



# Manchester's Local Pilot 2019-2020

Where are we now, and where are we going?

# INTRODUCTION

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Manchester has developed an Initial Steering Group to guide the early months of the Local Pilot work in the city. This includes representatives from:

- Public Health
- Neighbourhood Teams
- Manchester Active
- Sport and Leisure Teams
- VCSE Sector
- Clinical Commissioning Group



This group has reviewed the data and advised on areas of focus that will now be taken forward through further engagement and development of the emerging ideas. It has supported the early draw down of funds to allow for a dedicated officer to coordinate the work and to enable resident volunteers to become part of our engagement army.

Here we set out what has happened to date and where our attention will be over the next 12 months.

# IDENTIFIABLE NEED - INACTIVITY

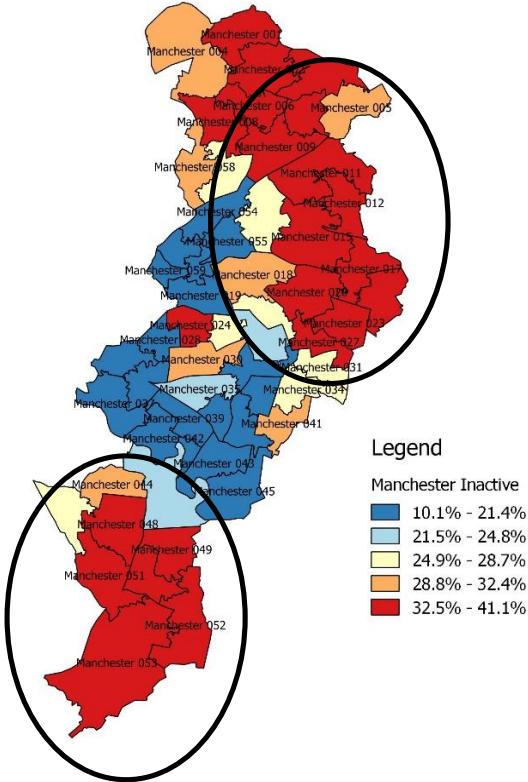

23.8% of Manchester's population is **inactive**.

## INACTIVE

Less than 30 minutes a week

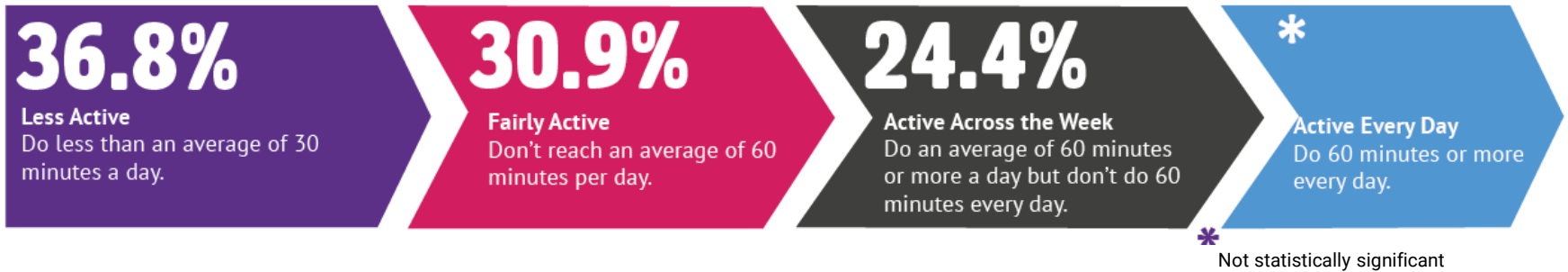
**23.8%**

23.8% of people (103,600) do fewer than 30 minutes a week

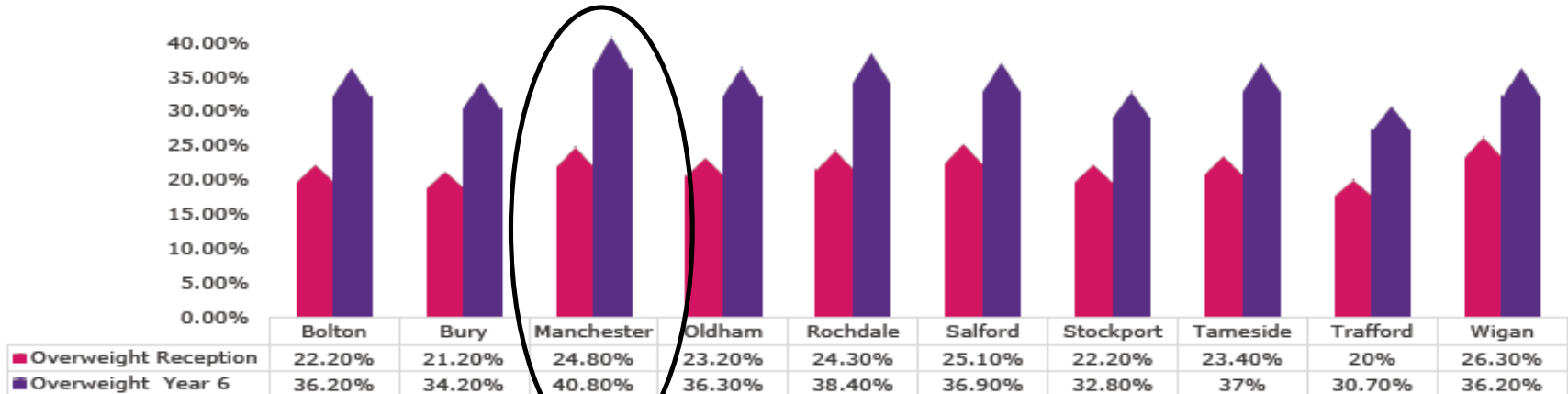


There are clear red spots on the inactivity map, with levels of inactivity highest in the far **south** and **north east** of the city.

# IDENTIFIABLE NEED – CHILDREN & YOUNG PEOPLE



36.8% of Manchester's children and young people do less than an average of 30 minutes of physical activity a day (*Active Lives Children & Young People, 2018*). The *National Childhood Measurement Programme* results show that overweight levels in Manchester in reception have 24.8% prevalence, rising to 40.8% by Year 6. Manchester has the highest levels of obesity in Year 6 in GM.



# IDENTIFIABLE NEED – CHILDREN & YOUNG PEOPLE

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At Reception age, the worst five wards in Manchester for childhood obesity are:

City Centre  
Ardwick  
Miles Platting & Newton Heath  
Ancoats & Clayton (now part of Ancoats & Beswick and Clayton & Openshaw wards)  
Withington

At Year 6, the worst five wards for obesity are:

Gorton North (now part of Gorton & Abbey Hey ward)  
Woodhouse Park  
Bradford (now part of Ancoats & Beswick and Clayton & Openshaw wards)  
Ardwick  
Moss Side

Looking at change in levels of obesity between Reception and Year 6 is worthwhile. This reveals that the wards with the biggest increases in obesity levels throughout the primary school years are:

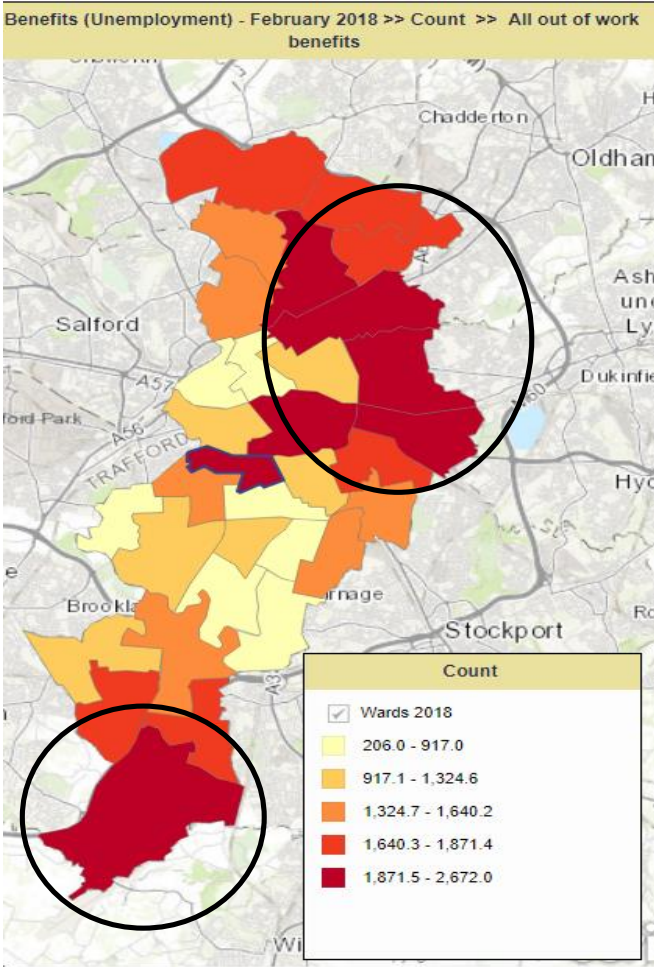
1 Moss Side  
2 Woodhouse Park  
3 Gorton North (now part of Gorton & Abbey Hey ward)  
4 Sharston  
=5 Northenden  
=5 Bradford (now part of Ancoats & Beswick and Clayton & Openshaw wards)

