Greater Manchester

Local Delivery Pilot – Organisation Responsible
Greater Manchester Health & Social Care Partnership, Greater Manchester Combined Authority and Greater Sport
Hayley Lever - hayley@gmmoving.co.uk

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 (September 2018 – January 2019)

What has been happening in the Greater Manchester Local Delivery Pilot?
1. Capacity:
   A Programme Manager, Communications Manager and Project Support Officer have been appointed to the Pilot.

2. Enablers:
The 4 enabling workstreams (engagement, marketing and communications, workforce transformation and evaluation) are all progressing.
• **Engagement** – a voluntary sector organisation (10GM) has been commissioned to support localities engage with their Voluntary, Community, Faith and Social Enterprise (VCFSE) sector and ensure relevant representation in Pilot decision making.

• **Marketing and communications** – the research agency Britain Thinks are currently completing an insight piece for the Pilot and GM Moving more broadly, to inform a future social marketing campaign.

• **Workforce transformation** – a small working group has been established, and is developing a programme of work, to engage ambassadors across the whole system connecting to the principle of distributing leadership and galvanising other sectors to engage with the Pilot, and GM Moving more broadly.

• **Evaluation** – the interviews for the evaluation partner have taken place and the successful organisation will start in early February.

3. **Active Communities:**

Each locality area of Greater Manchester (GM) is now focused on completing their initial data and insight gathering as well as their community engagement, to submit a broad 2019/20 12-month action plan by mid-March; this will be based around the 9 GM Pilot investment principles (below).

**The Principles of Investment for Local Delivery Pilot**

1. Must be an identifiable need:
   - Supported with an evidence base
   - Targeting the physically inactive (ensuring a focus on population health level interventions and targeting the most ‘at risk’ proportionately)
   - Must align to one or more of the target audiences (and the insight that has been developed about them)

2. Builds on individual and community assets to add value to what is already going on, i.e. the conditions are right

3. A plan for engaging with the key audiences and a commitment to co-design with public services and VCSE engaged

4. Must follow a Whole Systems Approach (the blue and white circles diagram)

5. Should demonstrate how it addresses social and health inequalities as a cross cutting theme

6. Embrace innovation and calculated risk in the interests of doing things differently

7. Is part of a coherent plan for physical inactivity in the locality underpinned by:
   - A whole place approach to public expenditure in physical activity
   - A focus on growth and sustainability

8. Committed to the GM and National Community of Learning approach

9. Distributed Leadership (everyone’s a leader)

**Recent thoughts and learning**

Progress to date is based on essential process predominantly, but the continued focus on the 9 investment principles is supporting the development of immediate plans and future aspirations of Pilot partners, and we are challenging each other regularly to stay true to those principles.
We are starting to influence the system outside of the GM core Pilot partners, i.e. the involvement of localities and the development of their plans, has allowed us to extend the central GM work and approach, further and faster than a GM core team would have been able to. This means that the plans that the localities are developing for the next 12 months are reflective of those areas and are responsive to those parts of the system we are trying to influence.

The concept of test and learn is ever present in discussions GM wide, and locality colleagues are excited at the prospect of being able to work in this way. Their 2019/20 locality plans will be evidence of this where they have not tied up large chunks of investment in one or two projects. They are also proposing completely different ways of working to their traditional approaches, e.g. Nesta 100-day challenge approach and the Design Council Double Diamond approach.

Our current challenge is to meet existing governance standards and expectations (locally, regionally and nationally), whilst maintaining our investment principles, flexibility in localities, and the concept of test and learn.

**What's coming up**
We are interviewing for a Strategic Manager post at the beginning of February, who will provide the capacity required to drive the Pilot further strategically.

Our locality plans will be complete, and we will be testing and learning from the work of the Pilot, with the voluntary and community sector and our communities, at the heart of them. We will be continuing to collect insight and evidence and engage with the community to inform our future approaches.

We will have commissioned a creative agency to develop our social marketing campaign from the insight we are gathering.

Our evaluation partner will be established and starting to capture our learning more formally.

We will have started to test and learn some of our ideas in terms of workforce transformation.

**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

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