

Bolton Transcript

Introduction

Eve: Welcome to series two of the GM Moving podcast where we share with you how we are enabling people to get moving. I'm Eve, Strategic Director at Greater Sport; leading, supporting, and connecting GM Moving, Greater Manchester's movement for movement. Supported by investment from Sport England, Greater Manchester partners have been taking a whole system place-based approach to embed physical activity into everything for happier, healthier, more connected communities and active lives for all.

In each episode we share stories of what this looks like in action in each of the ten boroughs of Greater Manchester, and you'll hear different people's stories. So for today's conversation I'm in the Manchester Chamber of Commerce and speaking to Tracy Lumer from Bolton.

Active Lives data suggests that Bolton has some of the lowest physical activity levels of the ten GM boroughs with over 30% of adults moving for less than 30 minutes a week. In this episode you will hear about the work going on in Bolton to make physical activity everyone's responsibility and to harness the power of the community and blended teams. I start by asking Tracy to share with you a bit about what's brought her to this work.

Conversation

Tracy: So I've been in Bolton for eighteen years now, so a very long time. Started with youth offending work, that's my background. Crime and criminology is my background. Came to Bolton to manage a antisocial behaviour project that happened to be within the sports team at that time, which was eighteen years ago. So it was using sport and physical activity as a way of engaging young people away from antisocial behaviour. Which was a bit of a laugh amongst my friends, because I wasn't exactly sporting, but I think working through and working with lots of active people, you do see the benefit of being active.

It isn't something I have to say I enjoy, but I know I have to do it. but I have an eight year old who's very active. And he plays football and he also plays rugby, of which I coach the under nines rugby team. And more recently I've started to cycle, price of fuel and all of that lot. So me and my son cycle to school every day. And I find what works for me is if I fit it into my working day then I know

I will be active. So cycling twice a day up the hills of Ramsbottom. And I've also just started to do a strength and conditioning class as well. So I do that twice a week. So as I'm getting older I'm like a bit more active.

Eve: I mean, that sounds pretty impressive!

Tracy: And I cycle to work twice a week.

Eve: Very good!

Tracy: From Ramsbottom to Bolton.

Eve: It's interesting. I've had a few conversations with people recently around obviously the cost of living and people thinking about switching to active travel in recognition of the reduced costs. So it's a motivator isn't it for quite a few people. So in terms of your professional role, your Local Pilot lead in Bolton, that will mean something to some of our listeners it'll mean nothing to lots of them.

Tracy: So my role as I say, I joined Bolton eighteen years ago, working in the sports development team as well as then various traditional and worked my way up through the ranks, through to being the sport and active living operations manager. So the Local Pilot work sits under the sport and active living team and has done since it started. More recently we moved into the Public Health team last year and because of the work that I've done around Covid I'm seconded into.

Sounds very grand this title and I always feel a bit of a fraud when I say it, so I'm now a Public Health Specialist, that's what I'm seconded into. But one of my asks, when I was asked to do this, was that I still maintain and manage the Local Pilot work because it's embedded into all of the work that we are doing in Bolton.

Eve: Fantastic, and we talk a lot about obviously working across sectors. The whole system is part of the Local Pilot and in all our work in GM Moving and already from your description there. So youth justice, sport and leisure sector, public health, working within Covid, clearly you're doing that in practice. You are somebody who has moved around all parts of the system. And I can imagine that brings a huge amount of value to the work.

So in terms of the work, what does the Local Pilot, what does that even mean to you in Bolton?

Tracy: It was a tortoise and the hare effect I think in Bolton. And we were definitely the tortoise to start off with, I think we had some issues to get signed off right at the very beginning, because it was a totally new approach. Bolton does things Bolton way, very traditional local authority. We do things for people. And I remember the day that Kate from Sport England and Matt Johnson walked into our boardroom to present the Local Pilot to all our partners, it didn't go down very well shall I say that people were a little bit, 'You want to give us all this money and your not really giving us lots of KPIs and outcomes?'

And it sounds funny now, but we actually had two people walk out the room and went, 'we can't work in this way'.

