



TARGETED PLACE-BASED ACTIVATION WHAT HAVE WE LEARNT SO FAR? MARCH 2021





WAU's Targeted Activation Areas

To support a place-based approach to the activation of the We Are Undefeatable campaign, Sport England has now invested over £900,000 across 10 local authority areas. These areas were identified as having either:

- A high number of their local adult population living with a long-term condition; or
- A high proportion of their local adult population living with a long-term condition

In addition to this, areas were also selected on the basis that physical activity and supporting people with long-term conditions was a local strategic priority.

The aim of these investments is to support local systems to help change the behaviour of inactive adults living with long-term health conditions and to generate comprehensive, shareable learning across a range of approaches.

BLACKPOOL
BOLSOVER
COUNTY DURHAM
KIRKLEES
LEEDS
LIVERPOOL
MANSFIELD
SHEFFIELD
WEST SOMERSET
WIRRAL

What is covered?

The learning in this document comes from the 10 activation areas. It is aimed at anyone wanting to bring the We Are Undefeatable campaign to life in a local context.

In this report we cover the following themes:

- understanding your audience – when you are designing and thinking about what you are going to do;
- campaign messaging and how best to reach your target audience;
- engaging your audience by motivating them and providing a positive experience;
- understanding the system and building relationships with system partners
- Impact of COVID and how this has resulted in a variety of opportunities and challenges for the activation areas.



What is covered?

The themes are sub-divided under:

- People – involving the audience
- Place – using local assets and context
- Partners – working with others

We've also included case studies under each theme – showcasing some of the important things that the activation areas have learnt when developing their response to the We Are Undefeatable campaign in a local context.

What next?

The learning is still on-going for the activation areas. We will be sharing more learning from these areas in Autumn 2021.





Key learnings that have emerged from across the Targeted Activations Areas on working with local systems to change behaviour:

Understanding your audience

Dedicate time to fully understand the **needs and barriers** of your audience

Use **all sources of insight** to help you understand your audience

Work with partners that your target audience **respects and trusts**

Understand the **local context** to help build your audience understanding

Build trust with your audience

Campaign messaging

Explain the **benefits of physical activity** through campaign messaging

Use your local context to **contextualise** the campaign

Work with **respected partners** to help get your campaign messaging out there

Engaging your audience

Encourage and motivate your audiences to take part in **activities that are right for them**

Support partners and the workforce to feel **confident in supporting** your audience

Understanding the system

Understand how and where your audience **interacts with the local system**

Map out the local system to help you think about the partners you need to work with to be successful

Build a shared goal with your partners to galvanise change



Themes

Understanding your audience

Understanding the system

Campaign messaging

The impact of COVID



Engaging the audience



Understanding your audience

Place-based activations set themselves up for success when they dedicate time to understanding local needs and barriers and identify system partners most trusted by the audience.

People

It takes **time** to fully understand the needs and the barriers of your target audience. **Trust** with the target audience is key to ensure campaign messaging, and any activations are fully optimized. Spend time understanding your audience.

Place

Understanding the **local context and 'system'** will enable you to understand how local services operate and build your understanding of your audience.

Partners

Who does your target audience respect and listen too? What services do they access? Knowing who the **respected partners** are and **mapping out the local 'system'** will help you to think about which partners you need to work with. Use the insight that partners have about your target audience to add to your own.

Case Study:
Kirklees





Campaign messaging

Making the campaign relevant to the local context will be critical for success.

People

Through your campaign messaging ensure that the target audience better **understands the benefits of physical activity** but also what counts as physical activity. Using the insight think about how you disseminate information in a way that works for your target audience.

Place

Explore how WAU messaging can **complement local campaign work or other projects**. Use your local context to contextualize the campaign. For example, highlight local lived experience to encourage your target audience to understand and feel motivated. It can be challenging to land a national campaign locally – you need to understand the local context to work through how best to do this.

Partners

Having **respected partners** will enable you to get the campaign messaging out there and listened too by the target audience. Use partners' networks to disseminate information about physical activity (knowledge, understanding and opportunities). Use tangible resources (e.g. the WAU leaflets) to stimulate discussions with partners and embed into comms/services locally.

Case Study:
Liverpool



Engaging the audience

Understanding your target audiences will help you to better engage with them. Use your target audience to help shape your response

People

By being trusted by the targeted audience can enable you to **encourage and motivate** them to find activities that are right for them. Co-design possible solutions with your target audience. Using the Insight about the target audience will dictate what your activations may look like.

