</p>	Accelerator Revenue	10,000	10,000
16	<p><b>Social Capacity - Community enterprise</b> Feasibility study to establish / support establishment of community enterprises in parks and green spaces (cafes, food co-ops, physical activity etc.) Offer training / support / mentoring for micro-enterprises etc.</p>	Accelerator Revenue	10,000	10,000
17	<p><b>Animating parks and green spaces - Activity Programmes</b> Local communities through “community activators” to design and deliver / commission activity programmes in their communities / across key sites. Themes:</p> <ul style="list-style-type: none"> <li>• Young people</li> <li>• Physical activity</li> <li>• parkrun?</li> <li>• Play</li> <li>• Dance</li> <li>• Community arts projects (spray art?)</li> <li>• Environment (community litter picks etc)</li> </ul>	Accelerator Revenue	100,000	100,000
18	<p><b>Animating parks and green spaces - Education Programmes</b> Education / Environmental Education programmes to engage local schools and encourage participation:</p> <ul style="list-style-type: none"> <li>• Learning outside the classroom</li> <li>• Forest schools</li> <li>• Project based work</li> <li>• Community food production (links to Good Food Doncaster)</li> <li>• Link to Healthy Learning, Healthy Lives programme</li> <li>• Physical activity (including Bikeability)</li> </ul> <p>We need to establish what infrastructure there is to support and deliver this and on what scale. Possibly an external partner required. Link to Young Rangers.</p>	Accelerator Revenue	50,000	50,000
19	<p><b>Improving quality &amp; Addressing Barriers – bespoke Parks Plans &amp; targeted interventions.</b> Through bespoke parks plans:</p> <ul style="list-style-type: none"> <li>• Improving links / green corridors (blue &amp; green infrastructure)</li> <li>• Lighting</li> <li>• Outdoor gym equipment</li> <li>• Measured routes</li> <li>• Signage &amp; wayfinding</li> </ul>	Accelerator Revenue	200,000	200,000

Active Travel: Investment Proposals March 2020				
ID	Proposal	Funding Type	SE Request* (£)	Total
	<ul style="list-style-type: none"> <li>• Interpretation</li> </ul>			
20	<p><b>Marketing &amp; Promotion - Online Hub</b> Development of Smartphone apps and an online hub to:</p> <ul style="list-style-type: none"> <li>• Raise awareness of parks and green spaces</li> <li>• Promote parks for physical activity</li> <li>• Promote events and activities</li> <li>• Promote education programmes</li> <li>• Promote GSN</li> <li>• Promote volunteer opportunities</li> <li>• Doncaster Parks Foundation</li> <li>• Sharing knowledge and good practice</li> <li>• Members area for learning resources &amp; other materials</li> </ul> <p>Audiences: Doncaster residents, businesses, friends groups / volunteers. Tool to increase engagement and participation.</p> <p>See: <a href="http://www.parksherts.co.uk">www.parksherts.co.uk</a></p>	Accelerator Revenue	300,000	300,000
21	<p><b>Monitoring &amp; Evaluation Measuring Use of Parks</b> Automated people counters in the 15 parks with Bespoke Parks Plans. Assume 5 automated counters per site x 15 = 75 @ £1,000 each. May need initial head counts to calibrate etc. Plus, allowance for annual reporting. Alternative is to look at other automated systems – mobile phone based system.</p>	Accelerator Revenue	100,000	100,000
22	<p><b>Monitoring &amp; Evaluation - External support for monitoring and evaluation</b> To include:</p> <ul style="list-style-type: none"> <li>• Set up systems / toolkit</li> <li>• Collation of project data</li> <li>• Primary research</li> <li>• Stakeholder research</li> <li>• Collation of secondary data</li> <li>• Case studies</li> <li>• Annual reporting</li> <li>• Interim Evaluation</li> <li>• Final Evaluation</li> </ul> <p>Online Survey every two years to track park users' views. Key measures:</p> <ul style="list-style-type: none"> <li>• Frequency of use</li> <li>• Use for physical activity</li> <li>• Dwell time</li> <li>• Travel method / active travel</li> <li>• Barriers to use (including community safety)</li> <li>• Satisfaction rating</li> </ul>	Accelerator Revenue	50,000	50,000
23	<p><b>Monitoring &amp; Evaluation -Forward Plan</b> Development of a Forward Plan / Legacy Strategy</p>	Accelerator Revenue	10,000	10,000
24	<p><b>Monitoring &amp; Evaluation- Sharing our learning</b> Conference and other dissemination events. One at end of Y2 one at Y5. Link in with other LDP work strands. Allow for web based materials / mini-site as part of online hub. Option for annual</p>	Accelerator Revenue	10,000	10,000

Active Travel: Investment Proposals March 2020				
ID	Proposal	Funding Type	SE Request* (£)	Total
	conference or similar during delivery.			
SUB TOTAL			1,651,210	1,651,210
Minus (-)underspend from Development Award (£)			15,000	15,000
TOTAL			1,636,210	1,636,210

Table 7: Borough Wide Investment Proposals Plan



### 10.11. Site-specific Investment Proposals

Detailed schedules of proposed capital works have been produced for each of the fifteen parks. A summary of the indicative total costs of the proposed capital works are provided below in Table 8:

Park or green space	Indicative capital works costs (£)
Campsall Country Park	£268,413
Cantley Park	£315,424
Castle Hills Park	£225,281
The Craggs	£201,093
Denaby Memorial Park	£138,719
East Lane	£113,828
Edlington Pit Wood	£265,834
Grove Gardens	£94,282
Hexthorpe Park	£179,676
Highfields Country Park	£256,400
Linden Walk	£182,926
Moorends Miners Welfare	£111,833
Town Field	£127,258
West End Lane	£150,067
Westfield Park	£149,160
<b>SUB-TOTAL =</b>	<b>£2,780,193</b>
<b>ADD PROFESSIONAL FEES @ 15% =</b>	<b>£417,029</b>
<b>TOTAL =</b>	<b>£3,197,222</b>

Table 8: Summary of indicative total costs of capital works

# 11. Active Travel

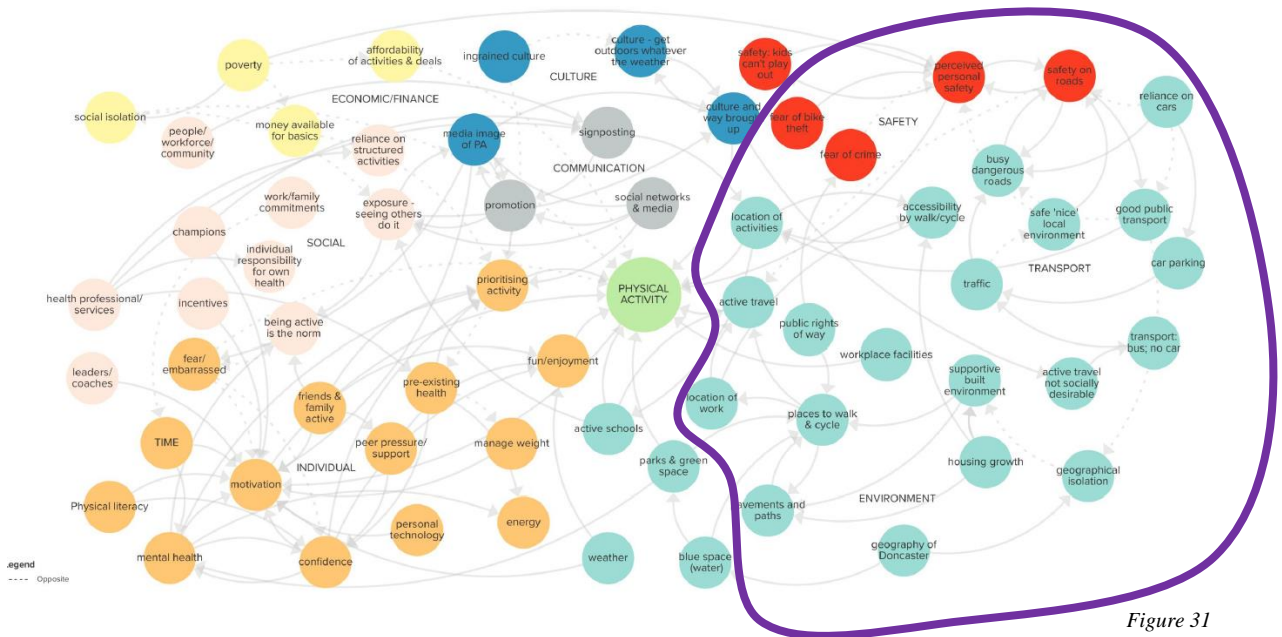
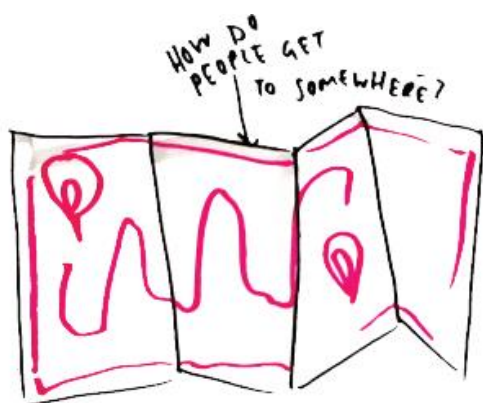


Figure 31

Active Travel has been highlighted within our systems mapping as a key strategy to provide an environment that supports residents to move more on a regular basis.

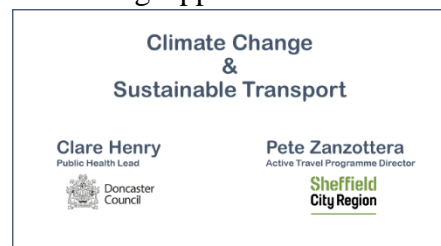
Supporting active travel brings a number of co-benefits; helps to address our transport challenges, achieve our economic potential, help address air pollution, improve community connectedness/engagement and embeds physical activity into individuals' daily lives. It is a key element in delivering our Mayor's ambition of "Cleaner, Greener" Doncaster.



There is huge potential to increase the number of people embedding physical activity into their daily lives through active travel. Sheffield City Region data states that a quarter of SCR trips under 500m are by car, half of SCR trips under 2km are by car and that low traffic neighbourhoods decrease traffic by on average 11%. In Doncaster, our Walking Strategy highlights that 12,000 residents live within 20 minute walk of their place of work but currently don't. In addition, Doncaster also has a high propensity for cycling owing to its topography, however we are hampered by some of the geographical spread of our

communities and low density of population.