Eve: What a story to start off with! And I think when we talk about moving from old ways of working and old power to new power, that's such an illustration, isn't it. As you described there, what you put as traditional, as doing things for people, that quite paternalistic approach, and then that scepticism about 'well we're doing it already' or 'we don't wanna do it, that's not gonna work', or 'here we go again'.

So that's quite a lot to shift. What's happened? I'm assuming it has shifted.

Tracy: I was very clear from the offset that the Local Pilot was not sitting alongside of anything. We had to embed it into our own service, cuz if we didn't embed it into our own service and we didn't work in that way, how were we ever going to expect partners and other service users to also deliver in that way. We've adopted that way of working. So everything that we did within our own department was the Local Pilot way. It wasn't necessarily funded by the Local Pilot, but it was the principles of the Local Pilot. It was the terminology, it was the language.

I think I'm a poster girl for Covid cuz Covid has been amazing for us. And I know it's been terrible for lots of people, but it really highlighted the work that we were doing, the principles of the Local Pilot. And then I think our moving to public health was very timely. We moved into public health right at the very beginning of when Bolton made the news for all the wrong reasons. We were the top of the table for cases, public health was a very small service within the local authority. More of a strategic service. Wasn't very equipped with dealing

with operational organisation. And so, because Bolton's case rates were extremely high, we got intervention by the Cabinet Office who sent the military into Bolton and sent the national team into Bolton and public health were responsible for coordinating all of that.

I was in public health for two weeks and then got asked if I would coordinate that response because they didn't have anybody with that operational experience within the public health team. So I was taken and seconded over to that literally about four days before the operations were due to start in our localities. And I was very clear from the offset that I was doing it using the principles of the Local Pilot. So doing it codesigning, making those system changes. I mean somebody's gotta do it haven't they, managing a hundred army men? I mean, there was a few women in there but they were mainly men and they turned up boots on the ground as we say on the Friday and it was just very bizarre. We all turned up at this community centre and they were all in combats and I said to them 'have you not got anything a bit softer you can wear?' And they were like, 'what do you mean a bit softer?' I was like, 'it's a bit heavy isn't it?'

And this was at the time when everybody else was coming out of lockdown, there was rumours on the news that Bolton was gonna stay in lockdown and Bolton had been in lockdown longer than anybody else. And I was saying, this is not good. There's been no announcement made as of yet, all people are gonna see is these hundred military men walking around our communities. and it's gonna be my god their locking us down, the rumour mills are gonna be out there. So I met with the military and a very high up person, and they all talk extremely posh in the military. And they were like, 'okay this is the plan, so we are going out at eight o'clock in the morning. We will be posting leaflets through people's doors and we will be telling them that the day after, Saturday we'll be coming around, we'll be surge testing in this area.' So I said, 'No that's not happening.' And they said, 'Oh no that's how we are doing it. And no, that's not how we do it in Bolton. So I said 'we cannot put boots on the ground at eight o'clock on a Saturday morning, in the middle of Halliwell.' I managed to get it done my way and I spoke to lots of partners, lots of faith groups. And I said, we're starting at 10 o'clock. 10 o'clock people might actually be out of bed at 10 o'clock.

We coined the phrase of having 'blended teams'. And I remember turning up at this community hall and we had put a call out for community members to come and support us so that when they were going out in the communities people would recognise them, would speak to them. We had lots of language barriers within this locality.

I was absolutely amazed, within 24 hours the amounts of people that turned up, we had Iman's from the local mosque, we had Vicars from the local churches. The passion was so deep to make a difference and we've got pictures of them standing with big burly military people, and eighty year old ladies in Burkas. We've got the Iman's, we've got the Vicars, we've got all of that. That's how we ran our activities for four weeks. And it was so successful the power of the community was so successful. That behaviour change happened instantly. We threw the rule book out the window. Our branding is so strictly controlled normally, but we were tweeting. We weren't putting branding on things. The community were telling us how they wanted messages. Where did they want their information from?