# IDENTIFIABLE NEED – WORKLESSNESS

## Worklessness

Utilising the JSA claimant figures, the wards that have the highest number of JSA claimants are (in order):

- 1. Miles Platting & Newton Heath
- 2. Baguley
- 3. Harpurhey
- 4. Charlestown
- 5. Woodhouse Park



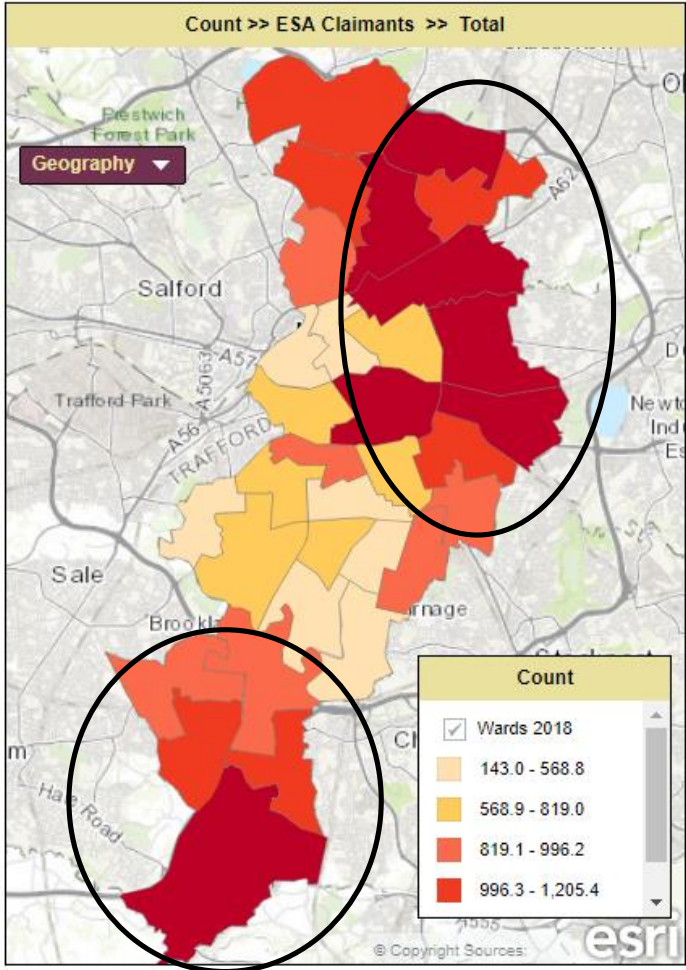


# IDENTIFIABLE NEED – WORKLESSNESS

## Worklessness

Utilising the Employment Support Allowance (ESA) figures, the wards with the highest numbers of ESA claimants are (in order):

- 1. Harpurhey
- 2. Miles Platting & Newton Heath
- 3. Gorton & Abbey Hey
- 4. Woodhouse Park
- 5. Clayton & Openshaw



# IDENTIFIABLE NEED – LONG TERM CONDITIONS

## Cardiovascular Disease

QRISK is an algorithm for predicting cardiovascular risk. It estimates the risk of a person developing cardiovascular disease (CVD) over the next 10 years. Those with a score of 20 per cent or more are considered to be at high risk of developing CVD. Much of the north of the city and the extreme south of the city score the poorest.

| Patients with <u>QRisk2</u> >= 20 |   |       |       |             |
|-----------------------------------|---|-------|-------|-------------|
| Locality                          | Neighbourhood   | 40-49 | 50-59 | Total >= 20 |
| North                             | <u>Crumpsall &amp; Cheetham</u>                           | 397   | 164   | 561         |
| South                             | Wythenshawe   | 367   | 125   | 492         |
| Central                           | Ardwick & Longsight                                       | 315   | 133   | 448         |
| North                             | Ancoats, Clayton & Bradford                               | 295   | 83    | 378         |
| Central                           | Gorton & <u>Levenshulme</u>                               | 264   | 91    | 355         |
| North                             | Higher Blackley, <u>Harpurhey</u> & Charlestown           | 253   | 74    | 327         |
| Central                           | Chorlton, <u>Whalley Range</u> & Fallowfield              | 236   | 82    | 318         |
| North                             | Miles Platting, Newton Heath, City Centre & <u>Moston</u> | 242   | 71    | 313         |
| South                             | Wythenshawe & <u>Northenden</u>                           | 208   | 51    | 259         |
| South                             | Withington & Fallowfield                                  | 194   | 61    | 255         |
| Central                           | Hulme, Moss Side & <u>Rusholme</u>                        | 182   | 71    | 253         |
| South                             | Didsbury, Burnage & Chorlton                              | 173   | 44    | 217         |



# IDENTIFIABLE NEED – LONG TERM CONDITIONS

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## **Cancer**

The incidence of cancer (rate of newly diagnosed cases) in each ward in Manchester have been reviewed using the Standardised Incidence Ratio of all cancers in the period 2010-2014. The wards with the highest incidence ratios are Ancoats and Beswick, Clayton & Openshaw, Miles Platting and Newton Health and Woodhouse Park. With the exception of Woodhouse Park, all of these wards are located in the north east of the city.

## **Respiratory Disease**

Detailed figures in relation to the rates of death from respiratory diseases (all ages) and incidence of lung cancer in Manchester from 2017 have been reviewed, as has a comparison of crude and age standardise prevalence of COPD by GP Practice using August 2018 figures, to reveal those GP practices that crudely rank highest for COPD prevalence (although it should be noted that these figures can be skewed by areas with a younger ago profile).

From the statistics relating to death from respiratory disease and incidence of lung cancer, seven of the worst ten wards in each category are the same (Bradford\*, Ancoats & Clayton\*, Ardwick, Harpurhey, Miles Platting & Newton Heath, Gorton North\*\*, and Woodhouse Park).

(\*Now part of the Clayton & Openshaw and Ancoats & Beswick wards; \*\* Now part of the Gorton & Abbey Hey ward)

## IDENTIFIABLE NEED – CONCLUSIONS ON PLACE

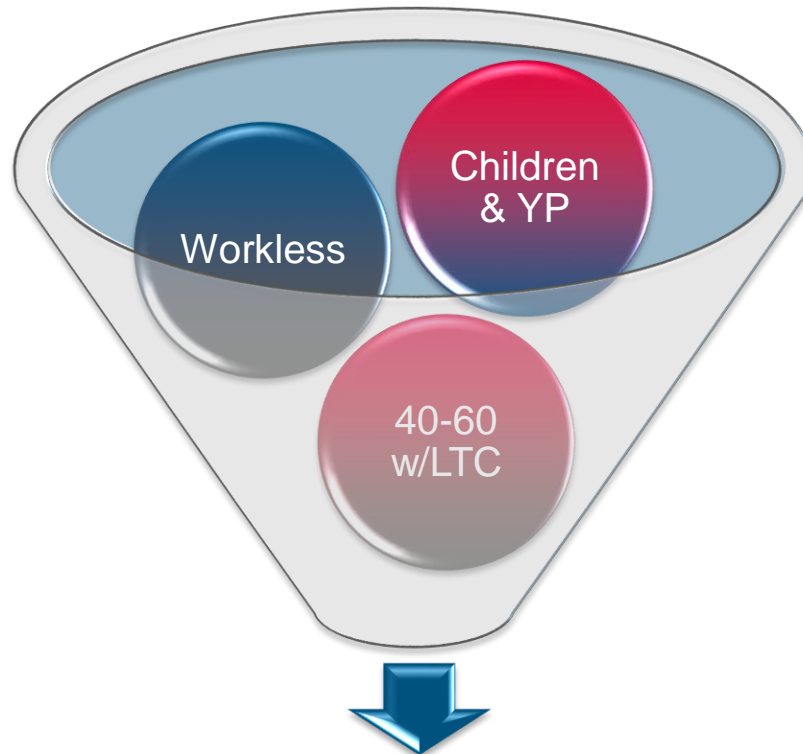
Applying the new ward boundaries to the historic data on health statistics, **Ancoats and Beswick (A&B)**, **Clayton and Openshaw (C&O)**, **Miles Platting and Newton Heath (MP&NH)** and **Woodhouse Park (WP)** wards have the poorest statistics for cancer incidence, appear in the worst ten wards for both death from respiratory disease and incidence of lung cancer, and have high levels of physical inactivity and increased QRisk2 scores. **WP** and the old **Bradford** ward (now part of A&B and C&O) also score poorly in relation to the NCMP. **WP** and **MP&NH** also appear in the top five for levels of JSA claimants.

