

Walking Ambition Programme Evaluation

July 2021

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Walking Ambition Infographic

Figure 1 - Walking Ambition Programme Infographic



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Report Content & Structure

This report brings together learning from the full two years of observations of the development of the Walking Ambition (WA) in Greater Manchester. Substance was commissioned to report to the WA team on a formative and summative basis. Formally, reporting has been delivered six-monthly, to feed into programme updates to the Health and Social Care Partnership (HSCP) assurance meetings.

This report therefore draws together and builds on evidence from the previous research outputs notably:

- Walking Ambition Baseline Report September 2019
- Walking Ambition Evaluation: Progress Report. March 2020
- Walking Ambition Evaluation: Progress Report. October 2020:
<https://online.flipbuilder.com/bhtk/cvev/>

Informal, formative learning has been an important aspect of the evaluation programme. Open dialogue on emergent themes and issues has been facilitated and fed into the team via:

- Supporting stakeholder engagement and hosting sessions such as Theory of Change (ToC) workshop and the reflective webinar series.
- Observing and providing input to project meetings.
- Provision of reflective learning mini-reports and written briefings (such as specific reports on strands of work).
- Provision of summary presentations to facilitate wider system understanding of the WA <https://prezi.com/view/uy9hxfJnMXeCLqhXIs2W/>

This report illustrates the progress made by WA in terms of its development and the outputs related to each core strand of work over the two years of operation. Where beneficiary impact data relating to the strand is available, this is considered. Moreover, the process of how WA has worked and what conditions have enabled or restricted its development, is considered throughout the report. As such, the report illustrates how the ways of working, or programme theories, contribute to wider system change. In summary, this report will outline:

- An Executive Summary
- The Walking Ambition
- The Theory of Change
- Evaluation Aims and Methodology
- Local & National Context
- Impact of All Key Strands of Work/ Ways of Working
- Next Steps

Executive Summary

Walking Ambition (WA) was launched in February 2018 and sits alongside Greater Manchester Moving (GMM) to bring a whole systems approach to reducing inactivity across the city region.

This executive summary highlights learning from two years of evaluation and observation of two years development of the Greater Manchester Walking Ambition. WA operates across eight core strands of work with an overarching principle to influence system change to enable walking in everyday life. A Theory of Change was developed to illustrate the components of change from the initial challenge to the overarching goal, that being 'to enable the greatest numbers of people possible to routinely walk for pleasure, personal or environmental benefit and travel convenience.'



Identifying enablers of change across the wider GMM context and understanding how these operate across WA have further facilitated our understanding of the whole system approach conditions required for change in activity levels and reduce inequalities.

Walking Voice: The GM Walking Voice is a varied network of individuals and organisations seeking to create 'noise' about walking in an attempt to influence decision making that promotes walking. Walking Voice network grew to 68 members in summer 2019, 389 in summer 2020 and 567 in summer 2021. Next phase evaluation seeks to understand how the Walking Voice influences walkability through its influence and voice across sectors and throughout the system.



The Daily Mile: The Daily Mile (TDM) across GM is a partnership between GreaterSport, GM Moving and TDM Foundation. The central purpose of the TDM is to accelerate the ambition for GM to be the first Daily Mile city region, in order to embed walking into everyday life. TDM promote daily walking to individuals and families, workplace and the community through the provision of free to use community resources and TDM routes. Workplace resources and gamification have provided challenges and personal motivation drivers for users. Strategic senior leaders have championed TDM most notably Mayor of Greater

substance.



Manchester Andy Burnham and CE of GMM, Hayley Lever, both openly supporting the practical and tangible nature of this programme.

"I know that sometimes it can feel daunting to try to get outside and get moving more, so hopefully this new resource will help to enable more people to feel confident in getting out and walking each day in their local area." Andy Burnham. Greater Manchester Mayor.¹

Festival of Walking: GM Walking have delivered the Festival of Walking as an annual event since May 2019. The Walking Festival remains a separate entity to the wider WA, although conscious attempts have been made to align the two. A festival of walking in May 2019 resulted in 429 walks being initiated with an estimated 4,794 attendances across the walks.

In 2020 the team adapted their response due to CV-19 and hosted a digital walking festival in October 2020. The digital platform provides resources and space for a virtual walking community to 'come together' and contribute to the festival. In total 258 walkers registered to the festival and 'taking part in a personal challenge' was the key motivating factor for these participants.

The community champion model was strong with 62% of walkers noting they encouraged others to walk with them. In 2021 the 'Let's Walk – Get Out in May' festival was a call to action and adopted learning from the two previous years festivals. An event calendar encouraged walkers to get out every day and provided online and offline games, competitions and pledges to encourage everyday walking. Analysis of the three years festival data will be instrumental in future festival planning.

Website/Digital: The Walking website is a central platform for local residents and community groups to understand more about the benefits of walking, find walking opportunities across their region, access resources and training. The website can be seen as a hub of information, bringing together third party apps such as GoJauntly, providing links to walking groups and routes, information on the Walking Voice and further promotion of accessible resources to facilitate walking across the 10GM communities.