Place

Understand what the current **physical activity offer is in your area** and how this might need to be changed or improved, or how **communication** needs to be developed to motivate and engage the audience.

Partners

Support delivery partners and the workforce – do they need **information or training** to ensure they can engage your target audience?

Case Study:
Somerset

Case Study:
Mansfield



Understanding the system

Start with fully understanding the system and then work with partners on a shared goal or vision to help galvanize and embed your work around supporting people with health conditions.

People

Gather insight from your target audience to understand how they **interact with the system** – what services to they access? Who do they respect? Who do they not respect? Which partners do they not respond well too?

Place

By understanding and mapping out of the local context and system you can **identify partners** you need to reach – think about health, social care, local charities, the sport and physical activity sector as possible partners. WAU has provided an opportunity to 'knit' the local system together – to enable discussions about what is needed locally to support the target audience.

Partners

Find the right partners across the system and build **a shared goal**. Your partners will need time to trust you and see the benefits of working with you. Building these relationships are crucial and require time, persistence, patience and a commitment to understand the context/priorities of other organisations. Strengthening relationships with partners is ongoing i.e. staff leave/change and organisational priorities shift.

Case Study:
Wirral

Case Study:
Blackpool



The impact of COVID

The activation areas have been working through the disruption of COVID. This has resulted in a variety of opportunities and challenges. Here we reflect on those that are useful learnings longer-term and/or still valid in the current context.

Opportunities

The place-based activations have worked more actively on the ground resulting in a better understanding of and access to their target audience.

As a result of COVID, some areas have built new partnerships and strengthened existing ones. For example, some have worked more closely with health colleagues which has led to a greater appreciation of how different partners work.

Working more closely with new and existing partners has resulted in the system being strengthened in places.

Challenges

Accessing the target audience has been a challenge due to them being more likely to be shielding.

It has been challenging to maintain and develop partners in certain areas of the system due to staff being furloughed or redeployed

For some partners physical activity has not been a priority during this time. Therefore, existing partnerships may take time to recover.

Case studies

Kirklees

Mansfield

Liverpool

Wirral

Somerset

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Understanding your audience – Kirklees: using insight and learning

Kirklees wanted to understand how campaigns such as ‘We are Undefeatable’ and the assumptions regarding barriers to physical activity play out at a **community level**. **Insight and the learning** has been at the heart of Kirklees’s approach.

What they did

They used a collaborative action enquiry approach to understand their audience. This involved one-to-one conversations with community members, combined with facilitated workshops with the community and practitioners. The process included sharing learning and planning to support change. Initially they built relationships with the South Asian community (Pakistani) and are now expanding this to involve other residents in the area.

What they achieved

The approach to understanding their audience continues to bring benefits:

- Promoted understanding between practitioners and community members of barriers and enablers to physical activity
- Community members have an opportunity to shape responses and interventions leading to a sense of ownership
- Interventions are ‘implementable’ because the local context is central to discussions
- Relevant skills, knowledge and social capital are developed at local level



Understanding your audience – Kirklees

What they learnt

- WAU national campaign hadn't reached the audience as they don't tend to be online, and access specialist TV and radio. Those who were aware didn't feel it was aimed at them. This audience relies on 'auditory' communication, with messages being passed on verbally and in story format from family, community networks.
- The audience wanted to share their views but were unaccustomed to being asked. They often feel disengaged and without a voice. They've been comfortable sharing their views on a 1-to-1 basis with someone they trust, but there was resistance to being involved in workshops to develop solutions. Kirklees responded by finding other ways to involve people in the design of interventions.
- The research highlighted inter-generational differences: older generations experienced more barriers to physical activity than the younger, second-generation. There is a stigma regarding long term conditions that is hard to overcome. Some do not identify as having a long-term condition and don't recognise the term. Others spoke about their condition but didn't believe they had a role in its management, considering it to be the will of Allah.

"We have learned an incredible amount. Just getting to speak to some of our target audience has been challenging, for a range of reasons, mostly cultural and lockdown related. The process takes time as building genuine trust with communities, and working through ideas together, requires a long term commitment."



Campaign messaging – Liverpool: developing a local campaign

Liverpool has a physical activity campaign named Fit For Me (FFM) that inspires local inactive and fairly active residents to be more active to help support their physical and mental health and wellbeing.