It is important that we are agile and take advantage of the exciting opportunities that are presenting themselves at the moment in Active Travel. The Sheffield City Region (SCR) were one of 12 shortlisted areas invited by Government to develop a business case for the Transforming Cities Fund (TCF) to the Department for Transport (DfT). The bid, for up to £220m in funding, focuses on better connecting residents to jobs and services and would making significant improvements across rail, public transport and active travel schemes. This could result in up to £20m for active travel infrastructure in Doncaster. Working closely with the SCR Active Travel Commissioners office we are contributing to the future developments in particular



around low traffic neighbourhoods and revenue funded proposals. Our GDM Business Change Manager is the lead for Doncaster Council, and recently presented alongside colleagues from our transport team, at a workshop demonstrating the role within climate change.

**Doncaster Council** @... · 06/03/2020 ✓  
 Today @DoncasterDome held the latest meeting of the Team Doncaster 'Climate Commission' chaired by @Ed\_Miliband

Topics relating to Sustainable Transport, Active Travel & Low-emission Vehicles were discussed 🚗🚲

#Doncaster is well connected, but can be even more so!



ENGIE UK Places & Communities and 5 others

3 comments 7 retweets 28 likes

In addition, sustainable and active travel is one of the six presentations requested by the Climate Commission for Doncaster. This acknowledged the role of active travel in reducing car journeys and therefore contributing to the reduction in carbon emissions from road transport. The Climate Change Commission will be producing a number of recommendations and we have advised that active travel be supported. The GDM Advisory Board have also supported the idea of our next Summit having a Climate Change focus with Active Travel being a key element. Alongside our Parks and Open Spaces work we are playing a significant role in how Doncaster will achieve its ambitions of addressing the Climate Emergency that was declared by the Mayor. Not only from a carbon reduction and offsetting but the co-benefits that are also realised from developing these areas

of work.

### 11.1. What have we done so far?

There has been a significant amount of work that has taken place coordinated via the **Doncaster Active Travel Alliance**. Its aim is simply *“To bring partners to work collectively to increase and promote active travel”*

This was formed in 2016, by Public Health and Transportation and meets bi-monthly with membership from across the Council including Highways, Planning, Air Pollution, Leisure, PROW, PH, Transport. In addition, it also has set up a providers group to promote collaborative working across those organisations delivering opportunities to encourage active travel. It also ensures that feedback is incorporated into policy decision making.

Work so far has included:-

- **£1.2 million** funding secured from Phase 1 of Transforming Cities Fund (TCF) for Active Travel Infrastructure.
- The approval of **Doncaster’s Walking Strategy and Doncaster’s Cycling Strategy**.
- The development of separate walking and cycling policies in our **Local Plan**.





- Appointment of a dedicated Walking Officer funded by Doncaster Council– supporting **14 Community Street Audits** to provide community insight into local journeys made by residents, trained **38 volunteer health walk leaders and first aid.**
- Active Travel Auditor –funded by Doncaster Council this post is to change practice in the local authority by embedding a systematic

process to highway and other infrastructure/ developments and in particular the Transforming Cities Funding proposals.

### 11.2. What have we learned?



Working together is key to trying to create a fundamental shift in active travel behaviour. The reasons behind why people choose certain travel modes is not straight forward and therefore how we provide the right conditions to support sustainable modes of transport is also complicated. Our poster above describes the work of the Doncaster Active Travel Alliance and this photo is of Public Health, Get Doncaster Moving and Transportation Team at the West End Road Primary School road closure event.

These visually demonstrate the collaborative approach that we are taking in Doncaster with colleagues from across various disciplines with a common outcome of getting more people to walk and cycle. It allows for flexibility in the approach so that we have the ability to

capitalise on a wider number of opportunities. This is different to continuing to work in silo in our own sectors. It also allows sustainable transport to connect to the rest of the physical activity system where we find there are similarities and themes in barriers and opportunities. This is an example of our whole systems approach where we have identified an opportunity for true collaboration and invested time to develop the potential to address inactivity.

Colleagues from elsewhere in the region have been keen to learn on from this approach as it is not as always as easy as it seems. This is another example of where learning from the Doncaster LDP is being sought from other places in the regions and is influencing wider practice. Other areas have struggled



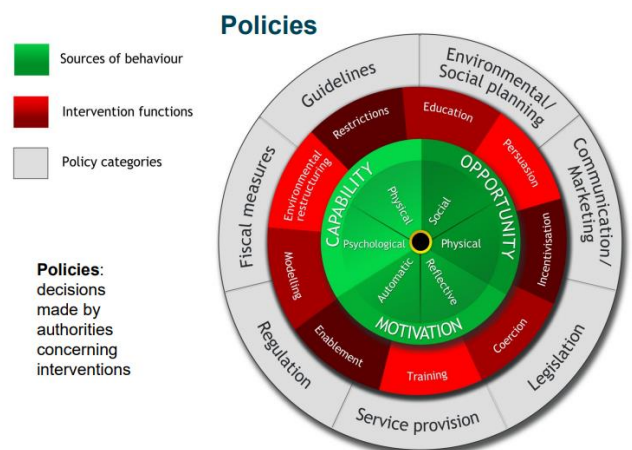
to engage with colleagues from different disciplines or convince leaders and elected members of the importance that focusing on active travel in its own right rather than encompassing into

wide physical activity and sports strategies. Investment in relationships has been key to the progress we have made so far and is a reoccurring theme throughout our past year. As previously mentioned we have recently been describing our challenges with this agenda at the Public Health Winter School on Climate Change with Sheffield City Region Active Travel Director and at Doncaster’s Climate Change Commission. We identified that:

What has happened?	What have we learned?	What have we changed?
Collaboration/Communication	Need to ensure the silent majority are heard. Often it is a few voices that influence decision makers and we need to find ways to encourage openness, participation so that residents and decision makers can negotiate differences, make difficult decisions and trade-off..	Targeted Facebook surveys utilised for the Cycling Strategy. Identified the need for better community engagement/involvement.
The need for true local buy in to this agenda	There is policy conflict e.g new road schemes, car parking strategy, buy in to low vehicle neighbourhoods, removing space from the highway for walking/cycling.	Work with Portfolio holder to be a conduit. Portfolio Holder now a chair of the LDP Advisory Board. Continue to demonstrate the issues and solutions. Presented challenge to Climate Commission. Be a contributor to the Car Parking strategy providing health implications and recommendations to include bike storage facilities in all new car parks.
Evidence	Need to test approaches temporarily to allow residents and businesses to see the impacts.	Continue with engagement activities to close feedback loop. Look at temporary changes. Identify impact measures in all work.

Table 9

Our insight into our most inactive communities utilising COM-B demonstrates that providing opportunities i.e. good infrastructure or telling people to cycle more will not wash. We need to develop a comprehensive behaviour change approach and we want to continue to use this framework to base our approach to walking and cycling for short journeys. Our previous work with Sheffield Hallam University and the Behavioural Science Consortium not only provided invaluable insight into our most inactive communities but also provided us with the knowledge, skills and capabilities to use this



model throughout different elements of Get Doncaster Moving.

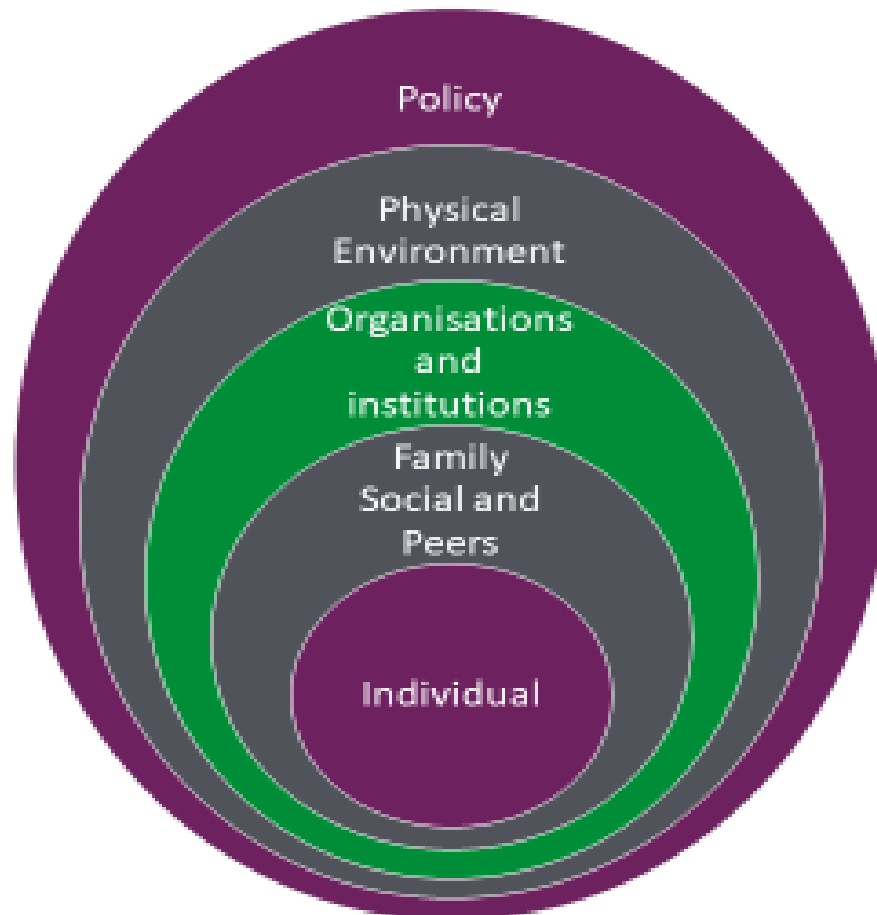
### 11.3. Future work

Doncaster Active Travel Alliance are developing a whole systems approach that will be shaped by the COM-B model, bringing together systems science and behavioural science. This helps to demonstrate the different elements that colleagues can contribute to in a collaborative way. We have been fortunate to have the buy in from a number of colleagues and continue to develop other potential sectors who we may have not yet teamed up with in order to further embed whole systems working. Current developments in Doncaster include:-



- Our Transport Team have applied for approximately £20 million transformational for a package of active travel schemes through the Transforming Cities Fund. Key packages in this scheme include the creation of cycle lanes, new cycle and pedestrian crossings, and a series of strategic cycling and walking improvement works to deliver new active travel connections. Therefore, investment from SE to support further testing and activation will maximise impacts of both investments.
- We are reviewing our current revenue funded active travel programmes to ensure that there is an approach that provides residents with the capabilities to utilise the opportunities that new active travel infrastructure will provide. Previously we have received funding from the Department of Transport and even though this is again not confirmed for after March 2021, we have identified elements that the LDP funding could add value to our existing approach.
- There will be a number of approaches and events planned to raise the awareness of the effect of traffic and congestion on activity levels linking to the health challenge of air pollution. This will include school road closures and awareness of the playing out toolkit enabling residents to temporarily close their street to traffic for children to play.
- Development of low vehicle neighbourhoods that provide environments where people live to support short journeys by foot and by bike.
- Test temporary changes to the environment based on conversations with residents to some of the challenges of walking in their communities. This would be using soft measures that enable improvements to be tests and opinions gathered on ways that improve places for residents to walk for short journeys such as the school run.