Data collected on impressions and engagements suggests that the presence across both paid and organic posts is growing. The GM Walking website saw 166,168 new users across the period March 20-March 2021 and an average of 1,500 sessions per day.²

Campaign: The Walking Ambition Campaign, 'The Greater Manchester Way' aimed to be "inspiring and including; proud and ambitious; relatable and honest"³. There was a desire for the campaign to tell the real stories of why people walk and what they get from it. Most recent analytics⁴ illustrate that the GM Way Campaign attracted over 8,000 engagements on paid media creating online discussions. A further 118,000 clicks through to websites to find routes, groups and inspirations related to walking were recorded.

Walking Ambition Community Investment Fund: The Community Investment Fund (CIF) is the vehicle used to provide resource and support to the VCSE for them to develop and deliver walking initiatives. The fund is managed by GMCVO on behalf of GM Moving. Three

¹ [New toolkit to help everyone reach their daily mile! - One Stockport](#)

² GMM 2021/22 Overview. Population Health Update July 2021.

³ 5.2.2020 Walking Campaign Launch. Friend Meeting House.

⁴ GM Walking Ambition. 2021/22 Overview. Population Health Update.

sizes of investment pots have been made available, those being: small under £1k; medium, between £1k and £5k and a further three partnership pots of up to £15k.

£225k in total was allocated across 89 small/medium and five partnerships grants. The funding has reached a varied portfolio of project types including mental health walks for young people, guided walks for older isolated people suffering from loneliness and nature hunts. Moreover, new ways of working were reported through the distribution of the Walking CIT at grant management level, having a positive impact on how finance is distributed to the voluntary sector. Learning from the WA CIF model will be crucial for the future distribution of CIF style funding at local pilot level going forward.

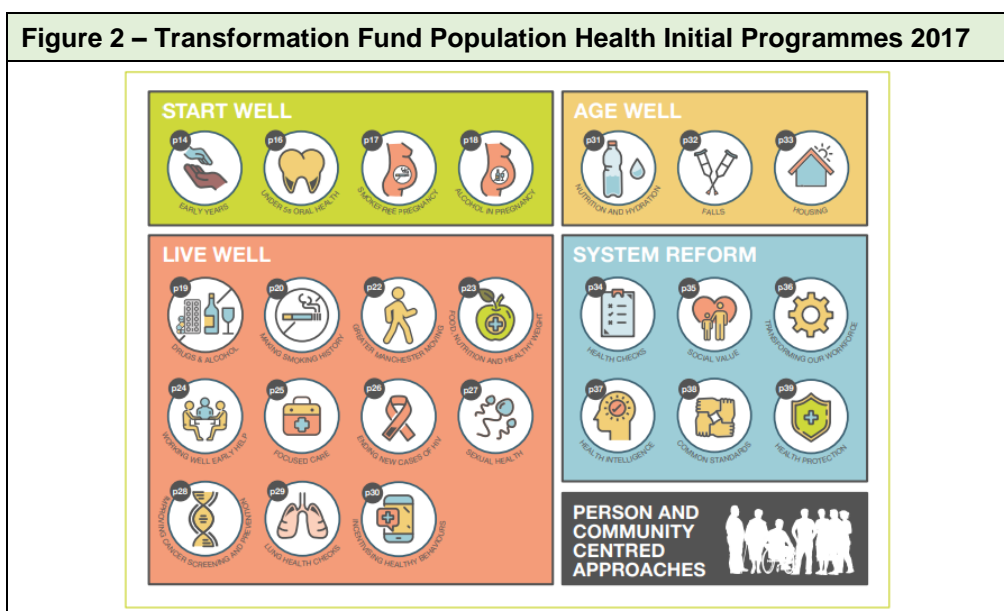
Workforce & Local Champions: This strand of work is tasked with identifying and targeting certain workforces with training, resources and support in order for them to promote walking as part of their organisational or sector culture. The Community and Workforce Champions work strand is directly aligned to the GMM System Leadership work. The central aim of this is, “To support and enable a transformation in the culture, behaviours, skills, knowledge and capabilities of Greater Manchester’s workforces to address the challenge of inactivity.”

Resources such as the Active Workplace Toolkit are aimed at supporting cross-sector workforces to raise awareness and promote the benefits of walking. WA is influencing a shift of mindset across workforces, influencing employers to encourage their workforce to be more physically active and build the TDM into their work routines and practices. Co-produced Walking Champion workshops and resources have been delivered to 73 individuals from 50 organisations across a varied portfolio such as BAME Connect, Wigan and Leigh Carers Centre and Jigsaw Housing Association.

1 The Greater Manchester Walking Ambition

1.1 The Walking Ambition

The process of devolution has provided Greater Manchester with a higher degree of autonomy over health and social care policy and spend⁵. One of Greater Manchester’s responses to improving the health of the city region is the ‘Walking Ambition’ which sits firmly within the remit of the Transformation Fund⁶. WA alongside Greater Manchester Moving (GMM) is one of twenty-four initial programmes supported by the £30m transformation fund, contributing towards the ‘live well’ agenda⁷.



