

Greater Manchester Local Pilot Governance and Planning

I. Purpose

This paper aims to set out the agreed process to collaboratively provide appropriate governance and assurance to the Local Pilot investment and enable the release of investment for GM enabling work, and localities, in line with the plans and financial allocations.

The aspiration is to develop an approach that is in keeping with the spirit of the Local Pilot and of the investment principles and enables continued development of the work, i.e. it isn't a transactional process of draw down but provides a means for peers to come together collaboratively in constructive dialogue and an action learning environment, sharing issues and ideas as part of the process of GM wide system change.

This process has been shaped by a series of conversations with localities, the GM Moving team, and GM Moving Executive members, alongside papers to the GM Moving Executive, and the principles of investment for the Local Pilot work in GM as highlighted below.¹



2. The Brief for Locality Plans

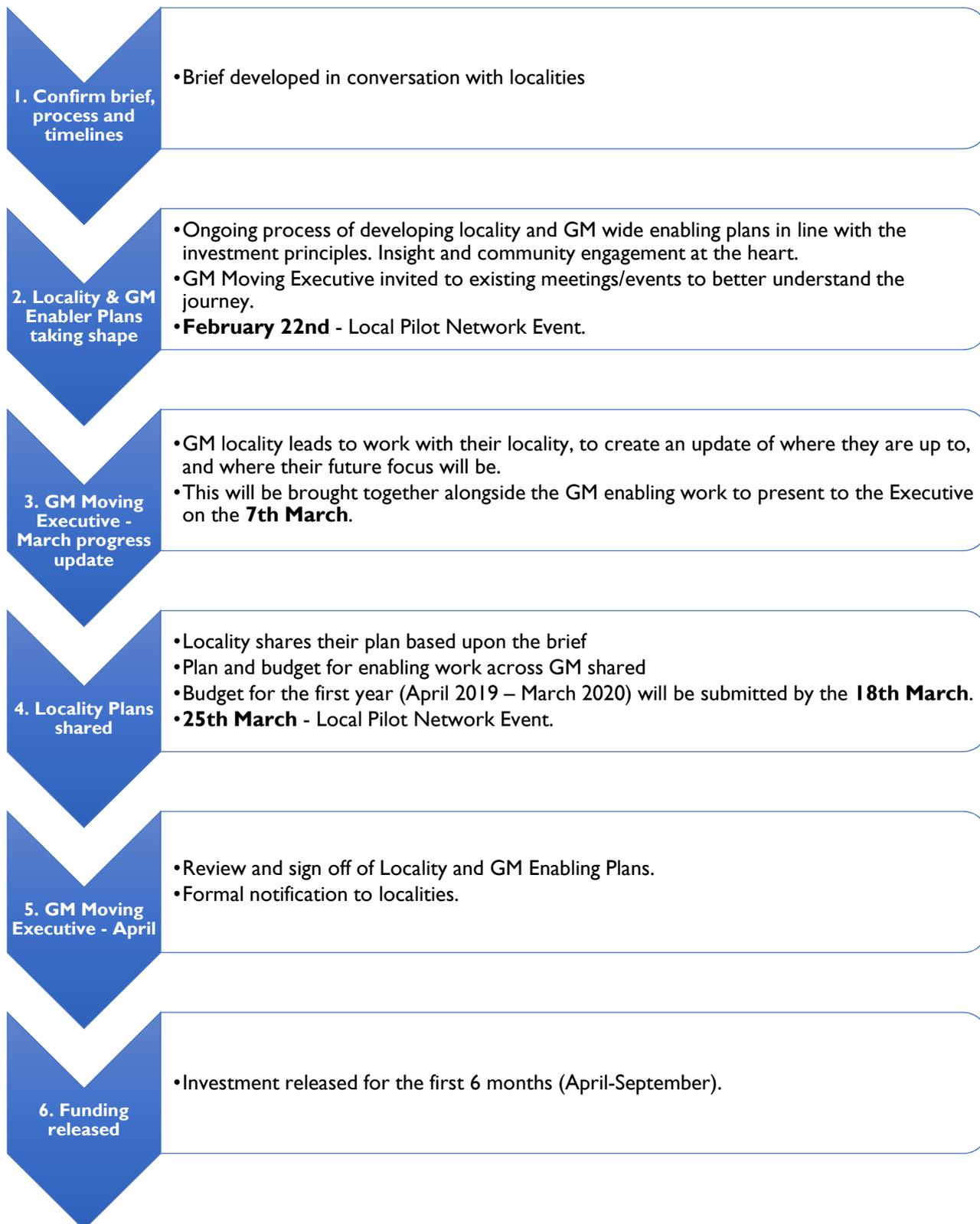
A short brief has been developed to offer guidance on the information requirements to secure release of the investment, and is in-keeping with the aim of offering flexibility on the format of any submission, recognising that each locality will need to take their plans for their own locality governance process.