# Doncaster's Whole System Approach to Active Travel



## Policy

- Cycling Strategy 2019/ Walking Strategy 2018
- Separate Walking & Cycling policies in Local Plan
- Health Impact Assessments
- Inclusive Growth Strategy
- Car Parking Strategy
- Health implications in Corporate Reports

## Physical Environment

- Transforming Cities Fund (TCF)
- Active Train Station Audits
- *School zones*
- *Temporary infrastructure*

## Organisations

- Revenue funded active projects – Dr Bike, Schools,
- School Road Closures – Clean Air Day
- *Scooter programme in Schools*

## Family, Social, Peers - communities

- Revenue funded active projects – cycle hubs, led rides
- 14 Community Street Audits
- *Low traffic neighbourhoods*

## Individual

- Revenue funded active projects – Pedal Ready, Bikeability,
- Cycle Map
- *Inclusive cycling & walking projects*

### Case Study: Bentley High Street Primary School

- Bentley High Street is the busy centre of Bentley with many locally run businesses, community run library, a large primary school with over 400 pupils, and very close by to Bentley train station. However, the area is very congested with vehicular traffic despite being an ideal location for people travelling actively to key amenities. Therefore, as part of the Doncaster Transforming Cities Fund (TCF) bid to identify potential key routes for pedestrian infrastructure improvements, Hannah began to consult local residents in how they felt the area could be improved using informal discussions, mapping and Community Street Audits (CSA's) to document perceptions and co-design solutions for a cleaner, greener space, using a place based approach.
- The concerns raised by all groups across consultations and CSA's and were felt to be cyclical and interrelated:
- *“There's lots of people who come in cars and drive them on the path. It's scary because we're smaller so they might not see us and knock us over. I don't want my friends to get hurt and I think that's why their mums and dads drive them” Martha aged 7*



- Other key concerns raised included high vehicle traffic volume, guardrail limiting access to pelican crossing, poorly timed signals, pavement parking and the perception of parents that is safer and quicker to drive.

#### **Community Recommendations:**

- During the CSA process Hannah was also able to work with the community in enabling them to think about potential solutions that they felt might help to reduce the barriers identified.
  1. Improve timings of signals at pedestrian crossing
  2. Remove pedestrian guardrail on school side
  3. Planters and benches to be added to deter pavement parking, create a more positive atmosphere, reduce isolation and provide rest stops/ parent waiting spot, encourage school or community to care for the area and spend more time outside.
  4. Improve/ increase enforcement of pavement parking
  5. Improve Church Street Junction accessibility and reduce width.
  6. Engage with the school and local community groups to co-design a campaign against pavement parking and road safety awareness
- Hannah has put the community proposals forward to multiple departments with relevant road safety and enforcement data and these are now being considered for development. The work Hannah has done on CSA's has enabled a more joined up approach and start to develop a process for enabling communities to work in co-production with local authority departments to design cleaner, greener and more active environments.



## Case Study: West End Rd Primary School, Moorends



Doncaster Active Travel Alliance decided to hold a Street Play Road Closure event outside a local school. The main aim was to promote changes families can make to mitigate against their exposure to car emissions during the journey to and from school, focusing on how leaving the car at home and choosing an active travel mode such as walking, cycling or scooting can make a big difference.

During the morning school drop off we saw many families walking, cycling or scooting to school with the added benefit of a quiet, traffic free road leading them in to the school gates. There was an overall sense of community spirit with many parents commenting positively to the head teacher about the road closure.

444 children at West Road Primary School took part in the activities throughout the day.

In order to bring to life the street play for pupils at West Road Primary several activities were arranged:

- Learn to ride
- Scooter Skills
- Smoothie Bike
- Virtual Veldrome
- Circus Skills

Dr Bike also attend to service the children's bikes and the Communities Team stamped 86 bikes with smart water.

In order for more families at West Road to choose Active Travel modes to travel to and from school, promotion will continue through the year utilising 5 and 10-minute zones mapped out by Modeshift Stars. These make handy prompts for how long it will take families to walk, cycle or scoot to school, which can take less time than they initially perceive.

In order to create permanent reminders for parents an aluminium map showing the 5 and 10-minute zone is to be displayed in the school entrance area.

Following the Clean Air Day event, a drone picture of the school children and staff marking out "we love clean air" was taken which is to be printed on to a banner alongside clean air related pictures the school children have drawn.

## Active Travel: Investment Proposals March 2020

ID	Proposal	Accelerator/pathfinder	Timescales	SE R'quest * (£)	GDM Match (£)	Total (£)
1	<p><b>Active Travel Community Engagement</b> For capacity to undertake “deliberative democracy” – to test new ways that people can be involved in the active travel decisions that affect them, their families and their communities incl. community engagement and co-production with local people on low vehicle neighbourhoods. Includes planning for real and communication activities to support behaviour change and keep residents and stakeholders informed of developments. This could be a post embedded into the Doncaster Council Transport team or alternatively procured.</p> <p><i>Notes:</i> 14 community street audits. Learning from Waltham Forest demonstrated the need for resident support. Identified communities for Low Vehicle Neighbourhoods with Sheffield City Region Director.</p>	Pathfinder	01/04/20-31/03/25	96,600	0	96,600
2	<p><b>Testing temporary infrastructure measures</b> This would be to test the feasibility to execute temporary infrastructure measures that support active travel outside 2 schools (see case studies). It would enable us to test the appetite from residents, elected members and council officers, learn lessons from the approach and help to engage with different council departments. There is can be matched funded by Transport Team budgets.</p> <p><i>Notes:</i> Temporary road closures outside West End Rd Primary School. Feedback from school and residents to make road one-way.  Bentley High Street School problems with pavement parking, unsafe route to school – community street audit completed &amp; community engagement.</p>	Pathfinder	01/04/20-31/03/25	70,000	Potential from DMBC Transport Team (TBC)	70,000
3	<p><b>Transport behaviour analysis</b> To provide additionally to the existing data sources (census data, cordon counts) to provide specific details on the origin and destination of journeys. This is owing to the issue that it is hard to influence travel behaviour and focus infrastructure and behaviour change programmes in the right locations if we do not know this level of information. These would be prioritised on short journeys where the switch to active travel could be made and will link to proposed low vehicle neighbourhoods and those residents that live within the walking distance of the urban centre.</p>	Pathfinder (revenue)	01/04/20-31/03/25	25,000	0	25,000
4	<p><b>Test &amp; learn revenue</b> This will test two new areas of revenue-funded activity that can be potentially embedded into the existing Dept of Transport funded programmes. These would be to look at active travel and inclusivity focussing on disabled individuals and those with long-term conditions. Learning from Leeds City Council found that they had a 10% modal shift from cars when they introduced a scooter programme in schools. Therefore, we would look at testing a scheme in a number of prioritised Doncaster schools.</p>	Pathfinder (revenue)	01/04/20-31/03/25	50,000	225,000	275,000
SUB TOTAL				241,600	225,000	466,600

Table 10

## 12. Get Doncaster Dancing

A recurring theme that we have identified from our surveys, appreciative inquiry and the findings from BJL’s work on the communications engagement activities, is that ‘traditional’ formal activity is not always the answer for our communities. The leap from inactive to active is more attractive if we can nudge and create smaller changes which are accessible, perceived as achievable, and provide short term benefits.



Doncaster recognised that dance is uniquely placed to contribute to supporting people to be active. At its best, it combines physical activity, social interaction, emotional and creative expression; all of which evidence shows improve health and wellbeing. Insight shows dance can also engage inactive people who are not motivated by health or fitness because it is viewed as a fun and social activity.

Dance is popular with women and girls who are more inactive than their male counterparts at every age across the life course. People Dancing’s surveys show that 4.78 million people take part in dance each year in England and most of these are women and girls. In addition, dance engages a diverse population from a wide range of backgrounds and cultures. For these reasons dance is one of five themes of GDM (see figure 32 below).

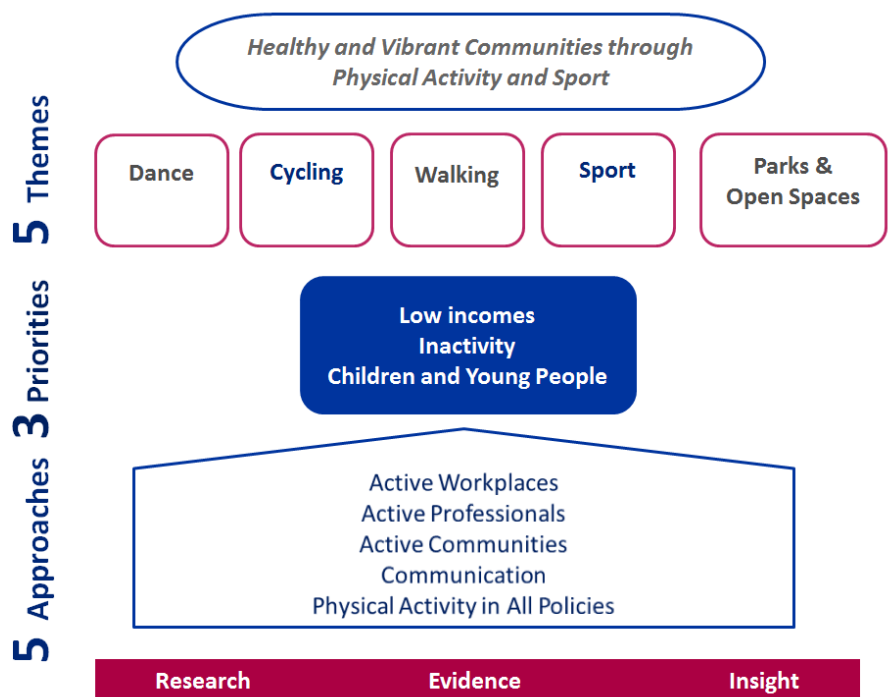


Figure 32

Doncaster currently has a strong dance culture with approximately 60 private dance schools and groups delivering across the borough in a range of dance styles. In addition, Team Doncaster has identified Culture as a priority for the Borough and there is strong collaboration amongst partners. Since our last submission we have invested staff resource from our Doncaster Council Get Doncaster Moving team and made significant progress to establish a sector led dance strategy steering group to discuss how opportunities for dance could be enhanced across the Borough.