Launched in February 2019, WA sits alongside Greater Manchester Moving (GMM) to bring a whole systems approach to reducing inactivity across the city region. Walking was viewed as central to the achievement of GMMs aim to get 75% of the population active:

As the UK’s first ‘walking city-region’, we’re making walking a normal part of everyday life and supporting 75% of people to get active. It aims to make Greater Manchester the first ‘Walking Region’ in the UK. [GMCA. NHS. Transforming the Health of our Population in Greater Manchester. 2017⁸.]

WA operates around eight core strands of work. This approach is responsive to the original Project Initiation Document (PID) as agreed with the Health and Social Care Partnership. The overarching principle of influencing system change runs through the core of each

⁵ As identified in October 2020 and March 2020 Update Evaluation Reports.

⁶ Several organisations in Greater Manchester have agreed with NHS England that a new Transformation Fund of £450m should be established to help us make all the changes we need to make to dramatically improve health and social care in Manchester and make sure we can afford everything we will need to look after our population in the future. <http://www.gmhsc.org.uk/wp-content/uploads/2018/04/Transformation-Funding-FAQ.pdf>

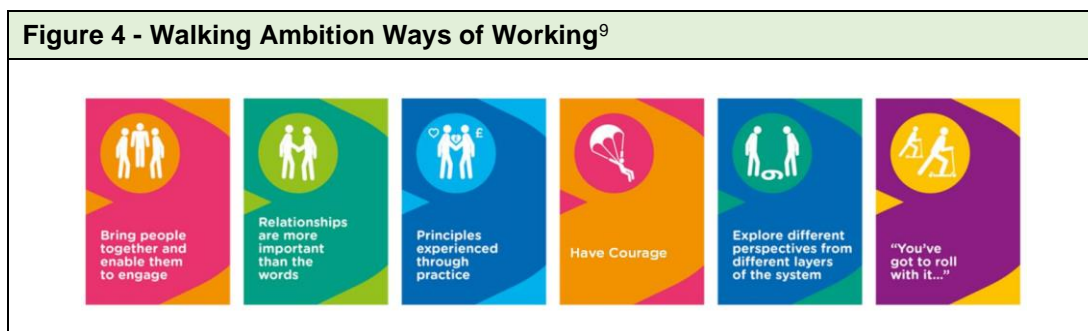
⁷ [GMHSCP-Population-Health-Plan-FINAL-1.pdf](#)

⁸ [GMHSCP-Population-Health-Plan-FINAL-1.pdf](#)

strand and this report highlights how the programme theories and enablers of change operate at each strand level.



Empowering Communities describes the Community Investment Fund (CIF) and the Workforce and Champions strands have been merged. WA describes its ways of working as facilitatory to connecting people; building relationships; developing principles through practice; having a sense of courage; identifying perspectives across the system and innovative, responsive, flexibility, or ‘rolling with it’:



1.2 Walking Ambition Theory of Change

In September 2019 Substance hosted a WA evaluation stakeholder workshop. The objectives of the session were three-fold:

1. To agree and shape a common language around the Walking Ambition aims, rationale and intended outcomes.
2. To contribute to the creation of an overall programme theory and contributory programme theories and assumptions which could be tested.
3. To identify a coherent understanding of the Walking Ambition programme to help create a robust evaluation framework to measure success against.

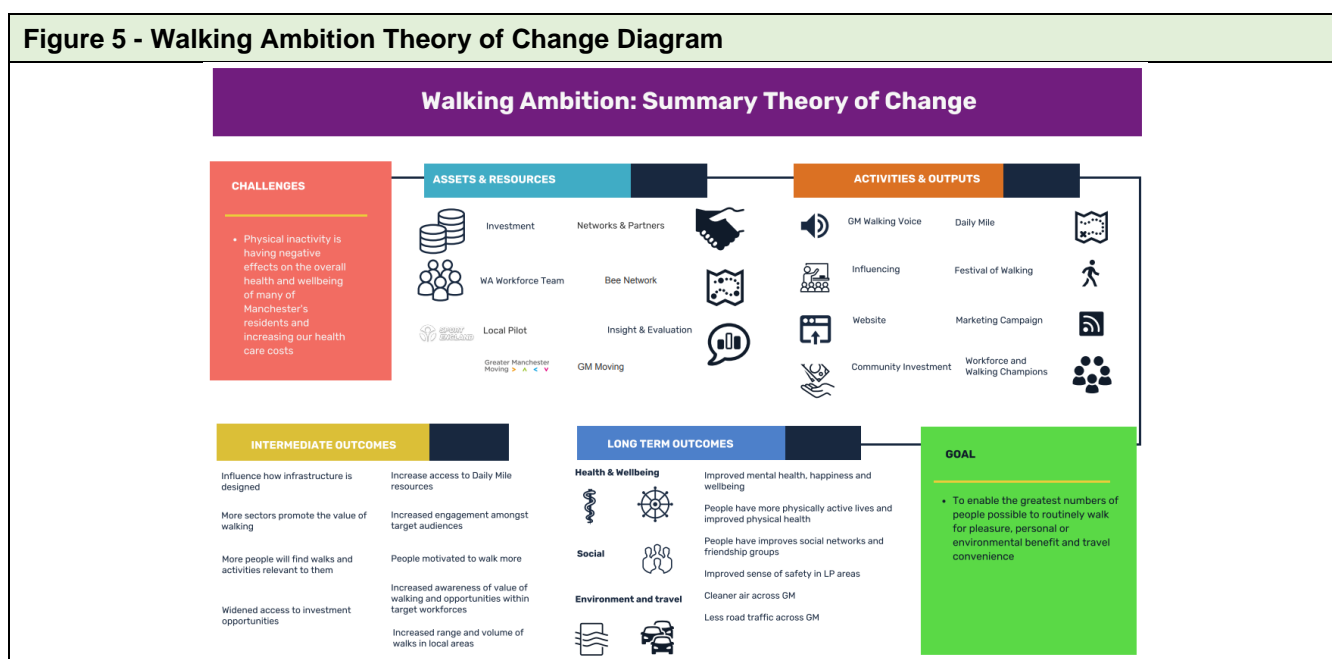
⁹ [GM-Moving-Walking-City-Region-Sept-2020-overview-and-progress.pdf \(gmwalking.co.uk\)](https://www.gmwalking.co.uk/GM-Moving-Walking-City-Region-Sept-2020-overview-and-progress.pdf)

