

Greater Manchester

Local Delivery Pilot – Organisation Responsible

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Brief Background about the place

- Greater Manchester (GM) consists of ten local authority areas; Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan totalling 2.8 million residents.
- Health and social inequalities are prevalent across the diverse communities of Greater Manchester.
- The area suffers from low levels of physical activity compared to the England average particularly in females, lower socio-economic groups, black and minority ethnic groups and those with a disability.
- Greater Manchester's priorities centre on whole system health and social care reform following the agreement forged with central government to devolve health and social care powers in 2014 and the subsequent appointment of a City-Region Mayor.
- As part of this whole system reform, a plan for sport and physical activity has been developed and embedded; this is known as GM Moving.

What is the Greater Manchester Pilot trying to achieve?

- The Local Delivery Pilot aims to accelerate the scale, pace and depth of the broader GM Moving implementation plan by focusing on three specific target audiences.
- Greater Manchester aims to; improve physical activity levels and reduce physical inactivity, improve mental health and wellbeing, address health and social inequalities, embed physical activity across all sectors and communities, change culture to make physical activity the norm.

Who is the target audience?

1. Children and Young People aged 5-18 in out of school settings.
2. People out of work, and people in work at risk of becoming workless.
3. People aged 40-60 with, or at risk of, long term conditions specifically cancer, cardiovascular disease and respiratory disorders.

Progress in the Pilot (January 2019 – June 2019)

What has been happening in the Greater Manchester Local Delivery Pilot?

1. Capacity:

A Strategic Manager has been appointed, which completes the full complement of posts specific to the Pilot work across GM.

2. Enablers:

The 4 enabling workstreams (engagement, marketing and communications, workforce transformation, and evaluation) all continue to progress.

- a) Engagement – the voluntary sector organisation (10GM) continues to support localities engage with their Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, their communities, and ensures relevant representation in Pilot decision making.
- b) Marketing and communications – the research agency Britain Thinks have completed their insight research for the Pilot and GM Moving more broadly, which is being used to inform our developing social marketing campaign ‘That Counts!’. A consortium of four creative agencies has been commissioned, and are currently working on, the design and execution of that campaign across GM and in the ten localities. The campaign is due to go live early in September 2019.
- c) Workforce transformation – we have developed a number of priority areas of focus for this enabler initially which include;
 - Whole systems workforce engagement: Starting with the healthcare sector, as this is the area with the most existing connections and identified opportunities.
 - Systems leadership: Working with the Local Pilot local leads, GM Active and the broader CVS to identify the support and training requirements, for those now working to influence and change the approach in the way physical activity (and sport) is designed and delivered in a place.
 - Community leadership: Delivering community-based leadership packages to create localised support networks for those wishing to move more.
- d) Evaluation – Substance and Sheffield Hallam University have been appointed as our evaluation partner, with a strong focus on process evaluation and developing plausibility models for the work.

3. Active Communities:

Each locality area of Greater Manchester has submitted a broad 19/20 12-month action plan based on our investment principles, the data and insight they have been gathering and interrogating, and their initial community engagement.

Recent thoughts and learning

- Although the GM wide capacity has been appointed, our ten localities have also been challenged by capacity in terms of driving the work of the Pilot forward. A number of them have recently appointed additional capacity dedicated to the work or are in the process of doing so. These range from project managers to community engagement officers, but have been tailored to each locality area, what assets currently exist there, and the focus of their work for the next 6-12 months.
- The involvement of 10GM in the work has established the relationships that we have with the voluntary sector, and in some of our localities this is now including voluntary sector partners leading on areas of the work.
- The marketing and communications insight research completed by Britain Thinks has allowed us to focus our efforts on the specific target audiences that we are trying to

reach with the Pilot. The challenge for the creative agency now, is to connect complementing campaigns and agendas both locally and nationally, to ensure it lands as effectively as possible in locality areas and across GM more broadly.