Combined with the physical inactivity map, there is a strong justification for focusing Manchester's Local Pilot work within these four wards of the city (see maps that follow).

The Initial Steering Group has agreed that Manchester's approach is:

- **Local** – we are keen to test working at different levels of 'locality' to determine how approaches may differ at different scales within the same city. The levels of locality may be as large as the above wards, or as small as a few groups of streets or even a single building (e.g. a block of flats or shared accommodation of some sort).
- **Holistic** – working in a place-based way means meeting all the people in that place, and understanding how they contribute to the 'life' of that place. Within that community in that place, the three target cohorts will all co-exist.
- **Connected** – the local pilot will link with other programmes already working in these areas/with these cohorts, to ensure connectivity and added value. It will also make the connections with other local and GM priorities (e.g. clean air).

# IDENTIFIABLE NEED



## Place Based Approach

All three target audiences will exist in our places, and will be supported through the Local Pilot

# IDENTIFIABLE NEED – ANCOATS & BESWICK



# IDENTIFIABLE NEED – CLAYTON & OPENSHAW



# IDENTIFIABLE NEED – MILES PLATTING & NEWTON HEATH





# IDENTIFIABLE NEED – WOODHOUSE PARK



## IDENTIFIABLE NEED – WALKING & CYCLING



We are already connected to partners across the local authority and TFGM in relation to progressing opportunities for the Mayor’s Challenge Fund for walking and cycling infrastructure, and are committed to ensuring “the system” delivers the right physical environment for active transport and active recreation, as well as the right activation of that physical environment.

This stems from the insight work developed as part of Manchester’s new Sport & Physical Activity Strategy, which identified walking and cycling as the two activities most likely to get people moving more in the city. This has been backed up by the outcomes of community engagement, co-design and co-production undertaken as part of the Winning Hearts & Minds programme in Manchester (see further below).

Public Health England estimated that in 2016, the proportion of deaths due to fine particulate matter in Manchester was 5.2%, corresponding to 180 deaths. Assisting people to utilise active transport is therefore fundamental to improving air quality.

**However there is currently no dedicated agency or individual in the city responsible for delivering public sector ambitions for walking and cycling; a situation that the Local Pilot can help to address.**

# ADDING VALUE – WOODHOUSE PARK – Existing Assets

- Wythenshawe Forum (leisure centre, nursery, library, job centre, hall)
- The Grand Day Out older people's project
- Wythenshawe Community Housing Group (14,000 homes in 4 sq miles)
- WCHG resident volunteers
- Real Food Wythenshawe
- Woodhouse Park Lifestyle Centre
- Tree of Life Community Centre
- Manchester Enterprise Academy (Secondary School)
- The Willows, St Anthony's RC and Ringway Primary Schools
- St Anthony's & William Temple Churches
- Neighbourhood Provider Partnership (led by the GP Federation)
- Be Well (social prescribing service)
- Health Development Coordinator
- Local Care Organisation Integrated Neighbourhood Team
- Wythenshawe Youth Alliance & its constituent members
- 3 x GP practices
- Village 135 Extra Care Housing Scheme
- Manchester Airport Group & the "Green Corridor" (Airport > Civic Centre)
- The Addy Young People's Centre (Manchester Young Lives)
- Manchester United Foundation & City in the Community
- Better Things learning disability charity
- Sure Start Woodhouse Park
- ASDA & the Civic Centre shops
- Police Station
- Dave Nuttall – School Readiness Coordinator at Fit-Tastic
- Manchester College



# ADDING VALUE – WOODHOUSE PARK – Existing Work



## FIT-TASTIC



**Manchester  
Adult  
Education**



- The Grand Day Out older people's project
- Real Food "Food School" & "Green Doctor"
- Wythenshawe Games
- Youth Night at Wythenshawe Forum
- Pathways Course (delivered by Breakthrough UK)
- Disability Youth Group at WPLC
- Wythenshawe Community Initiative (play offer)
- Manchester Adult Education Service courses
- Pure Innovations courses (18-24 yr olds)
- Fit-Tastic programme
- Development of LCO's Neighbourhood Plan for Wythenshawe

# ADDING VALUE – WOODHOUSE PARK – Emerging Opportunities

49% of Yr 6 pupils  
@ The Willows are  
overweight/obese.  
Headteacher  
wants help

Work with Work  
Coaches @ Job  
Centre around PA

Breakthrough UK  
runs courses in WP &  
is interested in  
opportunities to  
engage those with a  
learning disability

The “Green  
Corridor” &  
walking and  
cycling  
opportunities

Real Food already  
pushing for  
module on diet in  
Webster-Stratton  
parenting course –  
also going to push  
for PA inclusion

Delivering  
physical activity  
for cancer  
patients pre-  
surgery  
(Prehab4Cancer)

Discussion with the  
local churches’  
Development  
Worker – large  
Keralite community

# ADDING VALUE – WOODHOUSE PARK – Emerging Opportunities

**BUT** first we need more in depth and widespread

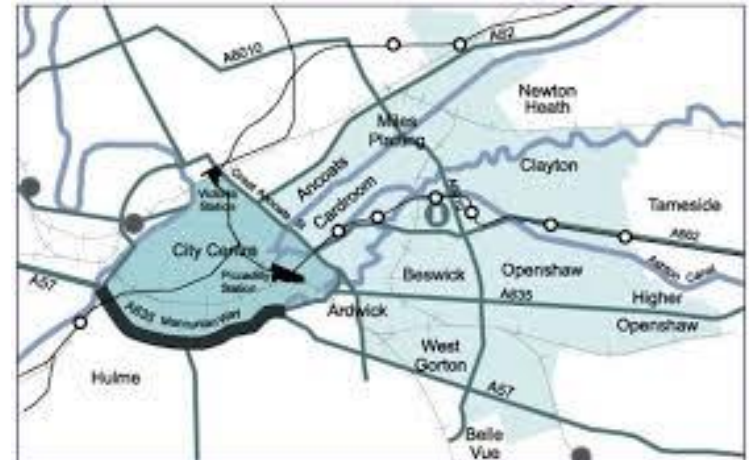
COMMUNITY ENGAGEMENT





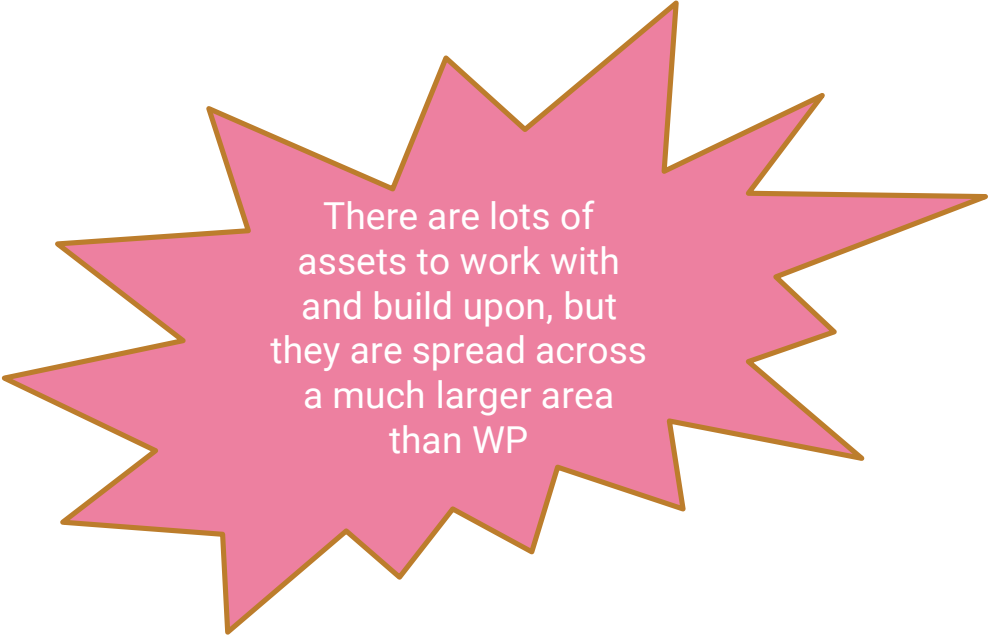
# ADDING VALUE – NORTH/EAST MCR – EXISTING ASSETS

- Philips Park
- Clayton Vale (and Friends of Clayton Vale)
- Etihad Campus & the HSBC UK National Cycling Centre
- East Manchester Youth & Play Partnership & its constituent members
- One Manchester, Northwards Housing, Jigsaw and The Guinness Partnership (housing associations) & their residents' forums
- MCFC and City in the Community
- The Grange Community Resource Centre
- Sporting Edge
- The East Manchester Academy (Secondary School)
- Connell College (Sixth Form)
- 18 Primary Schools
- ASDA
- East Manchester Leisure Centre
- Neighbourhood Provider Partnership (led by the GP Federation)
- Be Well (social prescribing service)
- Health Development Coordinator
- Local Care Organisation Integrated Neighbourhood Team
- Proactive GP practice
- The New Roundhouse
- Barrington Street Community Centre
- Ten Acres Lane Sports Complex
- Yes Manchester (employment support)
- The Sterling Centre