¹ For a copy of the previous iteration of this paper that provided detailed context behind the approach please see [here](#).

The brief outlined below, is informed by the principles of investment and any assurances required over the investment through both the oversight of the GM Moving Executive and Sport England.

3. Summary of the governance process and timelines

The following summarises the timelines and process for securing the drawdown of investment:



Locality LP Submission for March 2019 – Information Brief

The below details the requirements for forthcoming Local Pilot locality submissions, due March 18th as outlined above.

It can be presented in a format that is appropriate to the locality and aligned to its governance.

Please review the initial Pilot submissions to Sport England when considering your approach.

All submissions should include:

- I. A broad **12-month budget plan** (April 2019 – March 2020) using the into the following budget lines as a guide:
 - A. Administration - £ £7,658.94 (5 months) + £
 - B. Consultation/Community Engagement - £ 7,285 (initial) + £
 - C. Delivery Costs (activity) - £
 - D. Delivery Costs (walking and cycling) - £
 - E. Evaluation - £
 - F. Evidence/Data/Insight - £
 - G. Equipment - £
 - H. Facility Hire - £
 - I. Professional Fees - £
 - J. Promotion/Publicity - £
 - K. Recruitment Expenses - £
 - L. Refreshments - £
 - M. Staff Costs (including on costs) - £
 - N. Travel & Subsistence - £
 - O. Volunteer Development/Expense - £
 - P. Whole System Engagement - £
 - Q. Workforce Development/Training & Development - £
 - R. Workshops - £
 - S. Other - £

Reference should be made to connect any early draw down (up to April 2019) in the budget plan.

2. A rationale for that budget plan which tells the story of the Local Pilot journey to date, and demonstrates the Local Pilot principles as follows:

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)

Principle 1)

- Describe the journey to propose the areas of focus, activities and budget plan;

As a borough we have established a steering group which all interested parties / partners were invited to at the outset. These partners include Council, Public Health, Voluntary Sector and those who currently have a link in to the three initial audiences.

The established steering group has met on a number of occasions, and has also held a workshop to specifically look at the data and insight available on the proposed audiences, the geographical and socio economic make up of our borough and audiences, and the activity / inactivity levels of our borough / audiences. We have also looked at existing programmes that are targeted at the three targeted audiences. This has helped up establish the correct audiences we should target through the LDP for Bury, and the correct geographical areas to focus in. The LDP work will also work alongside the GM Challenge in Radcliffe.

The activities that we deliver will be co designed and established through consultation led by Bury Voluntary Community and Faith Alliance (VCFA). This consultation will be varied and will include organisations and individuals from the identified audiences and geographical area. The proposed budget plan and been developed, considering previous experience of delivering large scale place based pilots. We appreciate budgets may change, but we will be ensuring that this is monitored regularly.

- What data and insight has been gathered and used? What decisions has that led to, in terms of the focus and why?

The following list is an example of some of the data and insight that has been used to decide on the audiences and areas that we will focus on in Bury. The data establishes the audiences

most at need in Bury, the activity / inactivity levels of the audiences, and the correct geographical area to focus the initial area of the pilot.