One key output of the event was the creation of a defined central aim of WA, namely:

To enable the greatest number of people possible to routinely walk for pleasure, personal or environmental benefit and travel convenience.

The session also harboured ideas for the programme level Theory of Change (ToC) for WA.

The Walking Ambition Programme Theory of Change identifies the assets and resources available to deliver the outputs and activities for WA. This model then illustrates the key headline intermediate outcomes which the programme aims to facilitate in order to achieve the longer term, outcomes and ultimate goal.



For each of the strands of work a related ToC has been developed which can be found in the March 2020 Evaluation Progress Report.

2 Evaluation Aims & Methodology

2.1 Research Questions & Programme Theory

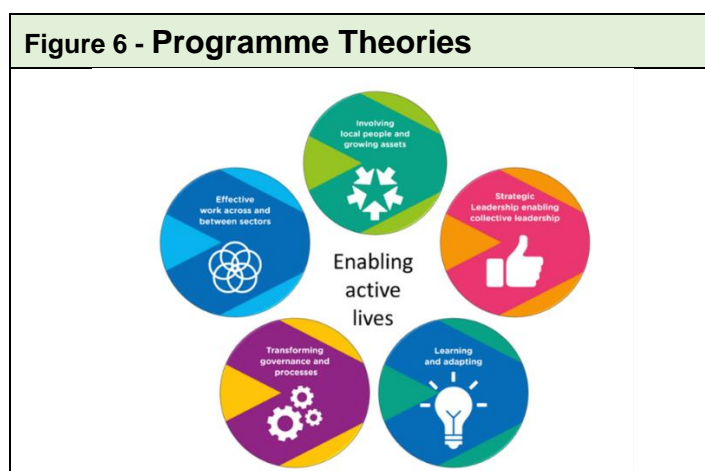
The evaluation aim is to understand:

1. The impact of each strand of work on the distinct target audience as per each programme level Theory of Change.
2. The process of wider system change through the WA 'ways of working' and understanding how the wider programme theories impact on the achievement of outcomes.

The impact of WA cannot be seen in complete isolation. The entwined and embedded relationship between WA, GMM and the Local Pilot (LP) is important. GMM is a social

movement aimed at increasing levels of physical activity across Greater Manchester. The Greater Manchester LP is one of 12 Local Delivery Pilots funded by Sport England to test and explore whole system approaches to physical activity behaviour change at a local level. The ten Greater Manchester local authority boroughs and Glossop, host hyper-local pilot projects¹⁰. Within each setting walking has become a staple offer to support their specific target audiences, those being a combination of children and young people; people out of work, and people with long term conditions.

The evaluation consortium comprising of Substance, Sheffield Hallam University and Cavill Associates, lead the evaluation of the GMM and LP, reporting to GreaterSport and Sport England. As such, the evaluation of WA has been aligned with the wider evaluation with the application and testing of programme theories evident in the GMM/LP system to the work of WA. The overarching programme theories, or enablers of change, are the conditions required for system change to support active lives. They are:



Emerging findings from the programme theories or ‘enablers of change’, have added to the existing evidence base about whole system approaches, and the conditions needed to enable long-term changes in activity levels and a reduction inequalities. Evidence across the wider GMM and LP work have shown us that:

1. **Involving local people and building assets are important** but that specifically:
 - 1.1 Involving local people has been maintained where there were existing relationships or specific resource.
 - 1.2 Engaging new people appears to require efforts to build their skills and capacity to participate, beyond just the offer of investment.
2. **Strategic enabling collective leadership** recognising that:
 - 2.1 Physical activity is not always prioritised across many localities although it is recognised as part of a broader solution for health and wellbeing.
 - 2.2 Local teams are struggling for meaningful senior buy-in and
 - 2.3 there is a staff turnover effect.
3. **Effective cross and between sector working** recognising:
 - 3.1 Networks across and between sectors are established in most places.
 - 3.2 Converting to new policy, practice and/or projects is more challenging than other transformative ways of working. .