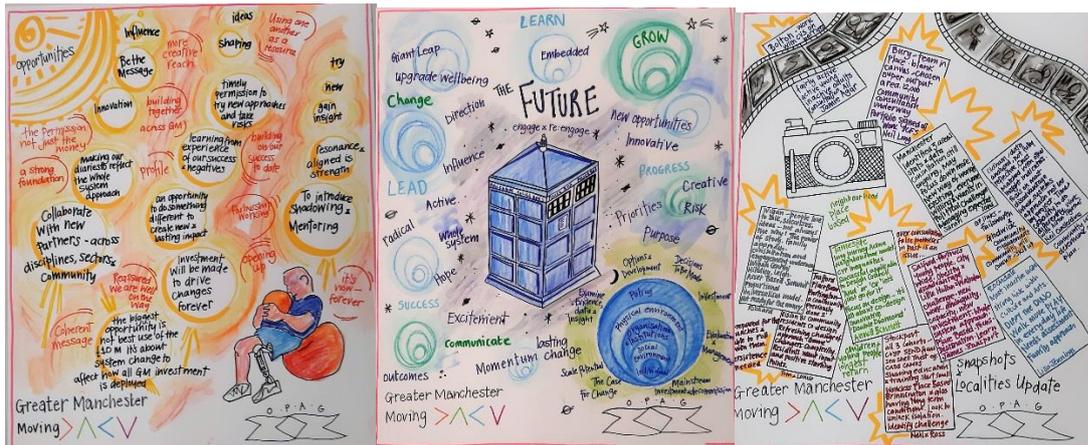
- We have very recently managed to finalise the arrangements for distributing investment from GM to each locality area, which has been a challenging and at times concerning topic for those involved. Processes such as these do not fit easily within this different way of working.
- We have deliberately taken some time to refine our focus for the workforce transformation enabler due to the potential scale of this work, and the multiple connections that can be made to complementary initiatives and similar agendas. We are feeling in GM, the real need for support to work in a whole systems way and act as a leader (whatever your grade or job title) for all of those involved in the work of the Pilot.
- The scale of GM provides both a challenge and an opportunity in terms of evaluation, and our recently appointed partner is working hard to consider what a GM wide and locality based evaluation would look, feel and operate like. Their recent summary of our progress for the process evaluation highlighted that the way in which we are working is fundamental to the Pilot approach rather than the what, and that bringing people together regularly to explore this is helping us all to start to influence the systems we are trying to change and develop.
- The focus of each locality on their Pilot plan for the next 6-12 months has provided some initial focus, and the well-received peer review process proved useful for all involved. Although each locality will now begin to test and learn their approaches, they will continue to interrogate new data and insight, and engage with the communities they are focusing on to review their approaches on a continual basis.

What's coming up

Our social marketing campaign 'That Counts!' will begin to gather pace from September

1. Our evaluation and workforce transformation plans will have developed further
2. We will be reviewing the progress of our locality plans and completing another process evaluation gather in September.
3. Investment will be flowing into our test and learn approaches across GM

Visuals from our Oldham Locality Network Event in February: Greater Manchester continue to bring together all of the locality leads monthly, to share learning and create a space to present opportunities that may support the work. In February Dr Carolyn Wilkins (OBE), and also Chief Executive, Oldham Council, shared her experiences and thoughts of leaving lanyards at the door, and how systems leadership can be approached. To create more shared learning and support across GM, all localities and enabler leads also provided a 10 minute update, which led into table discussions for further details to be enhanced upon. The visuals below capture the essence of the discussions on the day.



Further links to find out more information:

Local Delivery Pilot specifically

<https://www.greatersport.co.uk/get-active/greater-manchester-moving/implementation/local-delivery-pilot>

GM Moving

<https://www.greatersport.co.uk/get-active/23gmmoving-the-plan-for-physical-activity-and-sport-2017-21>

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