- Local insight in to people and place – (Sandy Firth, performance & Insight Team)
 - Active Lives Survey
 - Medium Super Output Area (MSOA) – Active Lives Survey % of People Physically Inactive
 - Medium Super Output Area (MSOA) – Active Lives Survey % of People Physically Active
 - Medium Super Output Area (MSOA) – Top Inactive Areas
 - Inactivity Costs, Childhood Obesity levels (NCMP), % Households workless, Number of Claimants, and Number Unemployed data
 - Existing provision in Bury for the three audiences
 - Mid-Year Population estimates
 - Children and Young People Active Lives Survey (Dec 2018)
 - Local National Child Measurement Programme (NCMP)
 - Childhood Survey Data (due April 2019) will be used also.
 - Asset Mapping of people and places (ongoing and not fully helped inform the decisions.
 - GM Strategy (Our People, Our Place) – evidence included within around employment as a tool for health improvement, particularly Mental Health. Deprivation in Bury (IMD) 2015 data
 - Local deprivation data – Deprivation in Bury (IMD) 2015 data
 - We will also be using the information that comes from the Children’s Survey in Bury being led by the local Public Health Team. Initial findings are expected April 2019 and will support the direction of the programme for the younger people cohort as well as the planned consultation directing linked with the LDP.
- What areas of need does the proposal specifically address? This should include the target audiences that the locality is focusing on (or not) and why that decision has been made.

Two Audiences have been identified for Bury – “Children and Young People Aged 5-18 In Out Of School Settings” and “People out of work and people in work but at risk of Becoming Workless”. We have chosen these two audiences due to the data and insight as well as looking at what currently exists for the three target audiences, and very little does exist in trying to get these two cohorts more active.

In terms of the third potential audience, “People aged 40-60 with, or at risk of, long term conditions: specifically cancer, cardiovascular disease and respiratory disorders” we have established there is a lot of provision that already exists for this cohort through local commissions, and recent transformational funding and programmes.

Geographically our data and insight for population and for the two selected cohorts directs us towards some selected MSOA’s in Radcliffe and also to Bury East. This data and insight includes inactivity/activity data, NCMP obesity data, number of households classed as workless, number unemployed and number of claimants. Local deprivation data also points us in to these townships / MSOA’s.

- How do the plans connect to social prescribing, asset-based community development and walking and cycling behaviour change?

Our plans and programme link and connect to the following programmes locally:

- Integrated Neighbourhood hubs
- Radcliffe Place Based Challenge (GM Leaders)
- Working Well programme
- Keeping Bury – Healthy Work Places
- GM Work and Health Programme
- GM Early Help Programme
- Start Well Early Years Transformational Programme
- Daily Mile
- GM Made to Move
- Bury VCFA Social Prescribing Commission which will be implemented later this year.
- Bury Care Navigators Programme
- Bury Physical Activity and Sport Strategy 2015 – 2020
- Bury Council Live Better, Feel Better Staff engagement programme.
- Bury Local Delivery Plans (to include the establishment Local Care Organisation (LCO) and the One Commissioning Organisation (OCO),

Principle 2)

- What are the focus areas, programmes and ‘interventions’ in the next 12 months?

Through the work carried out so far, these will be focus areas over the next 12 months:

- Consultation and Co design will help us establish programmes and interventions to include focus groups and conversation based consultation.
- Implementation of initial programmes
- Establish Monitoring & Evaluation framework for Bury LDP and ensure it ties in and compliments the GM Evaluation Partners work
- The following Radcliffe LSOAs have been selected for the initial pilot area: E01004990, E01004994, E01004996, E01004997, E01005003, E01005004, E01005008, E01005009
- Asset mapping of identified Radcliffe LSOAs / MSOAs initially – people and places
- Asset mapping of Bury East
- Evaluation of initial programmes and interventions

- What existing assets and work do they build on?