# ADDING VALUE – NORTH/EAST MCR – EXISTING ASSETS

- Manchester Young Lives
- Church of the Apostles
- Miles Platting Community Library
- Newton Heath Library
- Beswick Library
- Cstar community group
- Heathfield Hall
- Clayton Hall
- Active Communities Network
- Manchester Cares
- Clayton Scout Hut
- St Cross Parish Church (Father Chris)
- Newton Heath Youth Project CIC



There are lots of assets to work with and build upon, but they are spread across a much larger area than WP

# ADDING VALUE – NORTH/EAST MCR – EXISTING WORK

- Winning Hearts & Minds Programme
- Planning & regeneration of Grey Mare Lane area
- 4CT Limited – various charitable activities
- Manchester Settlement – various charitable activities
- ECB Breaking Boundaries programme
- Youth and Play programme delivered by East Manchester Youth Partnership
- Bringing Barrington Street Community Centre back into use
- Sound Hearts sessions
- BLF Breath Easy support group sessions
- Development of LCO's Neighbourhood Plans for two Neighbourhoods that these wards fall within
- Community programmes at leisure facilities
- Community Grocer
- The Little Shop of Happiness sessions
- MCFC Fan Band

**BREAKING  
BOUNDARIES**  
MANCHESTER



# ADDING VALUE – NORTH/EAST MCR – Emerging Opportunities

Openshaw Festival -  
planning for  
Summer 2019

Active Streets  
programme (road  
closures and take  
over the street –  
see next slide)

Engaged local  
GP practice –  
social  
prescribing  
opportunity

Using Manchester  
City FC's  
"Fantom" fan  
bands to promote  
PA to local fans

Adults social care:  
housing provision  
for those with a  
learning disability –  
targeted work

Grey Mare Lane  
area redevelopment  
– walking and  
cycling  
opportunities

Mill Court  
focused  
attention to  
support all  
residents



# ADDING VALUE: ACTIVE STREETS – HULME CASE STUDY



Eden Close – Thursday 26<sup>th</sup> July 2018

Over 80 young people attended Active Streets Hulme.

Alongside the activities on the street, One Manchester launched their new Social Café offering information on training, work placements and volunteering opportunities.

# ADDING VALUE – NORTH/EAST MCR– Emerging Opportunities

**BUT** first we need more in depth and widespread

COMMUNITY ENGAGEMENT





## ADDING VALUE – WALKING & CYCLING



As noted above in relation to the outcomes of the new Sport & Physical Activity Strategy for the City, we know that walking and cycling have been identified by Manchester's communities as being the most likely methods by which to provide opportunities for physically inactive people to become more physically active.

Work is already ongoing in relation to Bee Network designs and Mayor's Challenge Fund submissions, but the Local Pilot can add significant value here by activating that physical infrastructure, as well as by providing the manpower to be the "glue" that pulls together the various elements being developed for walking and cycling to ensure that opportunities are maximised, work is not conducted in isolation, and the whole system is pulling in the same direction. Such manpower will also ensure that in our geographical areas of focus, we ensure that if people raise walking or cycling as being of importance, we are able to use walking and cycling knowledge and expertise to capitalise on that "ask" from the community.

# ENGAGEMENT AND CO-DESIGN – WOODHOUSE PARK

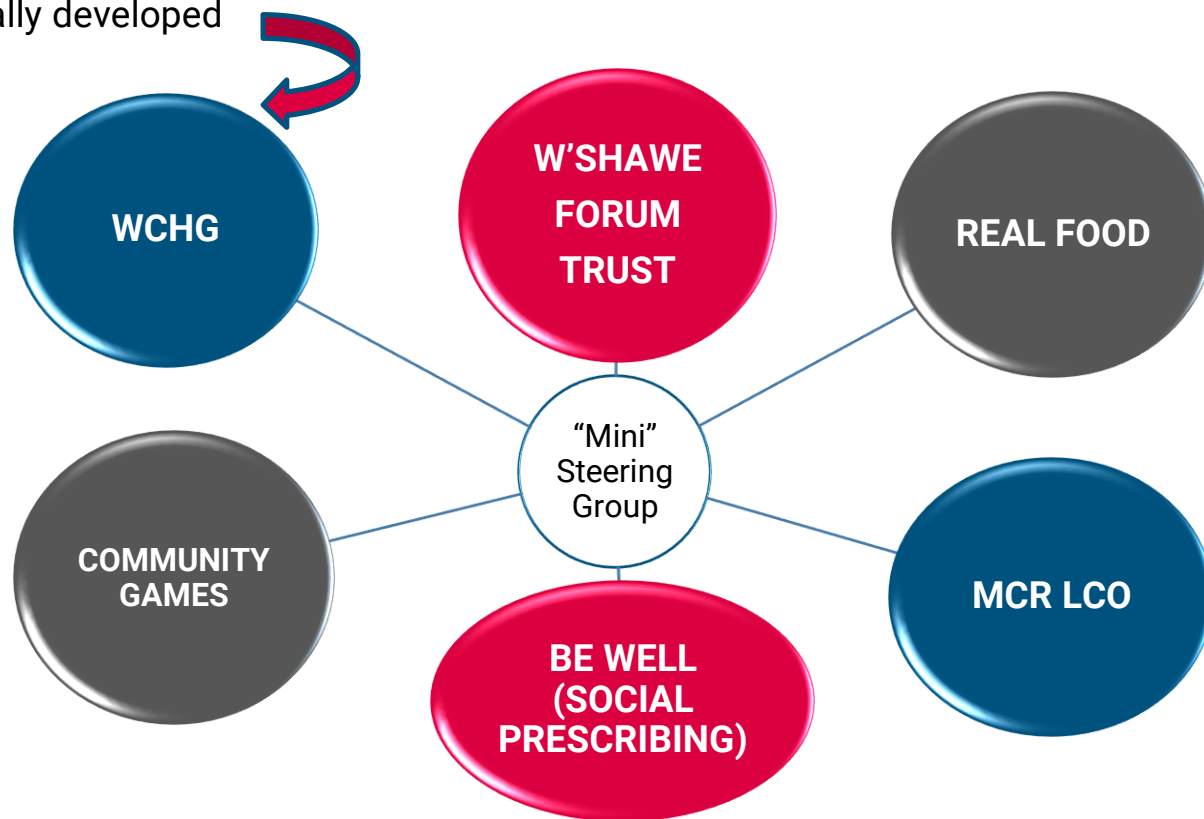
“Mini” Local Steering Group initially developed

Group is committed to:

- Co-design
- Co-production
- Building on what’s already good
- Involving anyone else who wants to be involved
- Thinking differently
- Trying new things
- Starting somewhere...

This groups has led the decisions on Woodhouse Park taken to date.

Local Councillors also contacted and engaged



# ENGAGEMENT AND CO-DESIGN – WOODHOUSE PARK

We have already trained up 17 resident volunteers and interested staff from Wythenshawe Community Housing Group (WCHG) to undertake resident-to-resident conversations on our behalf.

They are currently undertaking engagement with a range of groups and residents that “we” and “they” know using the questions overleaf.



# ENGAGEMENT AND CO-DESIGN – WOODHOUSE PARK

|   | Question  | Why?  |
|---|---|---|
| 1 | <p>What is important to you in your life?</p> <p>(Prompts could also include "What makes you happy and healthy?"; "How important is being healthy to you?")</p>   | <p>Where does health (and potentially therefore PA) sit in their thoughts, if anywhere?</p> <p>May identify other factors that could potentially be complimented by PA.</p>                                     |
| 2 | <p>If someone new moved here, where would you advise them to go to meet new people and to find out information about Woodhouse Park?</p>  | <p>Helps us to identify what locations/services are important to local people.</p>  |
| 3 | <p>Has your level of physical activity changed over your life? When were you most active?</p>   | <p>Does the life course affect PA levels?</p> <p>Do people make a positive connection with their levels of PA and a particular time in their life?</p>  |
| 4 | <p>What makes Woodhouse Park a good place to live?</p> <p>(May be covered by Q2)</p>  | <p>How much do people connect with their community? What connects them? Are there community leaders and/or physical assets that people connect with and could be utilised to increase PA levels?</p>            |
| 5 | <p>Who do you like to do social activities with?</p>  | <p>Identifies who can help people to become more active.</p>  |
| 6 | <p>What needs to change (around here) to help you be more physically active? What can you do to make that change happen?</p>  | <p>Will start to identify some of the barriers to being PA for that person.</p>   |
| 7 | <p>Would you describe yourself as physically active?</p> <p>(Prompts – does that person think they do less than 30 min/week of moderate to vigorous intensity exercise?<br/>Do you include walking to work/school/appointment as being active?)</p> | <p>We need to know that we're getting information from inactive people, as this is the target of the LP.<br/>We need to understand if people's perception of their PA levels, and the reality, is the same.</p> |
| 8 | <p>End with a question to identify their age/age bracket if not already discussed during the conversation.</p>  | <p>For linking to the LP cohorts.</p>   |

# ENGAGEMENT AND CO-DESIGN – WOODHOUSE PARK

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The VCSE sector in Woodhouse Park and the wider Wythenshawe area is quite strong compared to the north of the city, and dialogue is already underway via direct contacts, Community Explorers, and the Neighbourhood Provider Partnership.