What they did

Insight showed that a large proportion of those who were inactive were those living with health conditions. Liverpool combined the messaging from both campaigns; such as how being active was safe and the importance of doing activities the person enjoys. They developed strong messages that resonated with local residents living with health conditions.

What they achieved

- Firstly, Liverpool used the learning from previous campaigns to help develop FFM including the use of tone and messaging for the new campaign.
- New resources were created and distributed to the audience. For example, an Active at Home booklet that offered simple, quick and safe activities to do either at home or out and about.
- Local ambassadors, sharing their own experiences, are a powerful tool to encourage others with a health condition to be active. For the WAU/FFM campaign, new and existing ambassadors helped to deliver the key messages.
- Since launch the local network of healthcare professionals and physical activity providers has become stronger and more connected. Partners support the campaign, by sharing the messaging with patients and service users.



Campaign messaging – Liverpool: developing a local campaign

What they learnt

Recruiting ambassadors takes time: in particular ambassadors with health conditions; but this investment in time is worth it.

Generosity of ambassadors: by committing to the shared aim to encourage people to be more active.

Social and digital media: The use of digital promotion of the campaign through websites and social media engaged many people and helped inform them about the campaign. Now, Liverpool need to understand how to generate more local conversations on social media to help spread the message more quickly to more people.

Printed resources: due to digital exclusion and preference for printed materials hard copy resources were developed to spread the campaign message and engage as many people with a health condition as possible.



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Engaging the audience – Somerset: co-design with audience

What they did

The engagement started with understanding the needs and barriers to their target audience. Through this research walking was highlighted as the preferred activity, with 79% of respondents putting walking as the most popular physical activity. However, there was a clear gap identified in the current provision in Somerset. Respondents did not know about the Somerset Health Walks and wanted a programme that was more relatable to them and provided a stepping stone to Health Walks.

What they achieved

By taking this approach Somerset understood more clearly why respondents felt this gap. Working with some residents they worked on initiatives that could fill this gap. This resulted in the development of 'Walk your Way'. 'Walk your Way' provides people with the choice of chair or standing marching at home whilst watching a series of 10 filmed Somerset walks online. Also, a mapped booklet has been designed and used (featuring the same walks) outside as and when people feel ready to try them in person. The inclusion criteria for the walk locations meant that all were planned with benches, toilets, flat solid ground, short distance and car parking in mind as per our guidance from the focus group.



Engaging the audience – Somerset: co-design with audience

What they learnt

Involving the target audience in the co-design of the programme was essential because of their lived experience. The audience's thoughts, feelings and feedback need to be understood and valued. Since the 'Walk your Way' launch in early May, the concept has gained the attention not only of Somerset residents, but of partners too. Housing schemes, care homes and NHS services are all valuing it as a programme to encourage people back into walking in a way that works for them.





Engaging the audience – Mansfield: supporting partners

Mansfield supported partners to embed physical activity messaging in their own communications with people with long term conditions. Using partners was their route to provide better engagement with the audience.

What they did

Recognising the need to develop **local knowledge and skills**, the following training sessions were developed:

- Physical Activity Falls, Facts and Fun - a phone call, doorstep, and care home approach: developed and delivered by the PHE Physical Activity Champion and attended by a range of front-line staff including AGE UK, Social Prescribing Link Workers, NHS and local authority staff.
- Arthritis Action: Training to front line staff to support physical activity for those living with arthritis.

What they achieved

To date 43 front line staff have benefitted from the online Physical Activity, Falls, Facts and Fun workshops:

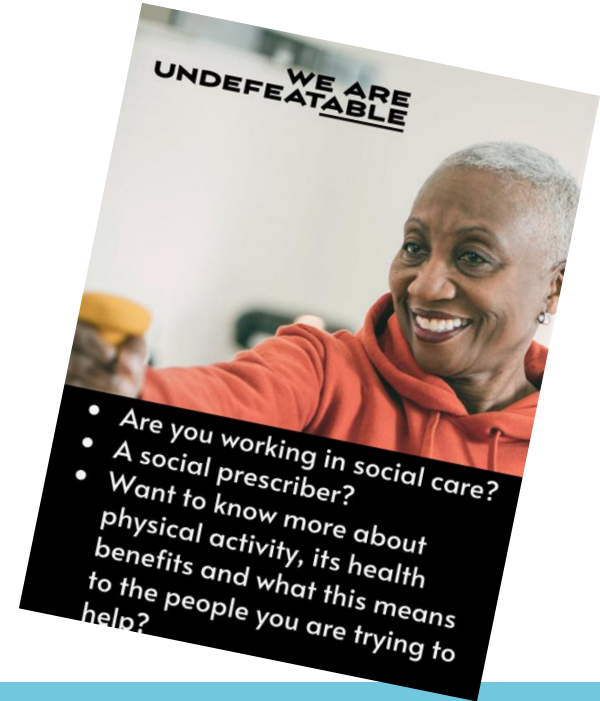
- 73% of respondents are 'Very Confident' in suggesting physical activity – up from 27%
"I feel more confident when encouraging people and they demonstrate that they are taking on board what I have said."
- 90% agree that their physical activity offer has benefitted.
"I have been able to support people to become more physically active and doing things they enjoy! That doesn't have to be traditional exercise!"