We had mosque leaders giving out information out in the mosque, we were recording people on doorsteps. We got those gobby people in communities to actually put things out over our social media channels to tell people to go and get the vaccine, to do the test.

And it was an amazing four weeks and the result of that we drove the case rates that low that we were actually the lowest in GM. And it just demonstrated the power that if you get the community behind a cause, then that behaviour change happens. It happened quickly and that only happened because all partners came together with the community, everything was co-designed with the community. So partnerships that we'd probably previously struggled to form because different agendas come to the table. All of a sudden everybody just had that one agenda. So Covid shone a massive light on the powers of community.

And so our phrases of blended teams then got adopted across, and that was how they started to deliver surge activities going forward with our friends in green as we call the military now. And the accolades from the military about how they now work with civilians and communities when they do their community engagement. So they call them MACA's, which is military aided civilian authority. So it's when they come out and work with communities, but they've never done it before and they learnt so much.

And again they were feeding back to me and there's one particular one when we very first did it and we blended the teams. And he was only a young soldier and he came back to me at the end of the day. And he said to me, 'I get it now, I didn't get it at the beginning of the day.' And what he'd done is he was paired with two quite elderly ladies and he thought they're gonna slow me down. So he sent them off on one street and they went off on the other and actually they didn't get a good response. The language barrier was there. People weren't opening the doors for them. They were fearful of them. And actually he then

paired back up with them and he said the response that they were getting on the doorstep from people was extraordinary. So he definitely changed the way of his thinking just within a short space of time.

Eve: Wow. There is so much in that story that I want to dig into!

What's happened that's shifted how you work and how you view power and how you clearly now work alongside people and communities and partners, as opposed to that approach of the natural military way of a control and command and power over?

Tracy: It is around leadership. It's around mentoring people. And I think there's nothing better when you mentor people through a journey and they come out the other side, behaviour is very deeply ingrained in people, cultures very ingrained in people. And as I said Bolton council is very ingrained in its culture. And it's very frustrating sometimes, but since Covid the culture has started to change.

It really has demonstrated that this way of working can have a massive impact and I defy anybody to say different because there wasn't anything else we were doing at that period of time, other than all of this surge activity. So it's got to be attributed to that way of working.

Eve: So we talk a lot don't we about the cultural shift that needs to happen in terms of ways of working and approaches and you've just highlighted there that cultural shift and behavioural shift can take a long, long time, but Covid has been a real catalyst there. And it sounds like it influenced both those who were in Bolton at that time, but you've also influenced in that moment the Cabinet Office, how the military are going to approach in other places, and it sounds as though that's really helped to then ingrain within the council and within other partners this change. Phenomenal.

You referred to, I guess, a couple of the key principles of the Local Pilot way and principles that you brought a few of those to life. So for example, thinking about the enablers for change. You've talked there around the importance of involving communities, involving local partners and your immediate approach to go to the Imam's, to go to the faith leaders, to go to local partners and involve them, which showed you again as that other enabler, that strategic leadership to enable distributed leadership.

So you play that role immobilising really all those people to come and play their role in this response working alongside each other as a blended team.

Any other particular enablers or principles that you've seen brought to life?

Tracy: Yeah. So that co-designing as I say Bolton's very ingrained in terms of its marketing, how we were putting things out there. And actually when we went out to communities and we say we were talking about the vaccine bus and the testing they were like, 'we don't really go on the Bolton council website, we don't really do that.' So co-designing that community strategy and we still do that now. So we co-designed a lot of our communications channels with our community champions and our communities.

But I do think that distributed leadership was probably one of the biggest benefits that we had. And I certainly saw that coming into a new team like public health, not really knowing the leadership team. I didn't know Helen, our director, but I've seen her, I've been in meetings with her, but I never had a conversation with her on a one on one basis. And the leadership skills that they showed during that time was the best thing, because they believed in me, they didn't know me. They took a risk on me because I'd only been in public health for two weeks. And so they showed masses of faith in me and my way of wanting to do that. And I would still say that till now it's believing in having trust in people. And that probably was one of the biggest things.