We are also meeting with MACC in March to discuss their support to enable the LP to really land well in the VCSE sector, and to help us to connect with the VCSE sector in our geographic areas of focus.

# ENGAGEMENT AND CO-DESIGN – NORTH/EAST MCR

There is no obvious local steering group for this wider area. However, the connections are evolving day by day, and a key focus for the new Local Pilot Officer, funded through early drawdown funds, is to broaden the connections with residents, groups and interested parties across the patch.

One Manchester (housing association) have already engaged and have a team of placed-based workers who are keen to support the programme. They are also interested in physical activity as part of their wider workforce health and wellbeing offer. A range of engagement opportunities are now forthcoming via One Manchester and its work. Northwards Housing are meeting us in April to talk about engaging corporately as well as through their resident engagement channels. We are also pursuing opportunities with Adactus Housing in Miles Platting, part of the Jigsaw group. In addition to social housing, we are looking at opportunities to engage residents in privately owned/private rented accommodation via Active Streets / Open Streets initiatives.

The East Manchester Academy is the only high school in the area and we are talking to them about pupil and teacher engagement.

VCSE engagement via 4CT and East Manchester Youth & Play Partnership is forthcoming, as are opportunities with Adult Social Care to reach learning disabled citizens in supported accommodation.

4CT Limited



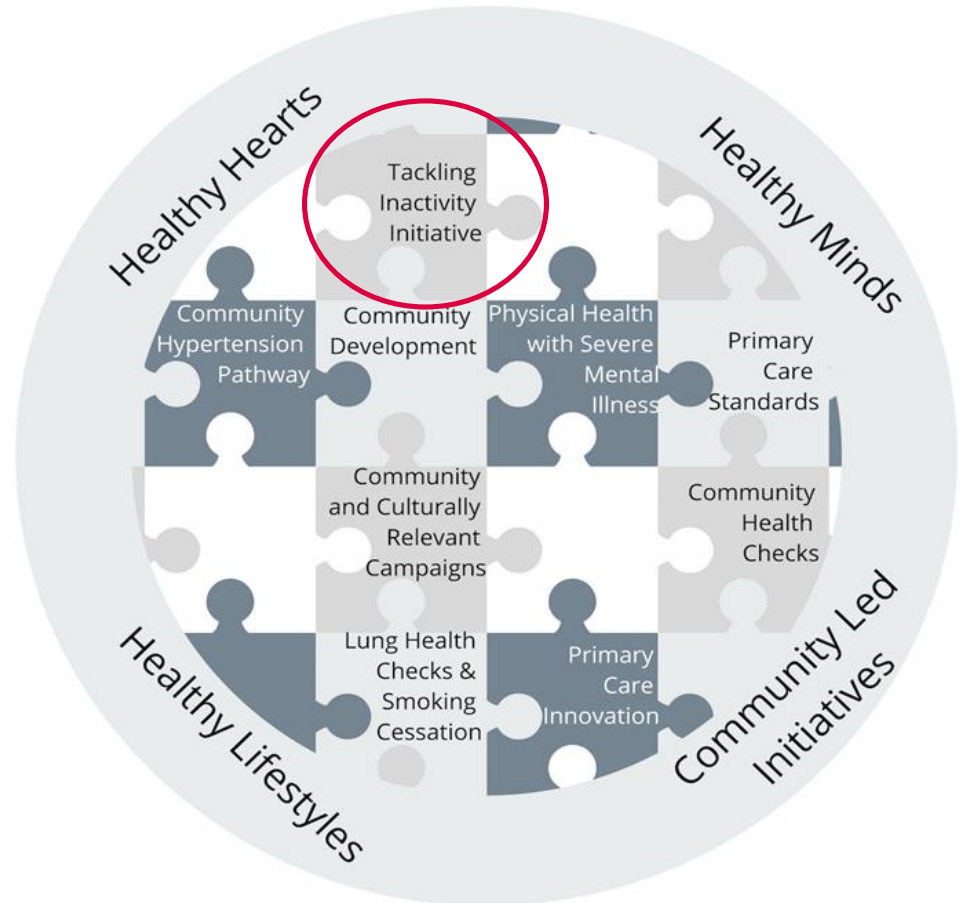


# ENGAGEMENT AND CO-DESIGN – NORTH/EAST MCR

## Connection to Winning Hearts & Minds (i)

Winning Hearts and Minds is an ambitious programme of work to improve heart and mental health outcomes in Manchester. It is a citywide programme with some targeted interventions in the most socially disadvantaged areas of the city, in order to address health inequalities. The ambition of the programme is to reduce the rate of early deaths from heart disease in Manchester from 85 per 100,000 to 50 per 100,000 by 2027, improve mental health and narrow the gap between the healthiest and the least healthy.

The evolving programme is gradually developing and investing in a number of initiatives that form part of the jigsaw in delivering its outcomes. This includes significant investment, and more intense approaches in the north of the city where outcomes are poorest in order to address health inequalities. A key programme aim is to reduce levels of physical inactivity through the tackling inactivity initiative.



# ENGAGEMENT AND CO-DESIGN – NORTH/EAST MCR

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## Connection to Winning Hearts & Minds (ii)

Central to the WHM Programme will be the delivery of community led initiatives, using the Our Manchester approach. This workstream is the central and most important area for investment in the programme in order to address entrenched health inequalities. A community development approach will be taken in order to create the conditions for heart and mental health to flourish (a 'bottom up' approach). Those conditions will be created by community-driven improvements. By undertaking community development work in north Manchester, the programme is seeking to help local people to strengthen their own actions on things that are important to them.

The aim is for resident led partnership groups in neighbourhoods that are recognised by local people (e.g. populations of around 5000 people) to develop and deliver initiatives for Winning Hearts and Minds. Relationships will be built with current groups and community development work where they already exist and new groups facilitated where there are gaps. People will be supported to develop activities for addressing their own shared objectives. The definition of "community" for this purpose is anyone who lives and/or works in that place, however this may also involve connecting with non-place based communities of identity or experience depending on what emerges from residents in that place.

After reviewing insight and intelligence for neighbourhoods in North, the first two areas selected for this intense community development work were Cheetham and Collyhurst. Further roll out is planned from April 2019, which could well include cross-over with the target geographies in the Local Pilot.

Engagement work and learning undertaken and achieved in both projects will be used to support and benefit both projects, with key personnel sitting across both programmes of work.