¹⁰ [Local Delivery Pilot | GreaterSport](#)

- 3.3 The value of productive work in planning across organisational and hierarchical boundaries.
4. **Transforming governance and processes** recognising the importance of:
 - 4.1 Working around inhibiting bureaucracy through co-commissioning
 - 4.2 The ability to influence sideways to create critical mass of people working the change the system
 - 4.3 Harnessing resources through the local pilot work – which is an accepted space to be innovative and experiment through the test and learn approach
 5. **Learning and adapting** and specifically:
 - 5.1 There has been a step change in engagement in critical reflection which is important to enable ongoing learning and adapting.
 - 5.2 The importance of using insight and making efforts to stay true to co-production values
 - 5.3 Evidence of mini test and learn exercises **which can be used to quickly pilot novel approaches**

As previously indicated, the evaluation team benefits from its parallel evaluation of the wider Sport England funded GM Local Pilot and GM Moving, both in terms of linkage to the wider whole systems approach adopted by GM Moving and access to and relationships with personnel and activity 'on the ground', in the defined localities.

This report demonstrates the extent to which these or other enablers of change have been prevalent across the WA system.

2.2 Evaluation Methodology

Across the period of April 2021-March 2022 the evaluation of WA will be firmly embedded within the wider LP and GMM evaluation programmes and reporting structures.

The evaluation methodology has adopted mixed methods to date. The catalyst of the evaluation framework began with the development of the programme-wide Theory of Change above.

The evaluation framework for each strand of work seeks to identify measures of success that can be seen at Appendix 1 March 2020 WA Evaluation Progress Report. Ways of measuring success varied but included:

- Observational data from stakeholder engagement, steering groups, Walking Voice and other key partner meetings.
- Interviews with key personnel across the system. Both semi-structured and naturally occurring catch-up calls with WA team and partners.
- E-mail reflective practice communication channels: regular project updates from WA team and stream of updates on programme development is captured.
- Analysis of programme management and output data including CIF grant analysis and walking festival engagement statistics.
- Analysis of relevant third-party data sets including Sport England Actives Lives and the TfGM Travel Diaries (TRADS) data sets for GM.
- Creation of data measurement tools for direct consultation with beneficiaries, including online follow-up consultation with digital walking festival participants and survey of CIF grantee holders.

- Creation of reflective practice community across the system: embedding principles of Gibbs Reflective Practice and applying these to both stands of work and ways of working.
- Leading developmental series of stakeholder webinars during Covid-19 related lockdown centred around the core work strands and reflective practice in order to create action plans.
- Social Network Analysis conducted by Nick Cavill
- Counts and measures tool to understand progress and the components of activity in relation to the programme theories.

3. National & Local Context

3.1 National Context

Whilst this report combines data from the previous two years, the more recent and updated observations have largely been made during the COVID-19 pandemic period. The WA team remained in post without redeployment throughout the pandemic. The strands of work continued, largely in an adapted manner. Nevertheless, it is important to note the impact of COVID-19 and the associated lockdown measures on physical activity rates and walking habits.

As documented in the latest GMM Impact Report¹¹, data¹² and anecdote suggest that:

- Physical activity levels have decreased overall. Sedentary behaviour has increased. Early gains in activity during the initial lockdown, amongst some groups, have not been sustained.
- Existing physical activity inequalities, (for women, children, those from deprived neighbourhoods and lower socio-economic groups, those with long term conditions and those from Black, Asian and Minority Ethnic groups), have widened.

Aside from physical activity levels, stakeholders across the system had reported episodes of 'fatigue and despondency' in relation to their LP work, largely due to the requirement of postponing action and the increased difficulty in maintaining or developing relationships. However, within the WA stakeholder circle, the continued commitment to convene operational or steering groups such as the Walking Festival Steering Group or Walking Voice throughout the pandemic has ensured momentum and progress has been made throughout this period. This is evident in the ability the WA team have had in delivering new initiatives throughout, such as Digital Walking Festival in October 2020, or the launch of the Daily Mile Toolkit in March 2021.

Moreover, research considering the impact of lockdown restrictions documented that the way in which we engaged with activity changed and that people were finding a "new appreciation for moving more – whether it's at home or out walking or cycling."¹³

¹¹ Shearn Et al. GMM Impact Report. March 2021.

¹² University College London; Sport England & Active Lives Data.

¹³ Lisa O'Keefe. Sport England. May 2020

<https://www.sportengland.org/news/surge-appreciation-exercise-and-activity-during-lockdown#:~:text=Walking%20and%20cycling%20have%20proved,from%208%25%20to%2013%25.&text=And%20more%20women%20are%20doing,40%25%20compared%20to%2036%25.>

Importantly, during the national lock-down, for many, walking became the ‘one daily form of exercise’ as it remained on the permitted list of activities and was accessible for most.