The Get Doncaster Dancing steering group currently includes members from darts (Doncaster Community Arts), CAST theatre, Active Fusion, Cre8ive Dance Academy, an independent artist and Doncaster Council Public Health providing administrative support. They recommended the need to identify the views of residents, dance providers and key organisations to identify key areas to develop in order to encourage participation in dance. This resulted in the development of a strategy for Doncaster to engage a range of people to work together across Doncaster that would avoid duplication and maximise resources. Utilising resource from Doncaster Council (Get Doncaster Moving), the steering group procured the services of One Dance UK to develop a sector-led approach.

A range of consultation and engagement activity took place to inform the development of the strategy and ambitions for action. This included:

- An online public survey, which yielded 508 responses. 151 (30%) currently dance, 165 (32%) used to dance but don't currently dance and 192 (38%) don't dance.
- An online survey for dance providers. 28 responses were submitted from a range of dance schools, organisations and voluntary societies.
- Targeted face-to-face consultations and focus groups with local residents from areas of higher deprivation, over 55s, people experiencing mental health issues, disabled people and members of the Doncaster Minority Partnership Group.
- A networking event for strategic leads from across a range of sectors including health and social care.
- A networking event for dance teachers and practitioners.
- A survey for Primary School teachers, conducted through Active Fusion (2017) that outlined provision and barriers that schools face to engage their young people in dance.
- Consultation with Doncaster's Arts & Culture Programme Board.



The response to the findings and emerging priorities from the wider consultation was positive and the cross-sector working was welcomed.

Doncaster Get Doncaster Dancing strategy was completed and approved by Doncaster Council in September 2019 and has been a catalyst for increasing participation in dance for all ages, across the borough.



The Get Doncaster Dancing strategy aims to:

- Provide a vision for dance to improve health and social outcomes and to contribute to inclusive growth in Doncaster, through a community and sector-led approach
- Provide a bridge between the cultural and physical activity and sport strategies encouraging closer collaboration between partners
- To provide a platform to bring together, inspire and mobilise the dance sector to tackle inactivity and improve health and social outcomes through dance
- To test the impact that integrating dance into the physical activity and wider agendas can have on improving outcomes and share learning nationally.
- Identify a broad action plan that will form the starting point for community and sector led action.



### 12.1. Overarching ambitions for action



## Ambitions

These ambitions reflect the aims and priorities developed through the consultation process and an action plan will be developed and taken forward to deliver these:

1. Changing behaviour and inspiring people to get active through dance
2. Improved communication and promotion of dance opportunities for less active people
3. Dance is accessible to everyone regardless of their age, ability and cultural background
4. Dance is accessible locally for people living in disadvantaged communities and contributes to reducing health inequalities
5. The dance and wider workforce has the skills and confidence to reduce inequalities through dance
6. Dance is embedded in and supports all strategies that meet health, social and educational outcomes

## 12.2. Future Proposal

The Get Doncaster Dancing Steering Group is principally responsible for the implementation, governance and monitoring of the recommendations of the strategy. The Group is developing a plan that sets out clear priorities, actions and timescales. It is proposed that the Local Delivery Pilot provide pathfinder resources to test some areas of development that have been identified and use Accelerator Funding for a number of areas that have previously been tested.

Accelerator	Pathfinder
<ul style="list-style-type: none"><li>•Dance On</li><li>•Workforce Development</li></ul>	<ul style="list-style-type: none"><li>•Call Out</li></ul>

## 12.3. Accelerator - Dance On

### Lead Organisation: DARTs (Doncaster Community Arts)

Dance On is a programme currently funded by Sport England delivered in Leeds, Bradford and Doncaster supported by One Dance UK. We are now in our final year of funded activity. Dance On increases the physical activity levels and reduces social isolation in women over 55. This test and learn programme is delivered in partnership with Leeds University who have been investigating the changes in physical and psychological wellbeing.

Feel good, keep moving,

**DANCE  
ON™**

So far, over the course of programme, 15 Doncaster Dance On groups have been set up. There are now 9 Dance On sessions a week delivered across the Doncaster Borough. 60% percent of our groups pay £3 per session and others access the groups either for free or through another service.

From September 2018 to February 2020 darts delivered 419 Dance On tasters, socials and regular community sessions with a total of 660 adults across Doncaster and in some of our most deprived areas. From this number, 501 people have then engaged in regular, weekly Dance On sessions. This includes Dance Champion training for AGE UK staff, one of the key partner organisations offering Dance On within their service.

Leeds University's preliminary findings show increases in physical activity levels, a significant improvement in balance and mobility and an increase in psychological wellbeing. We would now like to use Sport England Accelerator funding to develop our learning further so that we can continue this positive impact with a wider cohort of participants across Doncaster.



### Impacts and learning so far

There is lots of learning that we are gathering which we feel has wider implications and value to various sectors including those from physical activity, sport, dance, health and arts and culture

- More women are dancing! We have worked with over 501 individual participants across Doncaster.
- There are improved perceptions of dance for women. Women know and understand the benefits of dance and say, “Dance is for me” and “Dance makes me feel better”. This has been significant for those with mobility issues as they now dance and join in sitting down or with support.
- Women feel more connected and less isolated. "I have made friends here and we're going to go walking and dancing elsewhere together now as well as this. I love it – the highlight of my week."
- Women are experiencing physical benefits: “I’m not as out of breath as I used to be,” “I feel much more loose now. I was really stiff and painful at the start.”
- More women are choosing to dance ‘as a healthy option’ and they are aware of the health benefits. Changing their behaviours and increasing their physical activity elsewhere in their lives/ outside of session. "I have been wanting to do something but couldn't find a suitable class – this seems just right." "I'm 89. I never thought I'd do this – I've loved it."
- We are working with our target group, people with health inequalities in socially deprived areas. We have accessed people who are deemed hard to reach, inactive and not part of an existing group.
- We are learning about patterns in participation and the importance of relationships, participants’ relationship with their own behaviours, the artist and each other.
- Participants don’t want to let each other down and share a sense of comradeship in sticking together, getting more people to come along so they don’t lose this valuable resource. There is a real desire for them to keep going for their own benefit and for the newly formed friendships.
- Targeted marketing has increased visibility and loyalty cards (first session free and 6th session free) have proven to be a hit amongst participants, encouraging weekly participation and increasing effort.

- We have stretched ourselves and thus widened our reach by working closely with our partners. We were successful in obtaining match funding from Age UK to deliver training for some of their staff to be Dance On Champions.





### Why is this approach successful?

- Each workshop is bespoke and responds to those in the room. All abilities are welcome, all motilities catered for and all contributions are valid.
- We provide a non-competitive environment that is conducive to fostering connectivity.
- We sometimes work in community venues that serve the community in other ways. They often have other activities and cafes / refreshments on offer to allow participants to bond outside of the sessions.
- We are learning how best to maintain engagement and how to continue to shift participants from reluctance, to curiosity, to ownership and pride.
- Dance On Socials provide an opportunity for groups to come together and feel part of something bigger. They feel like a reward, and a significant moment to celebrate their achievements together.
- The participants are our greatest asset as ambassadors for the project. They feel a great sense of responsibility for supporting other newer members of the group.
- Each successful group has a main point of contact. The development artist can take the extra time needed to build relationships, to listen and to feedback.
- We have developed a set of criteria that makes a successful Dance On session, this helps us to replicate the Dance On approach.

### Challenges we have faced:

- Managing the growth of the project as demand increases at the same time as the funding is coming to an end.
- Workforce development – the need to build our capacity to deliver a higher volume of sessions across our large borough.
- Satisfying our diverse audience and the range of needs on a long-term basis.
- Managing expectations of other service providers and not being reliant on Gatekeepers to people or existing groups.
- Having access to the research in time to make the case for and apply for further funding.
- Shifting demands and focus of the existing Dance On programme, namely research vs sustainability.
- Helping participants to understand the purpose of the research and the questions asked of them.
- The time and staff resources needed to complete all the monitoring and research.
- The marketing resources required to achieve growth.
- The concept of sustainability: How we can achieve this with a skilled paid workforce? Securing support for us to test and roll out this model.

### What next?

We will:

- Consolidate our learning in order to deliver a sustainable scalable model.
- Develop 6 Dance On groups across the borough running throughout the year
- Focus on increasing our reach and geographical spread. We will test our model in a number of new disadvantaged communities. These communities will meet our ‘Dance

On model' criteria and will be in areas recommended by our Public Health partners. We will deliver more taster sessions to widen our reach, promote the sessions and to test the ground for new groups to be established.

- Ensure 60% of the programme is sustainable. By sustainable we mean the number of participants attending, each paying £3 per session will cover the cost of the room hire and the artist delivering. This will not cover the cost of the project management and admin team collecting any necessary data.
- Invest in development time and share the research findings more widely with a wide range of national, regional and local partners.
- Recruit Dance On Champions - active community members, connected with the wider community offer (e.g. church, day centre).
- Develop our workforce (see our Test and Learn Workforce Development Proposal below).
- Upskill communities and partners. Support partners to deliver in their existing services such as with Age UK.
- Develop our local Dance Champions to maintain growth, to advocate locally and attract more people to attend. Support and reward their engagement, encouraging them to bring together more isolated members of the community.



### Case Study: Angie

Angie was feeling quite lonely before she joined our Dance On sessions for over 50s. She was unsure about coming along to her first session – but a friend encouraged her to give it a go, and Angie was surprised to find how enjoyable it was.

*“I really enjoy the social side of Dance On. Meeting friends and making new ones is all part of the fun”.*

*“The group are so friendly. We go for tea and coffee after the session and enjoy having a chat. “I feel much less isolated thanks to joining Dance On”.*

Angela has also noticed some improvements to her health since coming along to the sessions.

*“Dance On makes me feel really good, more alert and happy in myself.*

*“My back is a lot better since I started coming to Dance On, and my posture has definitely improved. I also suffer with a knee problem, but the sessions really help relieve the ache.”*

*“Before joining Dance On, I hadn’t considered going to a dance session to improve my health. I feel so elated after the sessions, and they give me a fresh start to the day.”*

### Dance On Edlington

Dance On Edlington is made up of a group of women, new to each other and new to Dance. They quickly outgrew their first venue and are now 15 strong and counting. The group have become good friends and are arranging time to get together outside of the session. They had a Christmas meal together and are socialising outside of the sessions.