The LDP comes at a perfect time in Bury with the alignment and implementation of various areas of work that will complement the LDP and visa versa, these include the new Integrated Neighbourhood Hubs (INHs) and the teams working out of these throughout Bury. The teams working from the hubs are those already working with our key audiences and in some cases have existing trusted relationships that will support the work of the LDP.

We are also ensuring we use physical assets in our borough that are in communities where our audiences are. These physical assets, including local schools, leisure centres, parks, green spaces, and club settings are hyper local. Some are recognised and deemed 'safe' and familiar by our audiences, and others are not known about by the audience but could become great assets when introduced to the cohorts. Local key individuals, groups, and organisations are superb assets that already exist within the communities or alongside our cohorts. These again build on the trust of existing relationships. All can help create an environment that aids physical activity, and lifelong behaviour change where people feel comfortable and supported in to activity. Other assets include "where people go" such as Job Centres and programmes such as the collective of Working Well programmes.

- How do they add value?

Integrated teams work with the targeted audiences which allow us better access to cohorts through existing trusted relationships, who better understand the cohorts, their motivations and their challenges. These trusted relationships add great value to the work that we are trying to do through the LDP and also support the work of these partners.

The value of smoother more efficient pathway and the joined up approach of our integrated work will allow for better experiences for Bury residents and the audiences we want to support to be more active.

- Why are these appropriate to the local conditions?

The recent announcement of increased investment and transformation of Radcliffe which includes developing communities, enhancing environments and shaping improvements mean that the local conditions are ideal for a whole system approach and building on what the community has asked for, for a number of years in Radcliffe. This presents the ideal climate and timing to position the LDP in Radcliffe to start with, to tackle inactivity levels and existing inequalities.

- Who has been involved in these decisions?

- Steering Group members
- Local Performance and Intelligence teams including Public Health
- Local Councillors / Portfolio leads
- Bury VCFA / I0GM
- GreaterSport / GM Moving
- Public Health

- More specifically, how do they add value to existing social prescribing, asset-based community development and/or walking and cycling behaviour change work in your locality?

A successful walking programme in particular with a number of great assets such as mapped routes and volunteer walk leaders already exists, but this presents us with an opportunity to re scope the walking / cycling offer for a number of years to address inactivity in our identified audiences. A free and accessible programme which would really support our

inactive communities to start regular physical activity habits. As a steering group we are working very closely with the Bury VCFA who will be leading on Bury's Social Prescribing model, and this will be an integral pathway from primary care in to the Bury Integrated Wellness Service – supporting those most at need to be more active through Everyone Can – a local life course approach to support the borough to be more active, and reduce inactivity.

Principle 3)

- What has been done already?
 - We have established a Steering group of key partners. This steering group also fits in with a Governance structure which includes sign off from local councillor portfolio leads.
 - We have looked at local and regional data and insight for the three key audiences associated with the LDP.
 - We have commissioned Bury VCFA to develop and carry out the local consultation to ensure that the programmes are co designed.

- Who has been engaged already in the communities?
 - Bury VCFA and local partners who currently work with or are involved with the three key audiences have been engaged with the process of establishing the correct key audiences and geographical areas for our Bury LDP.
 - Bury VCFA have developed a consultation plan which has been shared with the Steering Group, and IOGM are supporting Bury VCFA to ensure the consultation is right for Bury, the audiences and the Local Delivery Pilot.

- How is the local VCSE engaged?
 - As directly above

- How have the key audiences informed the proposal?
 - Key audiences will be fully involved with the consultation and co design of the programmes through VCFA. This has not been completed as yet. We also want to ensure that they are engaged throughout the life course of the project.

- What is planned to develop this engagement further over the next 12 months?

Over the next months, the VCFA on behalf of the Steering Group will be delivering the following community consultation:

- Online Surveys, existing VCF networks, VCFA e-bulletins, Focus Groups, Social Media.
- We also want to ensure that we engage with existing networks, but also individuals from within the communities that we are trying to target. The LDP presents us with

an opportunity to try something different, so we need to make sure we do that from the onset and that includes how we consult with our audiences who may be engaged or disengaged with existing networks.