Eve: So that trust and pace, you talked about pace came up quite a few times before as well. So anything else in terms of now thinking around the Local Pilot and work specifically to enable more people to live an active life.

Anything particular about what you've seen in terms of trust and pace?

Tracy: So since the pandemic, Helen has really seen the benefit of using that approach to drive down health inequalities in Bolton. So as a result of that, they've invested quite heavily into a new engagement team. So that's where I get my grand title of Public Health Specialist from.

But again it's that trust now for me to be able to develop this team as I've wanted to do. So what I said again was I don't want to develop an engagement team that's going in with pre-described public health programmes. I want to go in with a team, with communities that looks at building resilient communities. I'm happy to do that. So again, it's been that trust in me. Developing this new team that is again, working with communities making sure that every goal everybody has a voice in everything that we do. Working on the five ways to wellbeing of which physical activity is part of the five ways to wellbeing.

And I think one thing that I have learned over the last few years is the language and the terminology and getting people's buy in might necessarily not be by using the words physical activity, because actually people will go 'what's that got to do with me? I'm not sure how physical activity fits in my area of work?'

So when you're talking with planners, when you're talking with highways and you start talking physical activity, actually it doesn't resonate with them because they're not actually sure what physical activity has got to do with them. So I started to change my language and talk about healthy life expectancy and actually in Bolton we can demonstrate and this is our rationale for the areas that we've chosen to work in, is around people's healthy life expectancies, and we've done a mapping document. Which is a bus route and we've matched main bus routes through Bolton. And actually the stark reality of it is, if you get on a bus in one area of Bolton and then get off a few stops later you're twenty four years less likely to die. Twenty four years than somebody who lives in a more affluent area.

And so when I'm now talking to partners around their way of working, so this is not a public health response, this is everybody's response. Everybody has got to stand up to this and if you're working in a public sector organisation you have to take responsibility for that. By using that approach, people go, okay, how can we help? How can we start to get involved in this? Because physical activity runs through absolutely everything.

So we're working really closely within the public health team, because again it's new for the public health team. So our lead on mental health for example, we are talking about physical activity and all the mental health strategies that they're currently developing, because we know that being physically active affects your mental health. So again it's not something that they've ever really thought of, but what we want to do is ingrain it, embed it so that it's not again an add on, it's something that they think about whenever they're putting the commissions out, whenever the commissioning providers to deliver their services. So it's really exciting times.

There is a huge spotlight on it at the moment, which feels a bit like a bit of pressure, but what I do keep saying to people, consultants and the director is this is going to take a long time to do. Our communities are so used to us going in there and doing things for them. That we have to break that down first before we can start to rebuild resilient communities, and that's gonna take a while. So it's about that expectation of how long this shift and this change is gonna take.

Eve: Well, I'm glad you're there. I mean I talk about change moving at the speed of trust. And it sounds like you're absolutely managing that in terms of recognising how long it takes to build up that trust to be able to then move at pace and at scale as you describe. Absolutely phenomenal.

And that change of language that we hear repeatedly has been really key isn't it in terms of what's gonna resonate for people, both as other system partners in terms of what language you use to influence and inspire them and as people in communities, so many examples in all of that.

So I'm just thinking if someone's listening now and they're going, okay, this all sounds great. What difference does it actually make in terms of physical activity?

Tracy: So we're working at the moment in very hyperlocal areas. And what we've done is we've shifted some of the resources from the Local Pilot. So we used to fund a post that managed the Local Pilot. Now, what we've done is we've shifted resources and we've recruited three facilitator posts that are working within hyperlocal areas and they're working at developing physical activity champions.

So we are creating a network of champions out there that see the benefit of moving more. So we don't talk about physical activity anymore. We just talk about people moving more.

We're also now working with planners who are now taking us seriously and a great example I always use with the planners and I'll always come back to this. We developed a few years ago and this was pre-Covid a big site in Bolton, and it's got Aldi, Amazon. the big organisation's and they employ thousands and thousands of people. And physical activity was just the bolt on, the bit of the tick box consultation exercise that they do at the end about a healthy workforce.