## 12.4. Pathfinder – Test and Learn Workforce Development Programme

**Lead organisation:** DARTs (Doncaster Community Arts)

### Background

As an organisation DARTs has invested in building a high quality team of local, freelance dance specialists who have a wealth of experience in delivering dance within the community, across the region and within a wide variety of groups and settings.

Darts has continued to support and nurture the development of this team and has therefore grown significantly in its expertise and understanding of dance in the community. darts has a broad and deep knowledge of dance for all ages, abilities and backgrounds; including early years, children and adults with additional needs, older adults, strength and postural stability, and can offer a wide variety of dance styles and techniques, from participatory dance to classical Indian dance.

Alongside the regular sessions delivered by the specialist dance team, darts has widened the dance offer for older adults in Doncaster accessing regular weekly Dance On sessions by upskilling specially selected staff members (non-dancers) from service provider, Age UK.

This two day staff CPD training programme, designed and delivered by darts, ensured that the staff became more skilled and confident in delivering regular, safe, creative and inclusive Dance On sessions within their service, thus allowing many more older adults in Doncaster to engage with weekly Dance On sessions.

### Learning

To maintain a highest quality possible dance offer, we know that those delivering dance sessions out in the community require continued and regular professional development, skill share opportunities, mentoring and ‘being fed’ creatively so this must be included in all future planning and training programmes.

For the service providers, ongoing post-training support is needed to ensure that those trained are able to deliver to the best of their ability, to develop best practice and to continue to enhance their skill set further. This will ensure the best possible interest, adherence and engagement from their participants and thus ensure a greater sustainability to the future of the sessions / groups.

We have also learned that the CPD training model works and can now be developed to be rolled out to other organisations and partners across the region, not necessarily with just a focus of dance for older adults.

### Next Steps

We have identified a five strand training programme that would significantly grow our dance workforce, increase capacity to deliver a greater volume and spread of the work and therefore expand dance opportunities in the region:

1. Non-dancer development – staff CPD for more of our partner service providers plus an ongoing offer of continued support, mentoring and continued development for the staff post CPD (i.e. Age UK)
2. New dancer development – dance ‘apprenticeships’ for dancers in currently in dance training to bring new dance practitioners on board with darts to assist and support the existing expert dance team in sessions, gain experience and understanding of work in



the community, with a view to then become a paid member of the team (i.e. Active Fusion)

3. Partner / Practitioner development – building stronger relationships with local dance specialists and artists known to darts with the offer of skill share and artist exchange opportunities
4. Existing dance team development – continued nurture, development and skill share for our team of dance artists
5. Dance Development Artist development – further specialist training, skill share and opportunity to be ‘fed’ for our DDA in developing and delivering training, mentoring service providers and supporting / nurturing the new dancers and existing dance team

### 12.5. Pathfinder – Call Out to Get Doncaster Dancing Proposal

**Lead Organisation:** Doncaster Council

In order to identify dance opportunities we would like to “call out” to the dance sector for their ideas on how to address gaps in current dance provision that reach priority groups and facilitate participation. This will allow us to test these ideas and learn about how to most effectively engage with groups within our communities. We will require proposals to react to our findings through the consultation, where it was identified that dance provision may not always be affordable to the whole of the local population. That the majority of private dance schools offer provision to children and young people but with a limited offer of adult classes. In addition, we found that dance provision for those with disability is currently lacking in the borough.

This would be to encourage a ‘test and learn’ approach and would expect collaboration across the dance sector. We would like to allocate a funding stream aligned to our investment principles dedicated to dance opportunities. This would be to encourage innovative new ideas that are sustainable and aimed at inactive residents in our low-income areas.



## Dance: Investment Proposals March 2020

ID	Proposal	Accelerator/p athfinder	Timescales	SE Request* (£)	GDM Match (£)	Total (£)
1	<p><b>Dance On</b> Consolidate learning to deliver a scalable model ensuring 60% of the programme is sustainable. To increase reach and geographical spread to a number of new disadvantaged communities. These communities will meet our 'Dance On model' criteria and that are in areas identified by the LDP team. Deliver more taster sessions to widen reach, promote the sessions and to test the ground for new groups to be established.</p> <p>Includes: Staffing costs Communications/engagement</p>	Accelerator	Over 2 years	95,346	0	95,346
2	<p><b>Workforce Development</b> Test and deliver a five-strand training programme that would significantly grow the dance workforce, increase capacity to deliver a greater volume and spread of the work and therefore expand dance opportunities in the borough and beyond.</p> <p>Includes: Staffing costs Venue hire Resources</p>	Pathfinder	Over 2 years	14,732	0	14,732
3	<p><b>Call Out to Get Doncaster Dancing</b> Dedicated funding stream aligned to LDP principles specifically to test innovative approaches to supporting inactive residents from low income areas to participate in dance related activities.</p> <p>Includes: Revenue activities</p>	Pathfinder	01/04/20- 31/03/25	100,000	0	100,000
4	<p><b>Get Doncaster Dancing Festival</b> <i>To celebrate the Dance opportunities in Doncaster and promote to residents in Doncaster.</i></p>	N/A	01/04/20- 31/03/25	0	5,000	5,000
SUB TOTAL				210,078	5,000	215,078

Table 11

## 13. Where do we go next?



### 14.1 Children and young people

At the time of writing this document, we are about to start a procurement process to recruit an organisation who can facilitate a systems leadership change journey over an initial period of six months.

This work aims to enable a transformation of Doncaster's workforce; so that it has the culture, behaviours, skills, knowledge and capabilities to help Doncaster become a place where it is easy for children, young people and their families to be active. The intended outcomes:

- Leaders, decision makers and the wider workforce will see 'children moving more' as their business, and be contributing to the ambition of GDM through their work.
- A system that creates the conditions for every child and young person to be physically active.
- Leaders, decision makers and the wider workforce will be working and leading in ways that are consistent with the GDM principles.
- Support direct delivery partners to make a change; developing in their confidence and skills in leading system change.
- A culture of collaboration across the system

As with our Pilot approach, the process will be iterative and, while we can identify intended outcomes, it is difficult to predict the course and impact of this work. We anticipate that the six-month journey will both open up further lines of inquiry and identify areas for acceleration, which we would seek to fund via our fifth investment submission.

### 14.2 Marketing and communications

One of the main objectives for our work with BJL is to develop a legacy for Doncaster by developing an evidence and insight based communications approach to influence attitudes and behaviours to moving more in Doncaster.

Previously in this submission, we alluded to the effects that the recent circumstances in relation to COVID-19 will have on this significant area of work for us. We will need to continue to review our project plan to develop a methodology going forward. This will need to have an understanding on the potential implications of COVID-19 and how we can react to the change in behaviours, understanding and attitudes that may have occurred. We believe that this could potentially impact on the timescales that we have originally agreed with BJL and therefore we predict a requirement to extend our contract with them.

In addition, we would like to work with BJL to develop sustainability plan that will grow the skills and experience of the Get Doncaster Moving Team and Communication colleagues to be able to:-



- Implement the stakeholder engagement strategy
- Deliver a powerful narrative for change
- Use the new design and creative
- Deliver further campaigns utilise new creative
- Plan and deliver high quality events
- Manage PR
- Progress our online and social media presence

We will continue to work with BJL, our internal communications team, our Pilot Manager and Strategic Lead, as the local response to COVID-19 evolves.

### **14.3 Evaluation**

Our contract with CFE Research ends on 31<sup>st</sup> March 2021. We know that we will have evaluation requirements beyond March 2021, until at least 31<sup>st</sup> March 2025. We are currently working with CFE Research to understand how we adapt the methodology beyond 31<sup>st</sup> March 2021, to consider our evaluation requirements and the financial implications such as:

- Evolving theory of change; changing inputs and mitigating factors
- Cumulative measurement of short, medium and long term outcomes (system, population and learning)
- A ‘tapered approach’ to include capacity building and sustainability within existing structures; at community, organisational and policy level

It is highly likely that we will require financial support to evaluate our pilot activity beyond 31<sup>st</sup> March 2021. We would like to work with Sport England to understand what the evaluation requirements are, and how we can make this possible.



#### **14.4 Major events**

The past three years has been an exceptional period for Doncaster, hosting a number of major sports events. We have become a place that had no track record of hosting events to a place that is seen as a forward thinking and leading the development of social impact through these events. The Rugby League World Cup in 2021 will be the last event we have currently programmed. However, the value of these events has been identified at executive level; for the role in helping our communities to develop strong identity, and the social impact that this brings.

We are therefore engaging with the our key providers and venues with the support of UK sport, to develop a major events strategy with a focus of attracting events that have the greatest social and physical activity impact for our population. This strategy will put the learning we have gained over the past three years at the front and centre. We are producing a practitioner's handbook with the Leeds Beckett team, which will distil all our learning and research in once accessible format for all to access. We will continue supporting those NGBs and agencies that ask for support or advice.

While the strategy is being developed, we are engaging with NGBs to identify opportunities that support our focus. We are currently working with the RFU through their 'Families Fund' programme, which is developing an approach to support a number of clubs to become a community Hub; having a wider reach in their community. This has sparked conversations with a number of our partner NGBs about a community focused club development model. This is early stage but provides promise to link both major events and club assets to support communities to become more socially inclusive and active. This could potentially provide part of our fifth LDP investment submission to Sport England once we have gained more insight through the RFU programme.

#### **14.5 Staffing Resource**

Our Local Delivery Pilot funded staffing resource is acknowledged within our social network analysis as being key in connecting the physical activity system in Doncaster. We have considered very carefully the amount of staff resource that we require to achieve the ambitions of Get Doncaster Moving, to ensure that our principle of sustainability can be realised. Where possible we have connected with other teams, partners and organisations to capitalise and shape resources where possible.

Therefore moving forward we will request to continue to resource two key posts until 2025; the Local Delivery Pilot Programme Manager and the Local Delivery Pilot Contract and Commissioning Officer. This will provide the assurance that we can continue to deliver the fantastic progress that we have made so far. These posts will continue to be part of the wider Get Doncaster Moving Team that are resourced by both Doncaster Council and other external funding sources such as Yorkshire Sport Foundation, DEFRA etc.

# Doncaster Local Delivery Pilot Stage 5

## Capacity and Evaluation Funding Request

### (April 2021 – March 2025)

#### **1. Introduction**

In this report, we set out Doncaster's proposals for continuing investment from Sport England, for core capacity and evaluation costs from April 2021 – March 2025. We would like to thank the Sport England Board and Investment Committee for recognising the important value of the Local Delivery Pilot (LDP) approach, and offering us the opportunity to gain certainty within the context of the current climate, and ahead of the next Sport England strategy cycle. It will help Doncaster Council to put plans in place to ensure that the LDP remains a strategic priority in Doncaster, and can be a driver for recovery and renewal, post Covid 19, across the Borough.