As well as a programme of consultation / co-design, we will ensure we seek feedback and learning throughout the project. We will need to seek feedback and views of those engaged and non-engaged.

Principle 4)

- What is the whole system approach in the locality?

In Bury the Integrated Neighbourhood hubs, and the Integrated Wellness Service (IWS) as well as the Radcliffe Challenge, Public Health, Community Clubs and many other assets form part of this whole system approach. We have a unique opportunity to tie in local strategies and new ways of working which will support partner objectives and the outcomes we require from the LDP.

- Which layers of the system are targeted, and why?

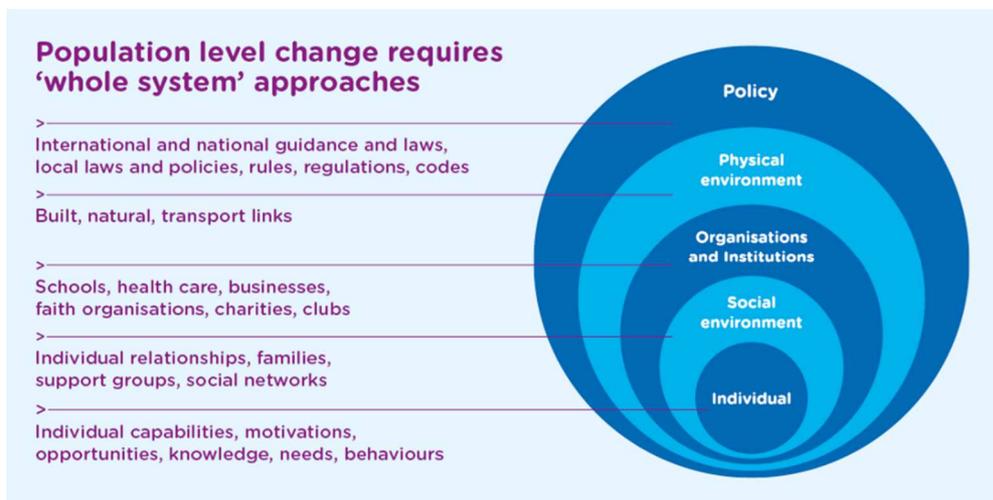
The layers that we feel will be targeted as a priority are the 'Organisations and Institution' layer and the 'Individual' layer. These layers will be targeted in the whole, as this is where we will find our audiences and the people, teams and organisations that already have trusted relationships and a better understanding with the cohorts and individuals. These must be targeted to ensure we are achieving the outcomes we desire from the LDP.

- How is the approach embracing and seeking to influence the 'whole system' influences on physical activity outlined below?

We are seeking to influence the Whole System through the LCO and in particular the Integrated Neighbourhood teams. In Bury we are bringing many of these existing organisations and structures together to create a Whole System Approach – not just for the LDP but for wider outcomes. The six transformational programmes that have been commissioned by the transformational board enable us to connect the LDP to multiple stakeholders which haven't been previously connected to the work partners do to get cohorts and our borough more active. This puts the needs of the people, places and individuals at the forefront of what we are trying to do.

- What knowledge, skills, behaviours and approaches are needed in the workforce, to support the locality proposal?

Understanding the audiences and behaviour changes models is key, as is trusted relationships that already exist and can be built. Learning on successes and challenges throughout the life of the programme will need to be used to ensure we find the right approach for inactive people. We will need to capture learning on why those who already have trusted relationships with our audience, have those relationships and this will help identify skills and approaches that we can use.



Principle 5)

- How do the locality plans support the reduction of inequalities?

Selecting the worklessness audience, we know the impact that physical activity can have on increasing confidence and skills to support people in to or keep them in employment, and this will support the reduction of inequalities for this group.

In terms of young people, supporting them to be more physically active from such a young age can support them to make a lifetime behaviour change of an active lifestyle. We know this can support the reduction of health and social inequalities for a lifetime and for future generations.