Engaging the audience – Mansfield: supporting partners

What they learnt

This approach to workforce development and partnership working with all relevant partners has highlighted that:

- Details need to be shared on the range of physical activity opportunities available, including delivery methods, intensity levels, accessibility.
- Information on potential barriers to engagement needs to be included – e.g. cost, transport, timings, and suitability to people's individual needs.
- Partners need to consider how to remove barriers and how people are best supported to access opportunities.





Understanding the system – Wirral: strengthening the system

The Wirral We are Undefeatable project began in May 2020 and has been delivered throughout COVID. They adapted the intended delivery methods from face-to-face physical activity to phone calls and suggested activity inside or very close to home.

What they did

The team of ambassadors are essential for project delivery. Originally referrals came from GPs and self-referrals but more recently the project has made significant in-roads to embed itself within the healthcare pathway. After patients have completed their rehabilitation in the medical setting, they can get involved in the We Are Undefeatable campaign and make positive physical activity behaviour changes.

What they achieved

This way of working has brought the **local health and leisure services much closer together** with many different NHS departments wanting to discuss how the referral system and pathway from the 'medical setting' to the 'leisure setting' can include their department.

By adding a focus on hospitals lead to an increase in requests. This sudden upturn in interest meant the project did not have the resources to manage a sudden influx of clients. This lead to the coordinator having to manage expectation as well as using resources to demonstrate the successful results of the programme and convince influencers such as the CCG that this project is fundamental for the future of those in the local community living with long-term health conditions.



Understanding the system – Wirral: strengthening the system

What they learnt

Communicating across as many internal and external departments has enabled Wirral to raise the profile of the We Are Undefeatable project, its messaging and the impact it can make on those living with long-term health conditions.

Previously, patients may have wanted to be more physically active to help manage their symptom(s) and health condition(s). However in reality, a number of barriers such as low self-motivation, and lack of equipment, knowledge and understanding means the individual can often regress and degenerate back to where they were and find themselves back in the hands of the hospital team. We Are Undefeatable in Wirral aspires to help break down any barrier to physical activity and develop long-term behaviour change. The success of this project has relied on understanding the system and working closely with health partners to encourage referrals.

"It has been very good to talk to someone who understands and who can offer advice. I can feel the benefit both mentally and physically."

"I really enjoy being part of WAU. It is perfect for me as I can manage each week and it has become something I can look forward to."



Understanding the system – Blackpool: building relationships

Active Blackpool were keen to develop a new approach to engage people in the Blackpool area that were inactive living with long term health conditions by developing a new working partnership with Adult Social Care.

What they did

Active Blackpool worked with the reablement team in Adult Social Care, who regularly work with people living with long term health conditions. Blackpool delivered training to non-clinical staff about:

- the importance of physical activity
- opportunities to be active in the Blackpool area
- the WAU campaign
- how best to disseminate this information to their clients

What they achieved

Active Blackpool started by building new relationships with Adult Social Care. However, this project was severely disrupted by COVID as the staff who were being asked to complete the training were heavily involved in the local authorities response to COVID. They changed the way the training was presented from face-to-face to online, which has been positive as the training can now be delivered to more people in their own time.

The aims of the training were to provide education and improve awareness of the opportunities and benefits of physical activity. Due to the project being delayed because of COVID, the evaluation is still ongoing, but participants have reported finding the training very beneficial.

What they learnt

The success of this project has depended upon building relationships. At the start making the right contacts with the Adult Social Care team was important. In particular, building a strong positive working relationship with the managers was critical. It was also, important that the managers had a shared goal about physical activity and its benefits.



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