# ENGAGEMENT AND CO-DESIGN – NORTH/EAST MCR

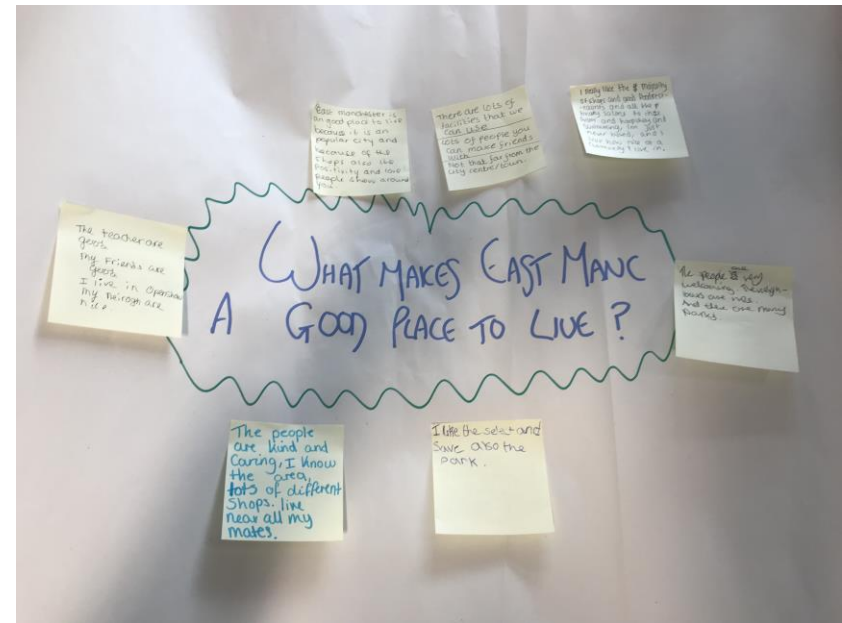
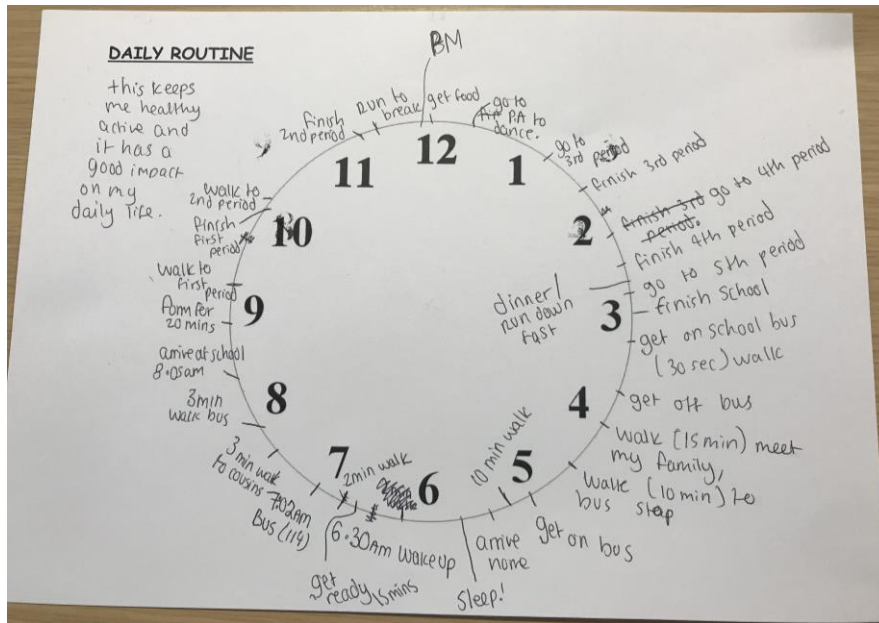
## Connection to Winning Hearts & Minds (iii)

The Cheetham Co-Production Group for the Tackling Inactivity Initiative



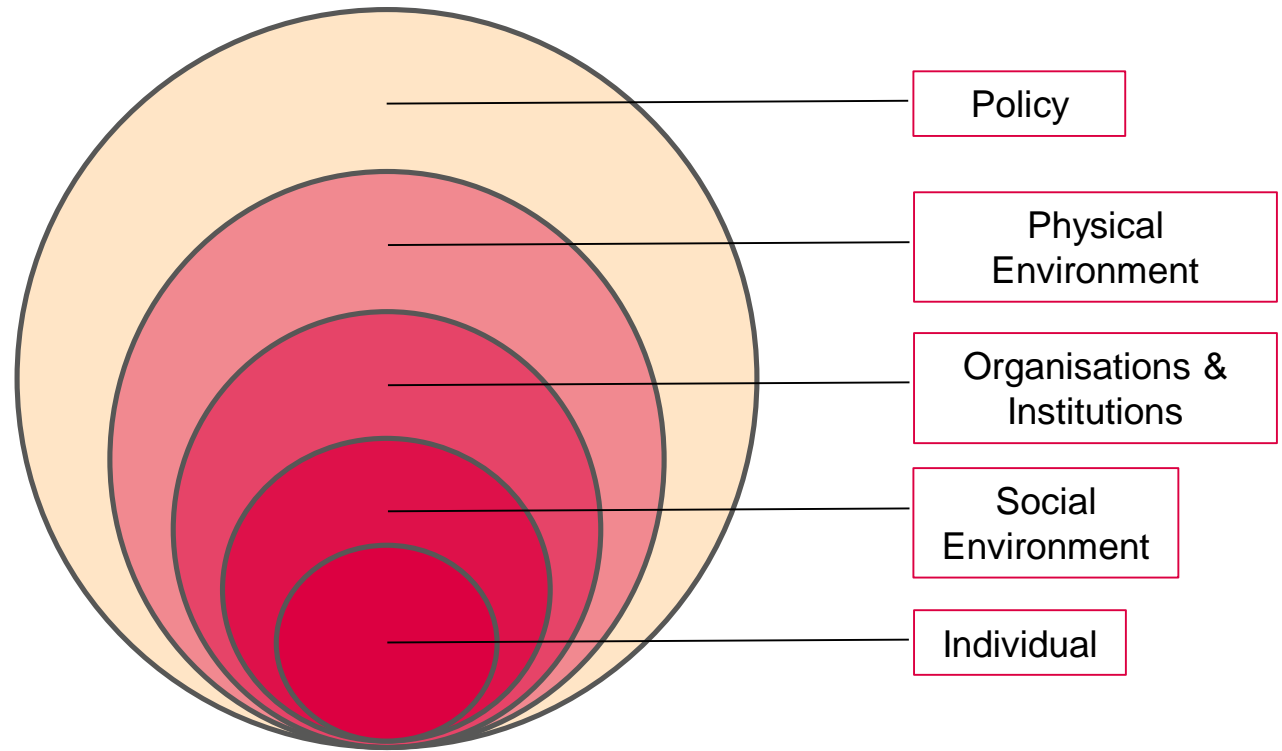
# ENGAGEMENT AND CO-DESIGN – NORTH/EAST MCR

**Engagement** with the only High School in the area – **The East Manchester Academy** – has started in March 2019, and primary school engagement is also scheduled in shortly.

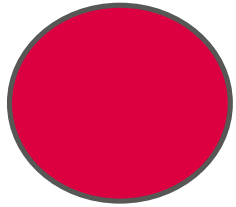


Decisions around the work in East Manchester will be driven by the groups and people with whom we engage, and ideally, we will be able to establish a “mini steering group” like we already have in Woodhouse Park, to oversee this work.

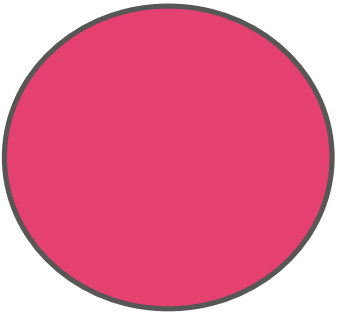
# WHOLE SYSTEMS APPROACH



# WHOLE SYSTEMS APPROACH



**Individual:** The first stage in our Local Pilot is about engaging with people; understanding the things that are important to individual people, what they value and what their views are about their place, is our first step in taking a whole systems approach. From this engagement, we will ensure “interventions” consider the individual, potentially at a hyperlocal level, and are designed with the person at the centre of what we’re doing.

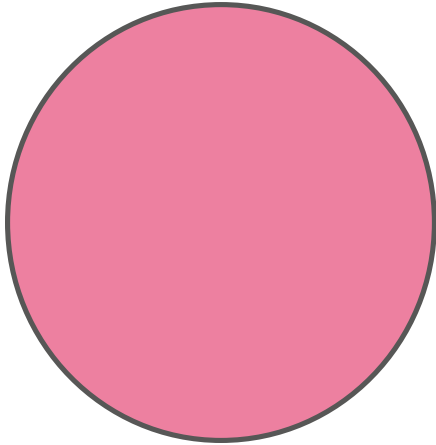


**Social Environment:** We recognise that people exist in a social and environmental space that is uniquely developed around them. Factors such as family, carers, and friends will have a significant impact on people’s desire and (perceived) ability to undertake physical activity. We are therefore engaging with parents when speaking to school children, and carers and staff when speaking to those living in sheltered housing, extra care facilities and adult social care environments. Role models, community “movers and shakers”, peer networks and other relevant leaders (e.g. faith leaders) will all be explored and engaged across our geographic areas of focus.



# WHOLE SYSTEMS APPROACH

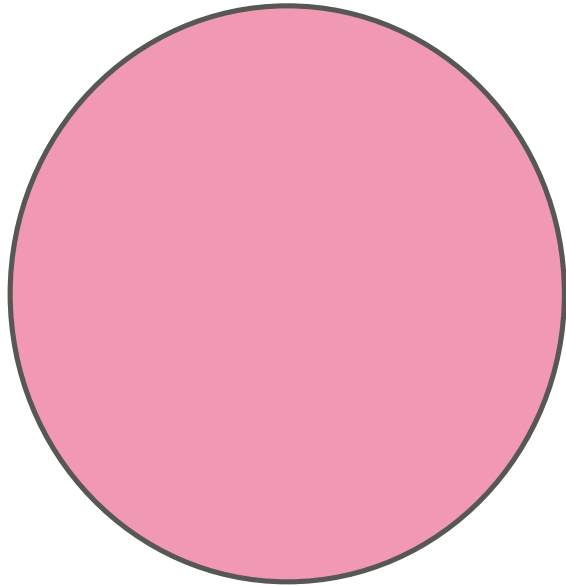
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**Organisations & Institutions:** Our engagement is taking us to organisations and institutions across the system. We've had key engagement already with housing associations and have opportunities forthcoming with schools, job centres and GPs, to name but a few.