So the whole site was developed was built, and then they come to us and say, 'how do we make our workforce active?' And you go really? And you think, okay, 'how do we get money for cycle shelters?' for example. And then I say this to them, I say, had you come to us right at the very beginning of that design then the design of that complex could have been made in such a way that the physical environment was more conducive to people being physically active. We could have developed covered walkways. We could have created more cycle lanes. We could have had car packs that were further away.

And so now they're starting to recognise that, and so we want to develop, and it's not part of a planner's handbook. They're a planner at the end of the day. They're not experts, but what we're saying is we can help you with that.

The other bit I suppose I need to add to this is I feel like I'm on the ground setting all these fires, because I always think that we work in a political environment. And if it's not the flavour of the month, sometimes these can be extinguished. Whereas if you've got lots of fires everywhere it's very hard to extinguish that isn't it.

But I also have a colleague in the chief execs department, and again, she's very new to Bolton, but she just gets it. She just believes in asset based community development. It's what she lives and breathes. And so she has been working with elected members over the last 12 months around developing community alliances. So we have started to make sure that the language that we are using is consistent that we're using with members as well. It's now been signed off, so they've agreed that our area way of working is changing to more community asset based development approach. So we've got them pushing from the top, we're pushing from the bottom. So hopefully we'll start to see some considerable change in Bolton in the next few years.

Eve: We often use the socioeconomic model which you'll be familiar with and then know lots of you've adopted it. We call it the onion diagram. People pitch in all those multiple layers of the onion. And just listening to you there you've already talked about the shifts and changes in terms of language and in terms of culture, there's that outer ring. And then you've talked about hardwiring into policy and strategy across a piece, cross sector everyone's business. Everyone needs to recognise that physical activity will help them achieve their goals. And then you talked there about obviously conversations with planners, who it's great to hear they now get it, and how you support them to design in from the beginning to design active environments. And then you started off at the beginning really talking about the importance of that social environment and those organisations and partners that you have to involve and work alongside from the very beginning.

So I guess in the middle of the onion, you've got the individual and you've got we talk about behaviour change and the motivation, capability and opportunity.

So is there anything in particular again that you would say in terms of the approach you've taken through the Local Pilot, but also in your wider work in Bolton now, in terms of thinking about how we support behaviour change to support more people to live an active life?

Tracy: So we've coined the phrase, we've nicked it from 'every contact counts' to 'every voice counts'. We're hashtagging that now, like I know what I'm talking about.

And I've developed this phrase 'community lens'. And so what we are doing is we're adding a community lens to everything that we do. So I've challenged Public Health. And I said to Public Health, okay, we've got lots of commissions coming up. So at the moment our sexual health commission is up for renewal. And so I challenged them and said to them, we tick a box on consultation because it's a statutory duty and we statutory consult with people, but do we really? So we've now developed a process where we are looking at putting this community lens, the community voice into all of our commissioned work.

So for example, our drugs and alcohol one we're looking at rehabilitation at the moment. Again we know physical activity plays a massive part in that. So we are co-designing that with communities to say our recovering community, what do you need that to look like? What have we got currently? Is it working for you, is it not working? What would you like to see more of? And so we are feeding that back into our commissioners and we're saying to them. This is what our commission services of the future need to look like.

And again I challenged Helen and the consultants and said to them, if we're asking people and they're taking their time out to talk to us, we need to be listening and we need to be acting and we need to be more importantly feeding back to the community on how we are starting to change and do things differently.

So for us it's really important that we get that community voice into everything that we do.

And we are just piloting something at the moment with our over fifty fives. So there's a piece of work going on at GM. It's around the impact that Covid has had on our over fifty fives. And we've all jumped to the conclusion that all our over fifty fives mustn't have been active during lockdown, cuz a large proportion of them have been shielding, therefore they've been in their houses. Therefore we need to put lots of resources into strength and conditioning chair based exercise. The reality of it is they might have all been doing Joe Wicks at nine o'clock and might be coming out really active and really healthy. It's those assumptions that we are making.