The report demonstrates a thorough assessment of our Pilot's capacity and evaluation journey; we have worked hard to understand what has changed since our Development Award (investment plan 1, May 2018), the resource we currently have, and what we will need in the future to maintain our momentum. Our proposals connect with our journey through the previous investment plans 1-3, and align to the proposals identified in our 4th investment plan that was approved by the Sport England Board on 16th June 2020.

This is the 5th phase of our investment request to Sport England and demonstrates an opportunity to capitalise and continue the LDP approach in Doncaster and maintain our 'sprint' approach to addressing the social norm of inactivity in the place. Our agile methodology has included planned 'sprints', with set periods of time to complete tasks or activity, followed by a review to inform the next action. Our investment proposal reflect this approach as a key contributor to the pace and scale of our progress so far, and we anticipate that we will require enhanced capacity to continue this throughout the remainder of our Pilot.

#### **2. Where we have come from**

When we started our joint mission with Sport England in 2018, we had just launched our 10-year physical activity and sport strategy, and the Get Doncaster Moving (GDM) Programme was embedded as one of nine priorities within Team Doncaster's Borough-wide strategy for inclusive growth. At the time, there were three distinct identities; The GDM Strategy action plans, GDM Programme and the Local Delivery Pilot; each aiming to complete a discrete set of actions to reduce inactivity and increase activity across Doncaster. The Senior Reporting Officer (SRO) was and is the Director of Public Health, who reports to the Health and Well Being Board and to the local strategic partnership, Team Doncaster.

The LDP has always been committed to taking an iterative approach; starting out small, testing some ideas based on evidence and using the learning to inform our next steps. In investment plan 1 (May 2018), our core capacity included 1 full time Programme Manager and 1 part-time Data Analyst (funded by Sport England), who were both line managed by 1 Business Change Manager (BCM) for 1 day per week. We have always been acutely conscious that we do not want to have a large core team, which would be unsustainable. We want to be as small and compact a team to be both responsive to community need, and support transformational change.

### 3. Where we are now

Over recent months, the huge turn of events across the world in tackling COVID-19, is having a local impact in Doncaster. We have also recently responded to a wildfire on the Hatfield Moorland in May 2020, we remain in recovery following severe flooding in November 2019. Our Director of Public Health (SRO for GDM) has been leading the response and recovery for all three public health emergencies in Doncaster; supported by his Public Health Team, including the Business Change Managers for GDM. The Well Doncaster and GDM teams have also been leading various elements of the immediate response and recovery. It has been recognised that the work of GDM is business critical; during the acute response to Covid-19, to help our residents stay active, and in the community recovery. This is because leaders acknowledge the role that our work can play to address the psychological and physical impacts on the population of Doncaster, which may worsen mental health, and reduce coping and resilience.

Over the last two years, we have connected the actions of the GDM Strategy, GDM Programme and LDP to maximise resource and influence across the whole system to deliver our strategic vision. We have made a conscious choice to stimulate system change at a number of different levels in the system and in a number of different ways. The nature of our core capacity has changed and the size has increased, whilst maintaining modest, to react to the scale and pace of our pilot. We now have 4 Sport England-funded roles (2 full-time and 2 part-time); these being the Programme Manager and Data Analyst roles previously mentioned, with additional support from the Contracts & Finance Officer and Communications Partner roles. In addition, we have two Doncaster Council funded Business Change Managers (BCM) who continue to be enormously beneficial in accelerating LDP outcomes on a wider scale; as well as capacity embedded both in the immediate Public Health Team and across Doncaster Council. The Well Doncaster Strategic Lead, who is funded by Doncaster Council, has led our community engagement approach (described in our 4<sup>th</sup> Investment Plan) to ensure that our collaborative investment in the Well Doncaster team is helping us to continue to shorten the distance between hyperlocal, local, borough-wide and regional priorities.

Our Social Network Analysis shows that our system dynamics are changing, and this is giving us huge confidence in our approach and the difference it is making in Doncaster (see case study in appendix A). Our stakeholder survey identified that a large percentage of stakeholders recognise their department has a role to play in tackling inactivity, but most don't understand how that might be accomplished. This shows that opportunities for collaboration do exist, and we need to find a way to convert the positive energy in to action. Our influence on the system and our allocation of resource continues to be guided by our pilot values (see figure 1) that have now been adopted by GDM. Particularly relevant values are our focus on embedding long lasting changes and ensuring value for money in everything we do.

**Figure 1: Doncaster’s Pilot and GDM Values**



## 4. What we have done

### 4.1 Core capacity

The role of the LDP Programme Manager and Data Analyst (Investment Plan 1) have developed over time. They have taken on varying functions, and have been adaptable to the requirements and opportunities that have arisen, following the energy and responding to areas of momentum. The capacity has given us “permission” to prioritise addressing inactivity, while also testing new ways of working. This has provided space and released capacity for both in-kind funded Business Change Managers to influence and disrupt, which has been impactful on the Pilot’s pace and scale. They are trusted and well established in the system, which is starting to influence different parts of The Council and Team Doncaster. They are well positioned for this role, having been embedded as key influencers within Team Doncaster for a number of years; they have a range of existing connections and because of this, they are extremely valuable to the way that Team Doncaster works.

The BCMS are supported by the Director of Public Health, who is also SRO for the COVID-19 response. He describes the flooding and COVID-19 response as giving him ‘agency’ to act at altogether different levels and with a different and more far reaching role and remit to make change happen. He deploys this with and through the BCMS and the wider team, who have both continued to build relationships at a senior level; even more so throughout the Covid-19 response, and we look to utilise these new and existing connections for LDP outcomes in the recovery phase. The development of Doncaster’s Borough Strategy for 2021 – 2024 has started and our work with colleagues both prior to and throughout Covid-19 has resulted in physical activity being included as a priority and a contributor towards Doncaster’s restart, recovery and renewal plans. This demonstrates the recognition of both the impact that addressing inactivity can have on the outcomes of other priorities but also the methods, tools and learning we have gathered in our work to date.

As our journey has unfolded, there were new discoveries and themes that required specific knowledge, skills and expertise that we did not have available to us internally. We have brought in specific skill sets and expertise; which has added value, challenge and critique to

our Pilot. We are open and honest about where the LDP does not have the appropriate skills available and where the most effective course of action is to ‘buy-in’ these skills on a one-off basis, maximising on momentum and furthering work at pace. We have procured services and entered into a number of contracts that range in size, scope and value, and they have been significant in furthering our work on systems, community insight, behaviour change, communications and evaluation, while providing an independent view of Doncaster, which has both challenged and supported us. The Contracts and Finance Officer role (Funded in Investment Plan 3) gives us much-needed capacity to ensure the most effective procurement procedures and contract management is in place, while ensuring that the co-dependencies are connected between contracted work and LDP themes. It has released capacity of LDP Programme Manager to manage relationships, drive priorities and ‘sprint’ on key pieces of work, following the energy.

There have been new opportunities opening up for partnership and collaboration, but due to the small nature of our team, it has been difficult to respond at pace to initiate change. For example, senior leaders from Adult Social Care, Primary Care and Health, Department for Work and Pensions and workplaces have all indicated a desire to initiate change. We want to maximise the momentum where there is energy, and minimal additional capacity within the team will help us to seize these opportunities when we see them. This will give us the time and space to understand our shared purpose, connect and collaborate to implement the necessary changes.

We have kept our LDP-funded team small, while allocating our resources effectively across the LDP core team, Public Health, and widely across The Council (see appendix B). The decision to do this was driven by our ambition for sustainability and long-lasting change, and our commitment to lever resources from elsewhere within the Council to spread the physical activity message and embed knowledge for long-term impact. There has been shared and varying responsibility for leading or supporting different strands of work, connected to LDP and GDM strategy outcomes. We have embedded and aligned resources across various roles and teams in Doncaster; each with a role to continue influencing parts of the system to prioritise physical activity. For example, in Doncaster Council Public Health we have mainstreamed capacity through the following roles connecting to work of the LDP:

- *Public Health Improvement Coordinator (Wider Determinants)* – works alongside colleagues within The Council Planning department, and support the Active Travel Providers Group respectively. The collaboration with Planning has led to:
  - A focus on health in the Local Plan
  - A raised profile with Planning Committee, Planning Team and the Health and Wellbeing Board
  - The introduction of a Health Impact Assessment process for new planning applications
  - Joint-work with the CCG, Planning and Public Health to influence future Primary Care provision
- *Public Health Improvement Officer (Wider Determinants)* – Provides support to schools with the Daily Mile and works alongside Transport colleagues to implement school street closures, play streets, and road safety campaigning.
- *GDM Project Manager* – Provides project management support to a number of GDM and LDP strands, including Cycling, Future Parks, Leisure Facilities and Governance.

- *Children & Young People Team* – Deliver the ‘[Healthy Learning, Healthy Lives’ accreditation](#) that provides support for schools and early years settings to take a whole-setting approach to health and wellbeing. This includes criteria for a whole-setting approach to supporting physical activity and sport.
- *Public Health Improvement Officer* – Supported the Get Doncaster Dancing Steering Group who developed Doncaster’s first ever [Dance Strategy](#), and coordinate dance delivery programmes (including Dance On) across the Borough.

Capacity to deliver physical activity outcomes has also been embedded and mainstreamed across the wider Council within other departments:

- *Transport – Senior Transport Planner & Active Travel Officer*. Strategic Lead/BCM co-chairs the Doncaster Active Travel Alliance with the Senior Transportation Manager and consists of 2 groups. One is made up of internal colleagues that have links to walking and cycling for residents in the borough and the other is a group of organisations commissioned to provide active travel services.
- *Planning* – Health Impact Assessments for planning include physical activity, green spaces and active travel.
- *Performance, Insight & Change Team* – Programme Management
- *Communications* – Wider support from the Communications team to embed our principles and learning across Team Doncaster

The additional resource contribution from the GDM Programme in 2018-21 has increased capacity to strengthen Doncaster’s Walking, Cycling, Sport and Leisure offer. Over the last two years, these strands of work have fully connected with and were accelerated by the LDP. For example, the GDM Programme invested in separate walking and cycling strategies, which provided the evidence, insight and recommendations for change in Doncaster. Currently there are £1.2m of active travel infrastructure schemes being constructed following on from successful bid to Sheffield City Region (SCR) for £1.2m of tranche 1 Transforming Cities Funding. In our Stage 4 Investment Plan, we shared how the strategies and associated work strands that are funded by Doncaster Council have created new opportunities for the LDP to influence the future of sustainable active travel in Doncaster and with SCR, as it is embedded as a significant contributor to Doncaster’s Covid-19 recovery and renewal. The Get Doncaster Moving team have been working alongside the Transportation Team to respond to the opportunity that the Emergency Active Travel Fund has provided. Utilising the insight, evidence and proposals developed previously via the Doncaster Active Travel Alliance, we have secured £311k in the first tranche of the fund. We are at the same time coordinating the resources that we have via the LDP to compliment the development of a programme of approximately £1.3m for tranche 2. This will also contribute to the further development of the Transforming Cities Fund programme of schemes of approximately £20m.