We're keen to make "every contact count", meaning that we want to ensure that the workforce across the organisations and institutions we engage with in our places have both the agency and the knowledge to talk about, promote, support and deliver physical activity, as appropriate.

# WHOLE SYSTEMS APPROACH



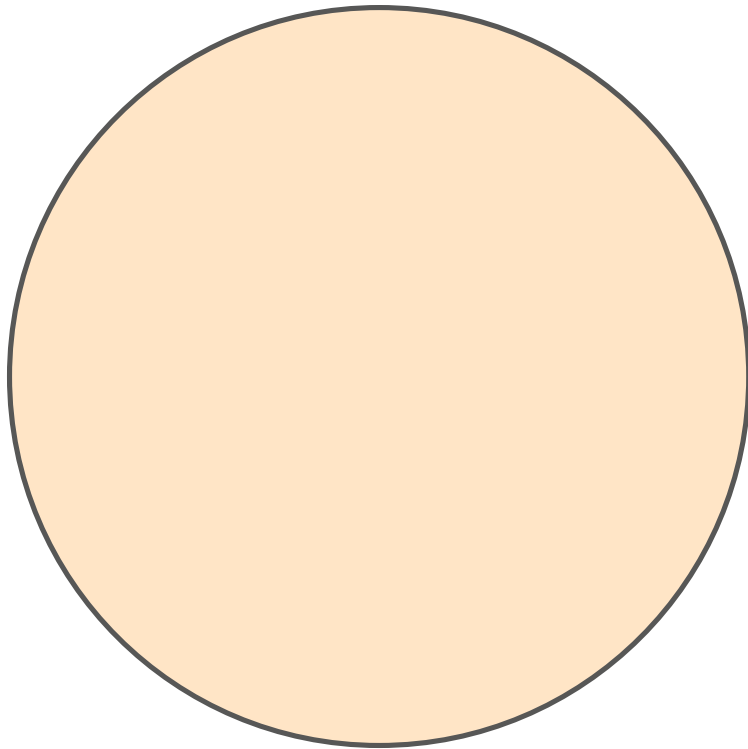
**Physical Environment:** The green corridor in Woodhouse Park presents an immediate opportunity for the Local Pilot, as do the amazing green spaces and sports facilities that exist alongside each other in east Manchester.

We are already connected to partners across the local authority and TFGM in relation to progressing opportunities for the Mayor's Challenge Fund for walking and cycling infrastructure, and are committed to ensuring "the system" delivers the right physical environment for active transport and active recreation.

We're excited to explore an Active Streets/Open Streets concept for engagement opportunities, but we hope this will also enable people to realise how they can be active outside their own homes in their own streets and with their neighbours on an ongoing basis, and so don't view this as solely an engagement tool but as something that can have a longer legacy.

# WHOLE SYSTEMS APPROACH

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**Policy:** Despite being early in our engagement journey, several policy-level areas of focus have already emerged, including addressing the content of the Webster-Stratton parenting courses to include PA, working with DWP personnel to address any policy issues linked to the “fear of being seen to be active”, which has emerged from engagement on both the Local Pilot and Winning Hearts & Minds. We’re also really interested in an “Active Soles” concept, changing the policy on school footwear to move to trainers from a patent leather “can’t get them scuffed” mentality.

# SOCIAL & HEALTH INEQUALITIES

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The geographical locations selected for focus suffer from severe inequalities across a number of indices. Significantly, north Manchester's health inequalities are stark, as highlighted by the statistics outlined above in relation to cancer, heart disease and respiratory disease, and which is why the Winning Hearts & Minds programme is particularly focussed on this geographical location and connects so closely to the work of the Local Pilot.

There are deep structural inequalities in the areas selected, in terms of opportunities and outcomes (for example, compare the economic prosperity of Manchester Airport versus the deep rooted and entrenched socio-economic deprivation that lies in close proximity within the same Woodhouse Park ward), which adds weight to the call to focus in both these places specifically, and in these places as a whole (rather than a single target audience from the three highlighted at a GM level).

The Local Pilot will pay close attention to the delivery of, and outcomes identified by, the current enquiry into the disparity between the strength of the VCSE sector in north Manchester compared to other parts of the city, given the huge part that the VCSE sector has to play in helping to address the many social and health inequalities that exist between north and south Manchester.

Committing to working in our identified geographies and committing to drilling down deeply into these communities, is the only way to identify, understand and seek to address these inequalities, and the Local Pilot offers an amazing opportunity to deliver results in this regard.

# INNOVATION

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## **Q. What's different to the traditional ways of working locally?**

- A. We are casting the net wide; no longer are we looking just at groups and organisations that have included physical activity in their delivery in some way; we are trying to open the eyes of all groups and organisations in our places to the possibilities and benefits of physical activity. We will take learning from the Tackling Inactivity Initiative (part of the Winning Hearts & Minds programme) in other parts of the city, where we have engaged with a debt advice charity and a community group based at a mosque to enable physical activity support to reach a different audience (see below for more details).
- A. Another difference is the response that we're getting from new and potential partners when we describe what we are trying to achieve. It feels that this open approach, with outcomes that are relevant for many, if not all, stakeholders in a place, chimes with the place-based and ABCD models that others are seeking to develop and use.

## **Q. What innovation or test and learn approaches are proposed?**

- A. We are interested in the rapid testing model and the NESTA 100 day challenge model as means by which we may test and learn approaches. The exact initiatives that may benefit from these approaches will be dependent on the engagement intelligence that is still being formulated. We seek to learn from the NESTA challenges being undertaken by the new Integrated Neighbourhood Teams in the LCO as the Local Pilot shapes its approach.

# INNOVATION

## Q. [Cont]...What innovation or test and learn approaches are proposed?

A. We are also interested in the learning from the Global Active Cities and have visited Liverpool to find out their approach to population scale improvements in physical activity. Innovative ideas emerging include GPs recording physical activity levels on EMIS to bring PA into every consultation conversation , and a physical activity summit focussed on employers for employee health. Learning from other Global Active Cities is currently being researched.





# INNOVATION – LEARNING FROM WINNING HEARTS & MINDS

Co-production takes time

Be aware of who is in the co-production group; communities can be quick to criticise

Expect the unexpected and be prepared to sit back – the community knows best



Give the ideas a go; they may last, or they may morph into even better ideas.

The crazy ideas need to be aired, as they lead on to the more deliverable concepts

It doesn't necessarily take a lot of money

# WIDER PLAN FOR PHYSICAL ACTIVITY

In addition to the Local Pilot investment, there are other investments currently being developed and delivered to support the theme of tackling inactivity within the city. These fall within the wider new Strategy for Sport and Physical Activity that is being overseen by Manchester Active, and which includes the need to move people out of inactivity and into activity (see Strategic Theme 1 from the Strategy overleaf). Examples of these investments include:

1. Manchester Active and the Population Health & Wellbeing Team at the Council are currently collaborating across a broader range of **wellbeing services** linked to physical activity to ensure a strategic approach is taken to this aspect of the prevention programme in the city. A review of the £5m wellbeing services linked to physical activity is currently underway and will be fundamental to the longer term strategic approach towards tackling inactivity;
2. As referenced above, a tackling inactivity initiative forms part of the larger **Winning Hearts & Minds programme**, which has the long term aspiration of reducing early preventable deaths from cardiovascular disease by 2027;
3. Manchester is delivering an innovative programme to encourage inactive older people to move towards being physically active as part of its **Active Ageing** programme; and
4. A key finding from the engagement undertaken during the development of the new Sport and Physical Activity Strategy, is that opportunities for people to be able to **walk and cycle** are hugely important for making population-scale changes to levels of physical activity. There is significant work at a citywide and GM level in relation to physical infrastructure that can be developed to support the aspiration to make GM the first walking and cycling city region in the country, most notably through the Bee Network. Manchester Active will play a key role in supporting these developments, with a key focus on the activation of the physical infrastructure, and the Local Pilot plays a key part in this process. Walking and cycling will doubtless also be a key part of both the Winning Hearts & Minds and Local Delivery Pilot work given the evidence that is being collated about residents' needs and wants.



# WIDER PLAN FOR PHYSICAL ACTIVITY

Extract from the new Sport & Physical Activity Strategy for the City:

| <b>Strategic Theme 1 - Encourage residents who are currently inactive to become regularly active:</b> Manchester City Council, Manchester Active together with residents, local communities and partners will: |  |
|--|--|
| 1  | <b>Co-produce new community led initiatives</b> with resident led groups and embed sport and physical activity as part of a <b>place based integrated services</b> approach in priority areas within the city (people on low incomes and inactive people).   |
| 2  | Place physical activity at the heart of health related initiatives such as <b>social prescribing</b> approaches across the city.   |
| 3  | Ensure the sport and physical activity offer available is diverse, inclusive, affordable, accessible, and is <b>tailored towards tackling the main barriers of participation</b> (e.g. lack of time, lack of money, availability and timing of sessions) particularly amongst under- represented groups. |

The Local Pilot sits right in the heart of all these three elements.