And actually, what is a GM picture is not a Bolton picture. So we are doing a bit of a pilot work at the moment with our over fifty fives and looking at activity levels and looking again at where we would need to put resources because the data that people are currently using to look at there's a data lag. Most of it is pre covid and as we know, we're coming out of the pandemic and things and not what they were before we went in there.

So we are really passionate about making sure that the voices of our communities are heard in everything that we do as a public health team, but wider within the whole council. And what we want to see is that people start using us more. So AGE UK for example, we're doing a lot of work with AGE UK around actually what do their services need to look like in the future?

So that's my big thing from the team is we need to just be asking people a little bit more. And so our three Local Pilot leads that will be their role, around asking people around physical activity levels, but moving more, what do we need to do there? How can our physical environment play a part in that? But actually what else do we need to do to support them to move more?

Eve: So taking an evidence based approach is key isn't it within the Local Pilot and that recognising the importance of both data, so like the Active Lives data. But blending that with other data that we have around for example inequalities around demographics and socioeconomic inequalities and spatial inequalities. But also as you talk about voice and making sure that that is blended with people's experiences and their stories and their voice as to what matters to them and what gets in the way for them.

So recognising that what were your original key target groups for the Local Pilots in Bolton and how has that shifted over the period of the Local Pilot so far?

Tracy: So we've done a lot of work around worklessness. For example working with one of our big worklessness providers which is Ingues. And again it was around those conversations with them to say actually within your conversations with your target group, what conversation do you have with people about moving more? And actually what we found was a lot of the workforce were saying to us I'm quite confident in having conversations with people about moving more because I'm quite active myself or actually I don't really do a lot. I'm not that active myself. So therefore it's not something I'm comfortable in doing.

And actually we widen that conversation, we went and we spoke to the HIPS team and again, they're still the same. Social prescribers were saying the same and what they were all saying is there's no resource for us to use. We don't know where to tend people. We all know the benefits that being physical activity is gonna have on worklessness. But actually unless I'm plugged into that area of work I don't really know what to do. And so because of that on the worklessness side of it we've developed the Let's Keep Bolton Moving website. And there's a service area on there, where a practitioner can go on and it takes them through a series of questions and all of our activities are going on there. And so that they're unable to use that as a bit of a toolkit for them to start having those conversations.

So that's still a massive priority for us; worklessness and the over fifty fives, children and young people we cut across. One that we've not really picked up on as much is the long term limited illness agenda, but we didn't ever want to prescribe that we were just working in that particular area.

Eve: So you talked earlier about some golden nuggets, so any particular golden nuggets or I guess acorns that you've seen, you've planted and you've seen grown over the last few years?

Tracy: People are key. If you can find the right people and these people sometimes are not necessarily where you think they are going to be. If you can find those key people and work with them and get everybody talking in a consistent way. Then that's your golden nugget.

So for me, when we were doing the surge activity, we put a call out for council staff, partners to come and help us to support that. Actually what we were able to do then is find those golden nuggets in the most unlikeliest of places. We had lots of staff coming from school transport for example who were just really passionate about communities. And we had people from the museum, lots of people from the libraries. All of these people were working seven days a week with no break for six weeks because of their passion. And so we started to deliver some discovery in asset based community development training and have widened that.

And we've started to highlight and hand pick people from other departments. We just completed one course. We are due to start another one in June. And these for me are gonna be our key people because they're gonna be our advocates out in other departments that you wouldn't probably necessarily think that they were gonna be there. So for me people are the key.

Eve: So really identifying those catalysts, those golden nuggets or spark plug people, both in the community and then across those different partners in the system. And you talked about fire starter Tracy, lighting all these fires across Bolton, because as you said, within a never changing, pretty challenging landscape. That doesn't look like it's become any less challenging in the near future. You never know which fires are gonna be extinguished.

Anything in particular that you've seen commonly extinguish some of those fires? What have been some of the biggest challenges, things that squash the oxygen, limit the growth of the acorns?

Tracy: When you speak to partners about this new way of working. They go 'it's not a new way of working, this is the way we've always worked'. And I find that they are the biggest challenges because they genuinely believe they work in this way. As I say when we put on these courses and we say we'll allocate places to you as a partner, we don't need it because we do this.