3.2 Walking Activity Levels Across GM

The most recent Sport England (SE) Active Lives data available at the time of preparing this report related to the period May 2019-May 2020. As such, the SE data presented within this report only corresponds to the pre-COVID-19 data set. The impact on walking trends during the pandemic will be analysed and reported in subsequent reports.

Sport England categorise walking in to four categories, ‘walking as a member of a club’, ‘walking for leisure’, ‘walking for travel’ and ‘hill and mountain walking’. The data illustrated that the percentage of the Greater Manchester population engaging in different types of walking activity varied from only 0.45% who were members of a walking club and who took part in hill and mountain walking, hiking and mountaineering to over 72% who walked for leisure in the last 12 months.

The data for Greater Manchester is comparatively similar to that of the national average for most walking measures. Around three quarters of adults walked for leisure in England in 2019-20 and across GM the rate was only 3.96% less than the national average. When compared to other city active partnership areas such as Birmingham, which recorded 12.25% less than the average, this is favourable. Walking as part of a club across GM was almost the same as that recorded across England, at around 1% of the adult population. Walking for travel for GM was also in line with the average for England at around 58% of the population. It is notable that London recorded 15.07% higher rates of walking for travel, at 73% of the adult population.

Figure 7 - Active Lives Walking Data 2019-2020

MEASURE	AREA	May 2019-20	Difference from national mean (percentage points - +/-)
Walking for Leisure - last 12 months	ENGLAND	76.55%	
	GREATER MANCHESTER (AP)	72.59%	-3.96
	BIRMINGHAM (AP)	64.29%	-12.25
	LONDON (AP)	69.81%	-6.73
	MERSEYSIDE (AP)	73.66%	-2.88
	WEST YORKSHIRE (AP)	72.56%	-3.99
Walking for Leisure - member of walking club	ENGLAND	0.95%	
	GREATER MANCHESTER (AP)	1.16%	0.22
	BIRMINGHAM (AP)	1.12%	0.17
	LONDON (AP)	0.97%	0.02
	MERSEYSIDE (AP)	0.95%	0.00
	WEST YORKSHIRE (AP)	0.73%	-0.21
Walking for Travel - last 12 months	ENGLAND	58.09%	
	GREATER MANCHESTER (AP)	57.62%	-0.47
	BIRMINGHAM (AP)	59.99%	1.90
	LONDON (AP)	73.16%	15.07
	MERSEYSIDE (AP)	56.34%	-1.75
	WEST YORKSHIRE (AP)	55.43%	-2.66
Hill and mountain walking, hiking, mountaineering - last 12	ENGLAND	23.38%	
	GREATER MANCHESTER (AP)	26.33%	2.95
	BIRMINGHAM (AP)	22.11%	-1.27
	LONDON (AP)	22.88%	-0.50
	MERSEYSIDE (AP)	23.62%	0.24
	WEST YORKSHIRE (AP)	24.39%	1.01
Hill and mountain walking, hiking, mountaineering - member	ENGLAND	0.28%	
	GREATER MANCHESTER (AP)	0.45%	0.16
	BIRMINGHAM (AP)	0.69%	0.40
	LONDON (AP)	0.28%	-0.01
	MERSEYSIDE (AP)	0.26%	-0.02
	WEST YORKSHIRE (AP)	0.26%	-0.02

Within Greater Manchester there are variations at Local Authority level with Bolton having the lowest proportion of leisure walkers (68.32%), and Trafford demonstrating the highest proportion (80.38%). The city of Manchester presents the highest proportion of those walking for travel (66.35%) compared with Bolton (48.96%) which had the lowest. Salford gained the highest annual increase of residents walking for travel (2.83% increase) moving it to 65.41% which is 7.32% higher than the national average. Stockport recorded the highest proportion of leisure walkers who were a member of a walking club, at over double the national average (2.15%) and the highest annual percentage increase across GM (1.18% increase), suggesting a flurry of walking club activity across 2019-2020.

Other third-party data collected from Transport for Greater Manchester (TfGM) illustrates useful trends in travel including travel by walking, cycling, public and private transport. The GM Travel Diary Survey (TRADS)¹⁴ collects travel information from 2,000 households per year and the data is reported using a three-year rolling programme of surveys in order to generate reliable data at GM and district level. The data is collected over 10,000 trips, made by 4,500 residents of 2,000 households per year¹⁵. The data is used by TfGM for the purposes of, 'developing and monitoring transport policy, strategy, schemes and interventions'. The headline messages from the GM travel diary surveys illustrates that:

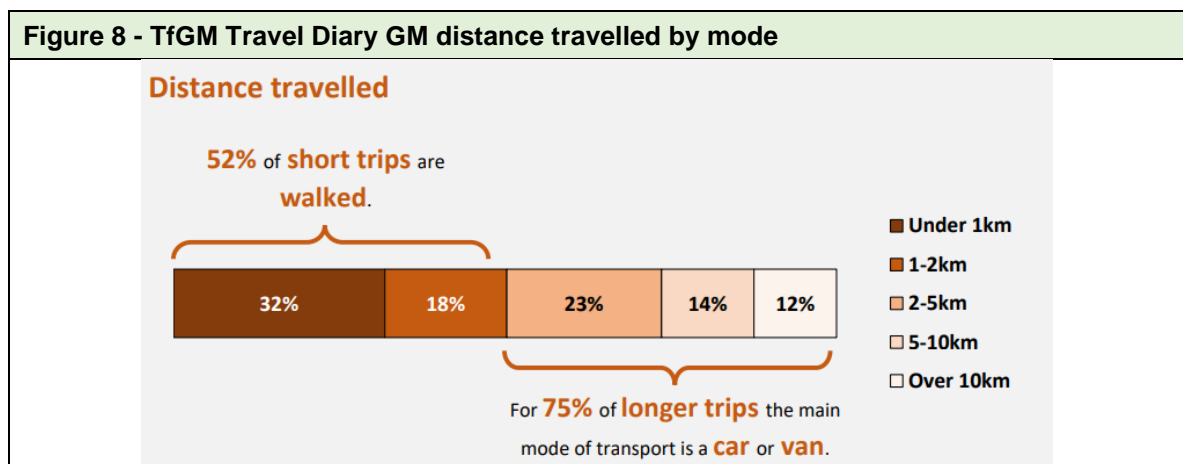
- 31% of GM households have no access to a car.
- 75% don't have access to a bicycle.
- 58% of residents who travel to a main place of work do so by car.

¹⁴ [Greater Manchester Travel Diary Surveys | Transport for Greater Manchester \(tfgm.com\)](https://www.tfgm.com/gm-travel-diary-surveys)

¹⁵ The survey involved interviews with all household members aged 5 or over in households spread across Greater Manchester. It is conducted by AECOM on behalf of Transport for Greater Manchester. TfGM. 2017.

- A GM resident makes 832 trips per year (2.3 per day average).
- 23% are to the shops and 17% to work.
- 22% of residents may not leave the house on any given day.
- 57% are by car and 29% are walking.
- 87% of bus trips are made without a car being available as an alternative.

The latest data set¹⁶ illustrates that, on average, a GM resident makes 2.3 trips per day. The car remains the primary mode of travel for over half of these trips (57%) and almost a third (29%) are walking trips. The overwhelming majority of bus trips are made (87%) without a car being an alternative. The data suggests that there are many more opportunities for walking to be embedded into both daily commuting and purposeful trips across GM. Moreover, almost a quarter of residents do not leave the house on any given day, suggesting that walking for leisure and social purposes could be adopted further and with a larger impact. Nevertheless, just over half (52%) of short trips, those under 2km, are walked suggesting that there is both an opportunity for more people to prioritise walking for short journeys and for those walkers to walk further.



It is important to note that both the SE Active Lives and TfGM TRADS data are illustrated herein with the primary purpose to provide context and background trends in relation to walking and travel across GM. The data is not being purposed to suggest any form of causality or influence by the WA programme.

4. Output, Impact & Ways of Working

This section of the reports considers the output of WA by each strand of work, identifying the impact and catalyst of change surrounding each strand.

4.1 Walking Voice

The GM Walking Voice is the term describing the varied network of individuals and organisations seeking to create 'noise' about walking in an attempt to influence decision making that promotes walking. The Walking Voice is convened by a steering group of interested organisations



¹⁶ May 2020 TRADS Data Summary Tables for years 6/7/8 (2017-2019) surveys.

including Living Streets, TfGM, the Ramblers, Sustrans, City of Trees, The Christie NHS Foundation Trust and Greater Sport.

The role and purpose of the Waking Voice is to:

- Provide subject matter expertise, best practice, advice and local insight.
- Contribute to the conversation for awareness, discussion and collective learning.
- Be a channel for information exchange between member organisations and wider networks.
- Demonstrate a genuine interest in the initiatives and outcomes of GM Walking Voice.
- Be a walking advocate.

As noted previously, the Walking Voice seeks to support more walking by creating a ‘web of individuals and organisations that are sharing stories and evidence of what is working, talking about the benefits and opportunities, and therefore influencing decisions that empower more walking!’¹⁷

Nick Cavill has developed a robust measurement tool centred on Social Network Analysis methodologies. The tool asks the stakeholder to note their interest and role in the network, identify who they collaborate with to promote walking across GM and the nature of their working relationships. The results of this survey are used to produce a number of detailed diagrams of the network, with accompanying analysis.

SNA illustrates and tracks effectiveness of any collaborative group, whether a network or an organisation, and is highly dependent on the quality of connections that exist between the participants involved. The SNA on Walking Voice will allow us to measure over time:

- the depth of relationship between participants
- the frequency with which participants communicate with one another
- the degree of collaboration between actors.¹⁸

In August 2019, the network consisted of 68 members, of which 43¹⁹ responded to the survey. By summer 2020, and as a result of a major recruitment and marketing drive, membership increased to 389 members. A new bespoke survey was conducted across Spring/Summer 2020 to chart the growth and development of the network and was completed by 107 members by September 2020.²⁰ The decline in response rate can be attributed to both CV19 restrictions (furlough and reassignment of staff) and other methodological issues. Nevertheless, the huge growth from 68 to 389 members over the year, “demonstrates the impact of the GM Walking team in recruiting new members and growing the network”.²¹

¹⁷ <https://www.greatersport.co.uk/what-we-do/gm-moving/walking/gm-walking-voice#:~:text=Greater%20Manchester%20%28GM%29%20Walking%20Voice%20wants%20to%20support,organisations%20in%20Greater%20Manchester%2C%20to%20enable%20them%20to%3A>

¹⁸ Nick Cavill. Cavill associates. SNA Walking Voice September 2019

¹⁹ A 63% response rate.