Our approach to distributing capacity locally across the core and extended team has helped us to extend the influence of the LDP. Team Doncaster’s response to the flooding in November 2019, and currently to Covid-19, has illustrated that physical activity is part of our local solution, due to the connections, relationships and trust built through the previous work of the LDP. In addition, the tools, techniques and the learning from our approach is recognised beyond our immediate footprint. We have been asked by senior leaders to help turn the theories we have used in to practice, particularly recently to support the strategic response and recovery to Covid-19, which has included applying systems thinking approaches and

using behaviour change theories (COM-B) across Doncaster's communications, active travel planning and social distancing infrastructure.

## 4.2 Evaluation

At the start of our pilot in May 2018, we identified that we needed external expertise to lead on the evaluation of our pilot and committed from the outset to source an evaluation partner to meet our needs. In [our third investment plan in February 2019](#), we identified four elements that we wanted our evaluation approach to capture; population outcomes, systems outcomes, process learning and the contribution of physical activity to inclusive economic growth. Our investment framework for evaluation consisted of three strands:

4. Additional evaluation expertise to help us refine our theory of change, identify our short-term outcomes and design a methodology that meets our requirements.
5. Boosting the Active Lives survey sample size from 500 responses to 3,500 responses per year in the 2019-2020 and 2020-21 surveys.
6. Using systems mapping to evaluate changes in the system as a result of our Pilot.

Our evaluation partner, CFE Research Ltd, started work with us in March 2019. They are in contract until 31<sup>st</sup> March 2021 and are our leading agency responsible for meeting the national and local evaluation requirements of our LDP. CFE Research have taken a lead on, and helped us to achieve a number of significant milestones in our evaluation journey:

- Developing our [theory of change](#) (August 19)
- [Baseline report](#) (September 19), including;
  - Policy audit
  - Stakeholder interviews
  - Partnership survey and social network analysis
  - Secondary participation data analysis
- Interim Active Lives Survey results (October 19)
- [Methodology design](#) (October 19)
- Process learning
  - [September 2018 - March 2019](#)
  - [April 2019 - September 2019](#)
  - [October 2019 – March 2020](#)

CFE Research designed, and take responsibility for, delivering our evaluation methodology. Our original method review from October 2019 is available [here](#), and Figure 2 below summarises how the key methods are aligned with our process learning, system outcomes and population outcomes. We included a commentary on our use of the tools in our 4<sup>th</sup> investment plan (approved by the Sport England Board on 16<sup>th</sup> June 2020).

**Figure 2: Summary of Evaluation delivery methods (2018-21)**

		Process learning	System outcomes	Population outcomes	
	Partner survey including Social Network Analysis x2	✓	✓		
	Depth interviews with strategic leads/partners x40	✓	✓	✓	
	Attend Deep Dives and other meetings	✓	✓		
Secondary data and document review	Collation of output data		✓		
	Policy audit		✓		
	Review of secondary data and documents	✓		✓	
	Data analysis of Active Lives Survey			✓	
Residents' Panel x300 members	5 polls		✓	✓	
	3 surveys	✓	✓	✓	
	20 depth interviews	✓	✓	✓	
Community Researcher fieldwork x30	Receive training				
	Undertake research		✓	✓	
	Co-write 15 case studies	✓	✓	✓	
Site visits to community projects x12	Community officers	✓	✓	✓	Quantitative fieldwork
	Community Activators and Explorers	✓	✓	✓	Qualitative fieldwork
	Residents	✓	✓	✓	Secondary research

Our journey together with CFE Research and Sport England since March 2019, has highlighted the importance of being flexible and agile. We have worked together to make adjustments to our original methodology, to meet both the needs of our changing circumstances, and react to opportunities as they have arisen. This approach has shone through in our response and recovery planning for Covid-19, where we have made significant changes to our Resident Panel, Community Visits and capturing our Process Learning. As such, our evaluation needs are changing from those that we outlined in our invitation to tender in December 2018. We are considering the importance of an evaluation approach that draws together the strands of our work; reviewing impact horizontally as well as vertically and building long-term capacity from within the Council. Ultimately, developing an evaluation approach that meets the needs of Sport England while also reflecting the uniqueness of Doncaster and embedding evaluation techniques to make them sustainable beyond this funded period.



#### 4.3 Summary of Doncaster Capacity and Evaluation Investment and Resource Allocation (2018 – 2021)

The summary below shows Doncaster's investment for core capacity and evaluation costs, and does not include the total investment from Sport England or in-kind funding from Doncaster Council. Across the total LDP investment in investment plans 1-3, Doncaster Council has provided 37% of total investment as in kind funding.

##### **Investment Plan 1 (Development Award, May 18)**

Sport England Investment:

- *LDP Programme Manager (G9, 1FTE, ending March 21) - £135,636*
- *Data Analyst (G8, 0.6FTE, 1 year) - £21,882*

Doncaster Council Investment:

- *Line management of LDP Business Manager (G10, 0.1FTE, 3 years) - £16,073*
- *Leisure Services Administration Officer (G5, 0.1FTE, 3 years) - £6,502*
- *Leisure Business Change Manager Backfill (G8, 0.3FTE, 1 year) - £9,030*
- *Line management of LDP Data and Research Officer (G10, 0.1FTE, 1 year) - £5,218*

##### **Investment Plan 2 (Development Award Variation, February 19)**

Sport England Investment:

- *CFE Research (25 month contract, ending March 21) - £435,360*

##### **Investment Plan 3 (Pathfinder Award, July 19)**

Sport England Investment:

- *Contract and Event Officer (G8, 1FTE, ending Dec 21) - £76,742*
- *Contract and Finance Officer (G8, 1FTE, ending March 21) - £75,298*
- *Data Analyst (G8, 0.6FTE, ending March 21) - £29,236*
- *Comms Business Partner (G11, 0.2FTE, ending March 21) - £23,731*

Doncaster Council Investment:

- *Added value of capacity embedded in the immediate Public Health Team and across Doncaster Council.*

**Total Sport England Core Costs & Evaluation investment (18-21) = £797,885**

**Total Doncaster Core Costs & evaluation investment (18-21) = £36,823**

## **5. Where we are going (April 2021-March 2025)**

### **5.1 Future Core Capacity**

Our Local Delivery Pilot funded staffing resource is acknowledged within our social network analysis as being key in connecting the physical activity system in Doncaster, and we know that there are opportunities to convert a willingness and enthusiasm from stakeholders in to long term change. Where possible we have connected with other teams, partners and organisations to capitalise on and shape resources and embed expertise in our 'agile' way.

Our proposals outlined below build on our current position and capacity model, and we have considered very carefully the amount of staff resource that we require to achieve the ambitions of Get Doncaster Moving, to ensure that our principles of both sustainability and pace can be realised.

Overall, our core capacity needs for 2021-2025 are similar to existing levels, with some redistribution and allocation in order to meet changing needs. We have redistributed our focus of core capacity; from data analysis, which has helped inform our development and pathfinder stages, to prioritise and enhance our agile working, to convert energy into action. The function of the Data Analyst role has evolved, coinciding with our evaluation journey. From April 2021, the role will be superseded by the evaluation function provided by CFE Research, to improve efficiencies in our Pilot. The use of data will be a key component of our plan to embed our evaluation approaches beyond March 2025, as detailed below in section 5.3.

We have a small core team that focuses on leading, driving and influencing, and we are well supported in-kind by Doncaster Council. We have recognised the emerging areas of opportunity, and where momentum is needed to drive these forward at pace. 'Agile working' will focus capacity on going where the energy is; it is a priority for us in our next phase and therefore we have allocated specific resource in our investment request. We want the solution to be driven by insight and need, to best suit the focus area of work, therefore the options for delivering remain open but could include:

- One full time role, recruited and employed by GDM
- Secondments of varying lengths, based on need
- External expertise

## 5.2 Future Evaluation

Our contract with CFE Research ends on 31<sup>st</sup> March 2021. We have been working with them; to reflect on our evaluation processes so far; to understand how our future methodology could meet our local and the national evaluation requirements beyond 31<sup>st</sup> March 2021; and to consider an indicative level of investment that we would require to deliver this. It is important to note at this stage that our legal and procurement obligations do not guarantee that CFE Research will be our contracted evaluation partner for this period but they have contributed openly and constructively in designing methodology to meet our future needs.