# COMMUNITY OF LEARNING

## Currently Testing

- Different ways of engagement to get rich information
- E.g. Resident – to – resident
- How to introduce the conversation about PA to new groups, organisations and departments to “get them interested”

## Will Shortly Seek to Test

- Rapid testing model
- NESTA 100 day challenge
- What happens when you start somewhere and follow it everywhere...

## In This First Year Will Test

- Working with new (to us) organisations and groups at the heart of the relevant communities
- Values based commissioning
- Whether organisations are prepared to back up their rhetoric on physical activity with decisive action...

# COMMUNITY OF LEARNING – FIRST 12 MONTHS

What are the best approaches in these places for walking & cycling to be supported and developed?

Can a brand (MCFC) aid behaviour change?

How can job centres encourage people to be more active?

How can social prescribing work for PA in Manchester?

What is different about place based approaches that can support people with a learning disability?



How does the PA sector and secondary care sector work better together to support cancer patients?

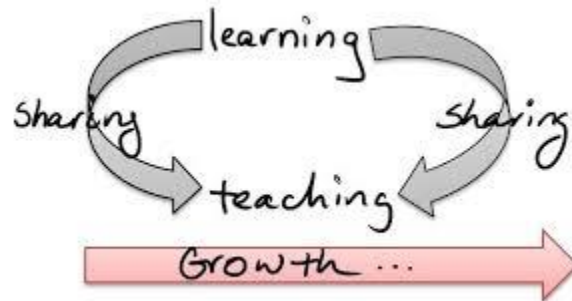
Who are the groups and agencies that can actually help make a change?

Does changing policy on parenting courses impact on behaviour?

**And more....!**

# COMMUNITY OF LEARNING

Manchester Active is charged with reviewing the plans (in conjunction with the Steering Group) and sharing the learning that we develop as part of the Local Pilot. It is well placed to do so, with a governance structure that includes the local authority, Sport England and the CCG on its Board of Directors, a structure that seeks to connect directly into each of Manchester's 3 areas, 12 neighbourhoods and 32 wards, and a mandate to broaden both the impact that PA has for Mancunians, and the number of agencies involved in increasing PA levels.



As part of the Local Pilot, we will develop and deliver citywide and localised opportunities to share the learning from the programme with a broad range of organisations and residents. We will seek to do this in new and engaging ways, delivering a legacy of knowledge. Part of this process will be sharing our localised evaluation, and exploring the development of "toolkits", if appropriate, based on the outcomes of the learning.



# DISTRIBUTED LEADERSHIP

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The Local Pilot in Manchester is already distributing leadership for physical activity across a broader range of people and organisations than ever before:

- **Initial Steering Group** – a broader range of people and organisation are around the table talking about PA than would ever have been the case historically;
- **Woodhouse Park “Mini Steering Group”** – each organisation around the table comes from a different perspective and not all have any particular obvious connection with physical activity or sport;
- **Resident Volunteers** – those people we have trained to speak to our residents on our behalf our leading the conversation on this topic and therefore play a significant role in determining where the Local Pilot will go and the path it will follow.
- **Organisations Engaged** – each time we engage with an organisation on the project (e.g. One Manchester), we are not “telling”, we are “asking” – are they interested in helping? How can they help? They are the leaders in their locality and we are wanting to ride off the back of that to support the Local Pilot work in their place.

Communities are leading the conversations; we are not seeking to establish engagement events in and of themselves to speak to residents, as learning from the Winning Hearts & Minds programme, and some examples that Trafford shared as part of the Local Pilot, shows that this is ineffective at reaching a large number and broad range of residents. Instead, we are “piggy-backing” onto the existing opportunities that are led by groups, organisations and individuals; visiting those sessions/activities and talking to people in their place; we are led by them, not asking them to come to us. (Using an Active Streets/Open Streets initiative to engage is perhaps one exception to this methodology, but the primary aim of such an Active Streets offer is fun, activity and neighbourhood togetherness, with our engagement a mere “add on”.)

# DISTRIBUTED LEADERSHIP

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## **Governance**

Despite this distributed leadership approach, it is obviously essential that the governance arrangements around the investment into Manchester are clear. At this early stage, the Initial Steering Group provides the governance function for the programme, with input, support and advice from the Executive Members for each of Schools, Culture & Leisure (Cllr Luthfur Rahman) and Adult Health & Wellbeing (Cllr Bev Craig). Local Elected Members in each of the localities have also been briefed on the project, with Members in Woodhouse Park and Ancoats & Beswick meeting with officers to discuss their input.

From the 2019-2020 financial year, the Board of Manchester Active will be reorganised, with representatives from each of the Council, Sport England and Manchester Health & Care Commissioning taking up directorships. The Manchester Active Board will receive recommendations from the Initial Steering Group in relation to the local pilot for final approval, and will have the ultimate governance responsibility for the work on the Local Pilot. Manchester Active will have a resident voice for all its work via a series of community forums and active networks.

## 2019-2020 BUDGET – MAKING IT HAPPEN

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The budget submitted is an iterative budget, given the engagement stage that the Local Pilot is currently at in Manchester. Assumptions have had to be made on the types of funding that the programme will require in order to be able to deliver on as yet “to be fully finalised” activities due to the test and learn and resident-led nature of the work we are undertaking.

Consideration has also been given to the full duration of the Local Pilot (with spend to be completed by September 2021), and the likely heavier weighting that will be needed in the later 18 months compared to the first 12 months.

The early drawdown of funds that Manchester received in the financial year 2018/2019 was £15,625. Of that figure, £8,178.40 is being rolled into 2019/2020 to support the cost of the Project Officer.



# 2019-2020 BUDGET – MAKING IT HAPPEN

The funding drawdown for 2019-2020 is presented as an annual forecast against each of the expense items identified by GM Moving, as opposed to a detailed financial plan, due to the iterative nature of the work.

| ITEM   | TOTAL           |
|--|-----------------|
| Administration                               | 19140           |
| Consultation/Community Engagement            | 12000           |
| Delivery Costs (activity)                    | 155000          |
| Delivery Costs (walking and cycling)*        | 60000           |
| Evaluation                                   | 62399           |
| Evidence/Data/Insight                        | 21000           |
| Equipment                                    | 24000           |
| Facility Hire                                | 3600            |
| Professional Fees                            | 20000           |
| Promotion/Publicity                          | 36000           |
| Recruitment Expenses                         | 1500            |
| Refreshments                                 | 4200            |
| Staff Costs (including on costs)             | 205870          |
| Travel & Subsistence                         | 2880            |
| Volunteer Development/Expense                | 21000           |
| Whole System Engagement                      | 12000           |
| Workforce Development/Training & Development | 33940           |
| Workshops                                    | 5000            |
| Other (Miscellaneous)                        | 6000            |
| TOTAL SPEND FOR 2019-2020                    | £705,529        |
| EARLY DRAWDOWN REMAINING BALANCE             | 8178            |
| <b>TOTAL REQUESTED FOR 2019-2020</b>         | <b>£697,351</b> |

\*Plus dedicated W&C staffing costs in "Staff Costs" & "Training" lines of £104k

# The Road Ahead

The road ahead will be steered at a local level by the development of “mini steering groups” in the areas where possible, or through collaborative approaches that provide information, guidance and buy in to the proposals with partners and stakeholders in the areas, until these groups can be formed.

At a strategic level, the city level Steering Group will continue to provide support, oversight and guidance on the development of the Local Pilot.



Test and learn approach: sharing of knowledge across all three levels and wider into the voluntary and community sector, partners and stakeholders – ongoing process.

The Board of Manchester Active will provide the final approvals and ultimate oversight of the work, informed and supported by their Advisory Board and Community Panels.

# SUMMARY – WHERE ARE WE NOW & WHERE ARE WE GOING?

## Where are we now?

- Our place based approach focus areas are: **Woodhouse Park, Ancoats & Clayton, Beswick & Openshaw, and Miles Platting & Newton Heath**
- Our initial focus is still on **engagement**
- We already have a **broader range of partners** talking about physical activity than ever before
- We are **fully committed to place based approached and ABCD**, with **learning already being shared** from projects such as Winning Hearts & Minds

## Where are we going?

- Our financial drawdown for 2019-2020 = **£697,351**
- We still need more **engagement**
- We have a number of **emerging opportunities** to aid our **engagement** as well as to start to focus on **what we want to do** connected to **what we want to learn** in this first period
- We are **fully committed to place based approached and ABCD**, with **learning already being shared** from projects such as Winning Hearts & Minds
- We are **excited** by the opportunity!