The whole system approach and working with partners and organisations that support these groups as part of their plans will allow us to dovetail activity in to the plans to support the reduction of inequalities too.

Principle 6)

- What's different to the traditionally ways of working locally?

With the LDP, the INHs and the IWS we're changing the way we work across systems which allows us to really understand different audiences and join up the system to make the programmes and the system right for the individuals. Through Bury VCFA and IOGM we want to make sure from the start that the consultation and co-design is very different to the traditional ways of working, which would make sure that everything is person centred. The variety of partners involved in the LDP, the INHs and the IWS ensures that the system is more joined up, and that the audiences and individuals targeted get the programmes that are right for them.

- Describe any innovation or test and learn approaches that are proposed.

We hope through the engagement process to develop innovative methods which encourage participation. We have this unique opportunity to do things differently and learn innovative solutions to tackle inactivity. This could possibly be something like the use of technology engagement tool or a solution to inactivity.

Principle 7)

- Where is this work connected locally? Which local strategies and plans does the Local Pilot align to? What else might it connect it to in the next 12 months?

The local connections include:

- INHs, Radcliffe Challenge, IWS, GM Moving, Bury Physical Activity and Sport Strategy, Families Active Programme, Start Well Early Years transformational programmes, GM Work Skills Strategy (identifies integration of health commissioning with work and skills support which we can tie in PA & Sport also), GM Population Health Plan (Employment a key priority within 'Working Well' theme), Our People Our Place GM Strategy, Bury Growth Plan, Working Well programmes, Keeping Bury Well – Healthy Work Places, Work & Health programmes, and the NCMP

Principle 8)

- What is being tested? Why and how?

Initially a different consultation process / method as part of the biggest process. One of the principles of this will be to ask different questions appropriate and relevant to the audiences, having open conversations which may not be direct towards physical activity and sport. The programmes we test will be very much dependant on the consultation and co design, which hasn't began yet.

- What do the team want to learn, and what will you do with that learning?

We want to truly understand our audiences, the motivations they have but also the barriers they have too. We want to learn how to ensure that our programmes are right for the inactive audiences, many of which who have complex needs and barriers contributing to their current inactivity. We want to learn what skills and behaviours are necessary to engage the non-engaged, and we want to ensure that this learning as well as case studies are shared across the Bury and GM system.

- How will plans be reviewed in the spirit of test and learn?

We have planned to ensure that learning is captured across the programme to ensure that we use the learning to make changes where necessary. We are also planning on having focus groups to ensure audience views are continuously taken on board as well as the consultation and co design of programmes before they start.

NB- The locality team will be connected to the evaluation partner when they start at the beginning of February, and will continue to connect to the GM and national Community of Learning. The Marketing and Communications partner will also be linked in with localities when they have been recruited.

Principle 9)

- How will the team connect to the whole system and distribute leadership from the Local Pilot?

Leaders across this multi partner system are important to ensure priorities are driven forward consistently and constantly. We will ensure through the Steering Group and through the partners associated with the programmes and networks that we have leaders. We also want to ensure that champions, participants and leaders from within the audience are identified to support the programmes and their communities.

We will connect to the whole system through the multi partner approach including those involved with the steering group and those partners who also link in with the target audiences.

- What is the governance structure for the Local Pilot work?

Bury LDP Steering Group, Neil Long (Borough lead), and Cllr Portfolio Leads for sign off.

- How is the work being steered in terms of locality meetings or events, and the people and organisations involved in those?

Steering Group meetings have currently been planned down to demand of the programme initiation process, but will move to a more structured regular meeting schedule moving forward.

Regular updates will be shared with Cllr portfolio leads and reports will also be sent to JET (Bury Council Joint Executive Team) for information.

Please ask for help and support from your locality lead; Rob, Scott or Kate.

This work is being funded by Sport England with Lottery funds.

Whilst we're keen to support new and different approaches to investment which support the principle and vision of the GM plan, there are some restrictions on the use of these funds.

Please do speak to Kate as soon as possible if your team is keen to explore whether and how funds could be used beyond traditional project funding.