The outline future evaluation approach has been developed following a full analysis of the strengths, weaknesses, opportunities and threats of our evaluation approach as a whole, and also each individual element. This has identified that the existing methods are largely meeting our needs and we place high value on continuity in our approach for the remainder of the pilot. This process has helped us to identify a set of core principles to underpin our future evaluation:

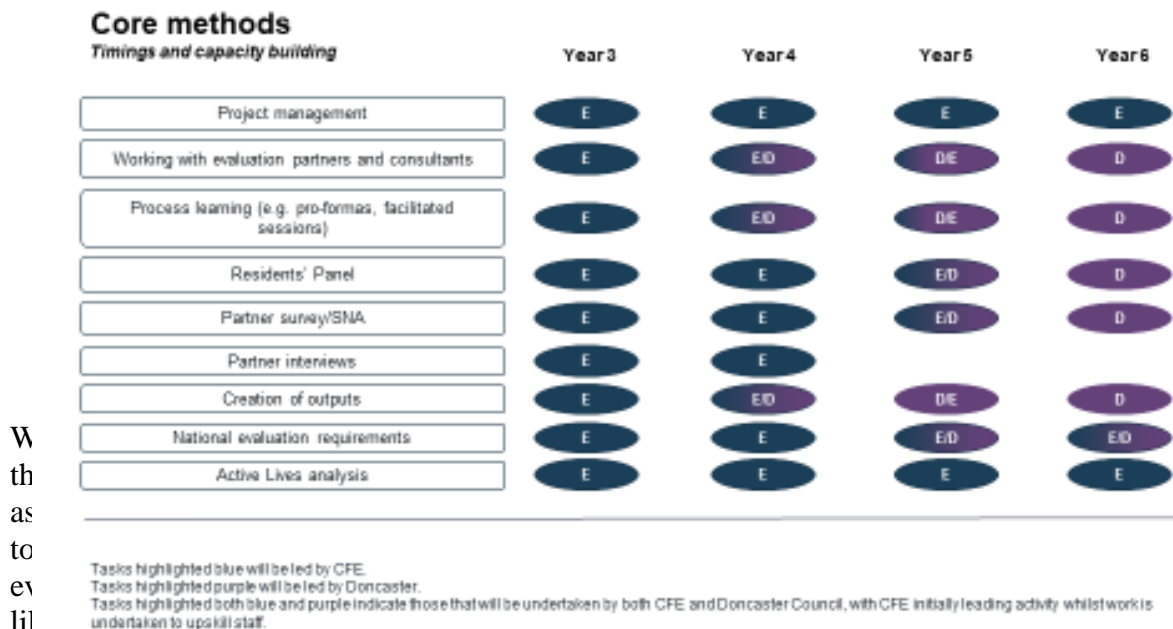
- **Fluidity and Flexibility** - The specific requirements of the Pilot will naturally evolve further to internal and external developments, and adjustments to the approach will be required in response to these. The evaluation will continually reflect on what is required, rather than a transactional focus on deliverables.
- **Efficiency and value for money** – avoid duplication with existing contracts funded by the Pilot and harness the resource, skills and expertise available in Doncaster to support delivery. Activity by the evaluators will be prioritised on those areas where their technical skills can have greatest impact.
- **Evolution and sustainability** – The role of the evaluators will evolve throughout years 3-6 of the evaluation. Years 3 and 4 will be largely characterised as 'business as usual' with the focus in years 5 and 6 turning to capacity building; leaving Doncaster

in a position where we have the skills, capacity and ability to continue with our evaluation approach beyond 2025.

- **Leadership** – Our evaluators will play a key role in directing the evaluation work of partners to ensure synergy across the LDP and clear articulation of the respective roles and responsibilities of partners

We expect the role of the evaluators to shift throughout Years 3-6, with a gradual reduction in the volume of evaluation activity undertaken directly by the evaluator, and increased focus on capacity building. This is designed to offer Doncaster continuity in the early stages whilst work is undertaken to identify the specific requirements of the capacity building, and implementation of the ‘phased’ handover of evaluation activity that allows Doncaster Council to incrementally assume responsibility in a manner that is sustainable and appropriate given knowledge and skills. Figure 3 below identifies the core methods that we would like to continue in our evaluation approach. It demonstrates the evolution of the core methods throughout the four years and the tapered funding model emphasises how capacity building will be phased in to our local infrastructure.

**Figure 3:** Proposed evaluation core methods and timescales (2021-2025)



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will help both Sport England and Doncaster Council to understand the population changes over time, by using a consistent method and sample size.

### 5.3 Summary of Doncaster LDP Core Capacity and Evaluation Needs (2021 - 2025)

#### Sport England Core Capacity Investment:

- LDP Programme Manager (1 FTE) - £186,662
- Contract and Finance Officer (1 FTE) - £141,397
- Comms Business Partner (0.2 FTE) - £47,572
- Agile Working - £174,200
- Operational Costs - £90,000

#### Sport England Evaluation Investment:

- Contract with Evaluation Partner - £477,000
- Active Lives Survey Boost - £135,000

#### Funded by Doncaster Council:

- Business Change Manager, Wider Determinants (Grade 10, 1 FTE)  
*Active Travel, Cleaner Greener, Arts and Health, Housing, Planning*
- Business Change Manager, Leisure Services (Grade 10, 1 FTE)  
*Leisure facilities, sport, events*

Local Delivery Pilot investment levers additional capacity embedded in the immediate Public Health Team and across Doncaster Council; widening the sphere of influence throughout The Council and Team Doncaster infrastructure:

- Senior Responsible Officer, Director of Public Health  
*Strategic influence and accountability.*
- Sport Development Officer (Grade 9, 1 FTE)  
*Sport and leisure sector support.*
- Capacity embedded in the immediate Public Health Team  
*Project Management support, planning and active travel providers group, daily mile, school street closures, road safety, play streets, Healthy Learning Healthy Lives, Early Years Training, Dance.*
- Capacity embedded across Doncaster Council  
*Transport, Planning, Performance and Improvement, Communications, Street Scene, Localities.*

**Total core capacity and evaluation request from Sport England =  
£1,253,831**

## 5.4 Future Pilot Priorities

The LDP provides Doncaster with the opportunity to utilise and embed new ways of working that have supported not only inactivity, but our wider strategic challenges. Addressing inactivity remains a priority and it has been embedded in our response to COVID 19. This proposal (our 5<sup>th</sup> investment phase) will be a firm foundation for us to deliver the work that we set out in the 4<sup>th</sup> stage of investment (June 2020), which will be implicit in our recovery and renewal as we develop a social foundation for all residents in Doncaster that actions our ambitions towards sustainability. We are committed to shaping a resilient place that supports the wellbeing of our residents and in particular there are challenges that are emerging locally where the impact of Covid-19 is affecting the mental and physical health of children and young people. Keeping children and families active is a pilot priority, and we anticipate our current work that focuses on children and families to open up further lines of inquiry and identify areas for acceleration, which we will seek to fund via our sixth investment submission.

## 6. Sustainability of capacity and evaluation

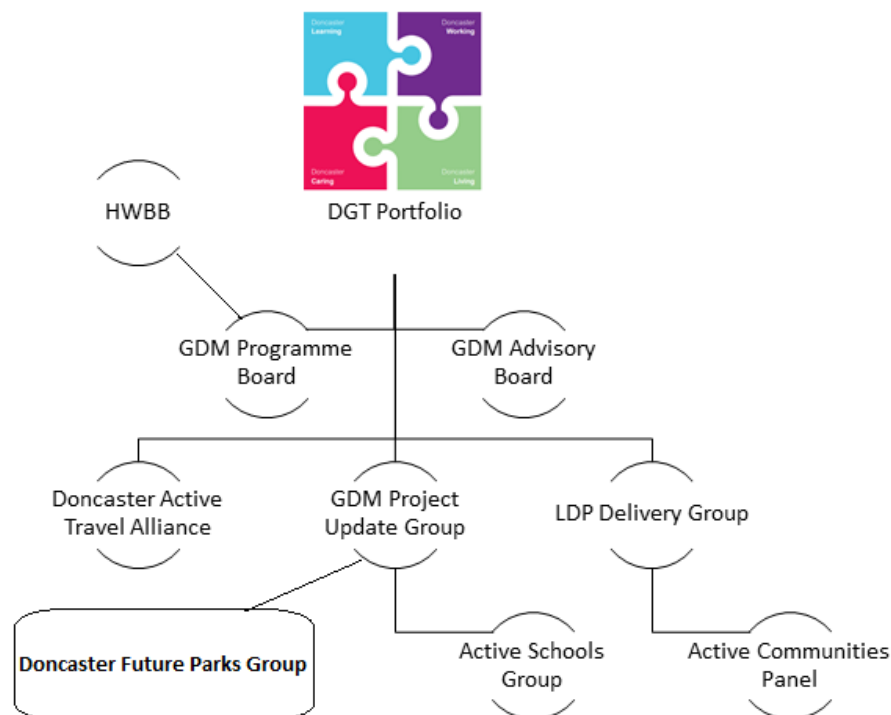
Sustainability has always been a leading principle to guide and inform our investment decisions in Doncaster; it has been embedded in our ways of working since the start of our journey with Sport England (see section 3, Fig. 1) and we remain committed to investing in changes that will be long lasting. We have paid much consideration to how to use the extension funding to best effect by building expertise and capacity within The Council and Team Doncaster for some of these functions beyond 2025. The main drivers of how we aim to achieve this are:

- We anticipate that capacity in the Sport England-funded LDP roles will be required to maintain our iterative way of working and respond to the areas of opportunity and energy in our place. They will be focused on embedding their specific skills, approaches and pilot learning in to Public Health, The Council and Team Doncaster, to last beyond March 2025.
- Utilising resource and building on existing capacity that exists across Public Health, The Council and Team Doncaster.
- Maintaining our ‘sprint’ approach with The Council and Team Doncaster, by investing in ‘Agile Working’
- Refocusing the role of our evaluation partner; where the brief will shift from a leadership role as they support us to embed the skills, tools and techniques within The Council.

## 7. Governance

The approach for the LDP was first approved by [Doncaster Council Cabinet in January 2018](#) via the ‘Physical Activity and Sport Strategy & Sport England Local Delivery Pilot’ paper. This initial decision approved the Get Doncaster Moving Programme Board and subgroups to oversee and act as the accountable body for delivery of the LDP. It also approved responsibility to be delegated to the Chief Executive; in consultation with Chief Finance Officer, Director of Public Health and Portfolio Holder for Public Health, Leisure & Culture. Since this decision, a further commitment has been made at the [April 2019 Cabinet](#) meeting to continue Doncaster’s investment in the LDP, with the previously agreed governance arrangements as shown in figure below.

**Figure 4:** Get Doncaster Moving and Local Delivery Pilot governance structure



The proposals enclosed within this report currently sit within the Council and Team Doncaster governance arrangements described above. The Director of Public Health, who is Senior Responsible Officer for GDM, has been fully involved in the development of the proposal, and it has been shared with Directors across The Council to ensure that any potential financial, legal or human resource implications have been considered and applied. A Corporate Report that outlines the proposal has been included in the Council’s Forward Plan, and will be considered by Doncaster Council’s Cabinet in August 2020, subject to approval by Sport England and by respective Directors and Executive Boards that precede it. The following recommendations to Cabinet are included within the Council Corporate Report, which also relates to our phase 4 investment (approved by Sport England Board in June 2020):

1. To agree to accepting funding of up to £6.925m from Sport England to continue to maximise opportunities from the Local Delivery Pilot;
  - Phase 4 investment up to the amount of £5.675m
  - Phase 5 investment up to the amount of £1.3m

And delegate to the Director of Public Health in consultation with the Chief Financial Officer and the relevant Portfolio Holder to ensure spend is in accordance with the bids and that the “accountable body role” is undertaken.

2. To work with partners on the Get Doncaster Moving Board to deliver and / or continue the projects outlined in this report and included within the most recent Phase 4 & 5 Investment Plans submitted to Sport England in March and June 2020.