And the other one is elected members we've got to accept we work in a political environment and the challenges that that brings. It's challenging and also I've been in the local authority long enough to know that these things can change overnight, which is why I'm really keen to make sure it starts to be embedded so that it's difficult to quash that because naturally now if people start naturally talking a certain way, it's always been that way. It becomes the norm for people. It becomes the new culture and that's difficult to stop that happening.

Eve: So I think these are quite common themes. Any tips for the people listening, anything that you've seen work when faced by those challenges?

Tracy: Sometimes you've gotta learn to move on. Sometimes you've just got to accept that some people are very deeply rooted into a culture that you need to shift your energies to ones that you know that you can influence and are quite often the ones that are harder to shift tend to be the older ones, but you've just got to accept they will be moving on at some point. Keep going, just keep going and celebrating those small wins. But it's recognising that they are a step in the right direction. Keep finding those key people and keep the passion alight within those people as well. Because if they don't see a change as well then they can quite often go off the boil as well.

And I think for the three years leading up to Covid it's been incredibly frustrating times where I've thought what am I even doing in Bolton, because whatever we are doing is not making a difference. And as I said, Covid comes

along and, and shines a spotlight on the work, the fantastic moving to the public health team, having that change in leadership, having new people coming into our chief execs. It's changed the direction almost overnight. Yeah, and believe in it. I think that's the thing because people can go along with it and say, yes I believe. But if you don't you are not going to have that longevity are you?

Eve: Being very intentional it sounds around where your attention energy goes. So, what do you think the future looks like?

Tracy: I'm really optimistic of the future. And as I say, I've been in local authority a long time, so I'm used to having that quick shifts, but I think because we've now got a top down approach as I've always been pushing from the bottom.

I think that Bolton in the next two years is going to see a really big shift towards this new way of working. I think we've got the right key people in the right areas and the people who believe in it. And I think for Bolton it's really exciting times to be in Bolton. And I mean I'm hoping that the environment in Bolton starts to change, that we can start to influence more of our planning developments, more of our highways, so that we start to capitalise on what we saw during the pandemic that people were moving more. People see the benefits of moving more. If we can get physical activity written into our commissions. Then actually we will start to see more services believing that physical activity has a massive impact on mental health, on recovery, et cetera.

So for me personally, who doesn't naturally want to be physically active it's about if the physical environment and people can fit it into their everyday life and just move a little bit more than to me that's gonna have a massive impact on health inequalities in Bolton.

Eve: You are a brilliant advocate Tracy. I have no doubt that people listening are feeling very inspired. And if there's somebody out there again who thinks well actually our organisation or us as a partner in the system could be doing more. What would you invite them to do?

Tracy: Get in touch with us. Because we've been doing a mapping exercise over the last few months and we've identified partners, groups we never knew existed.

Eve: No way!

Tracy: Honestly. Unbelievable. When you start asking people, we have a boxing club who I've known for 18 years. What I didn't know is they have a vet section of the boxing club. They have a mental health section of the boxing club and just by our facilitators going out and spending time and having conversations with them we're finding out.

So if you are one of those that we are not aware of come and speak to us cause we wanna work with everybody. We are even working with Little Bats and their bat watchers, but it's great. Just get in touch, we wanna work with everybody.

Eve: There's a role for everyone isn't there.

Tracy: Yes.

Eve: Fantastic. Well, it's been an absolute pleasure. Thank you Tracy. Real joy to have our conversation and the future looks bright.

Outro

Eve: We've heard how moving matters to everybody and how we can all play a role to design moving back into everyday life. Now we'd love to hear how you keep moving, and the ways you are supporting others to live an active life. You contact us on our socials. We are on Facebook and Twitter, just search Greater Sport, and don't forget the #GMMovingInAction.

Please do share the episode to people and organisations who will find it useful and join the movement for movement. A big thank you to everyone who's investing in this work and playing their part to test, to learn and to make this happen. This series is a MIC Media production.