²⁰ A 29 % response rate.

²¹ GM Walking Voice Social Network Analysis: Update Sept 2020. Dr. Nick Cavill.

Figure 9 - August 2019 SNA of Walking Voice Network (Anonymised)

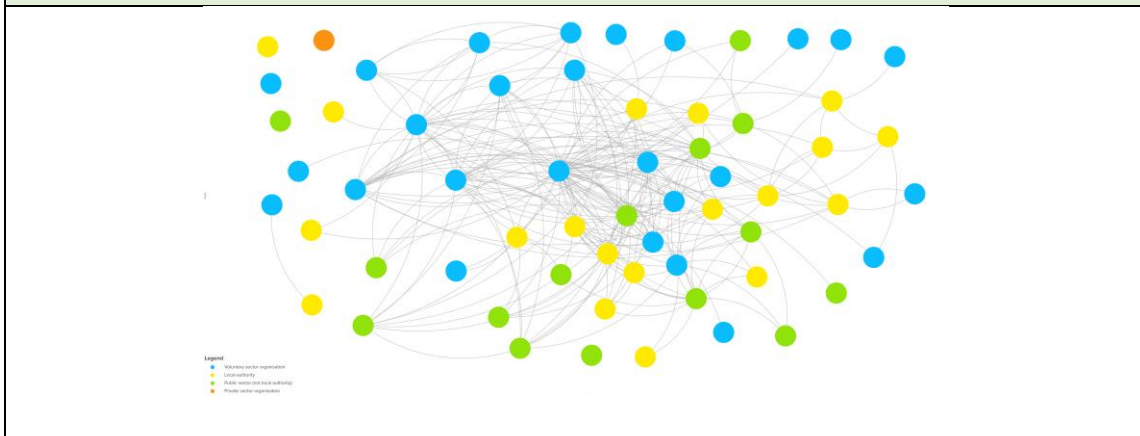
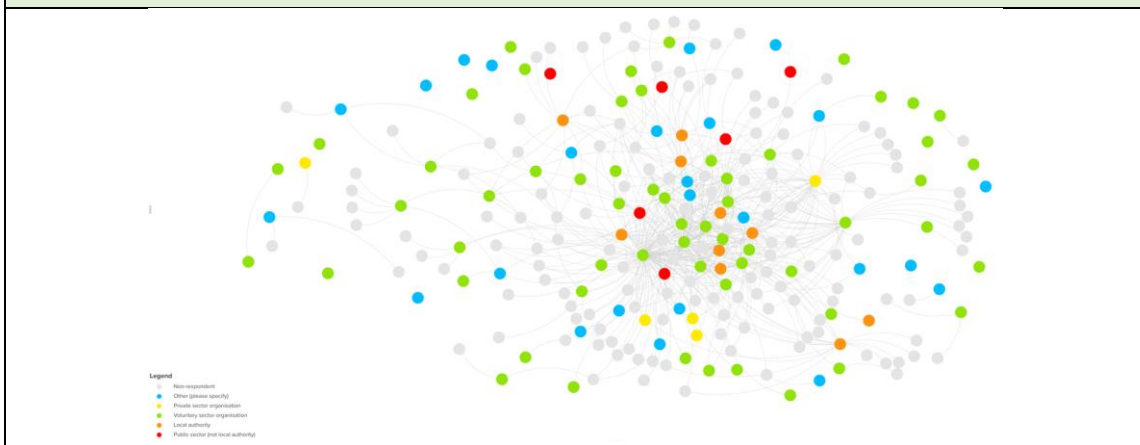


Figure 10 - September 2020 SNA of Walking Voice Network (Anonymised)



The diagrams visually illustrate the dramatic growth and some limited qualitative responses highlight the impact of this cross-sector networking and the opportunities associated with the WA, such as:

Access to advice and support and local networks of partners/ those with an interest in walking. Funding has benefited local groups and organisations. Wider campaigns to support and promote walking.²²

The stakeholder survey has not been repeated since the September 2020 reporting. Due to the expanse in the network, the methodology will be adapted in the future to depict the development of relationships across the network. However, observations by the evaluation team via Walking Voice meetings and network seminars hosted during 2020 lock-down suggest that the wider network of the Walking Voice requires further insight. The number of Walking Voice members stands at 567 in summer 2021²³. It would be useful to understand the how and why of the process by which network members are signed up.

²² WV SNA Respondee. September 2020.

²³ WA Walking Voice data. 2021/22 Overview. Population Health Update.

WA team note the need to consider the diversity of the Walking Voice in relation to the population and as such explore ways of building upon existing relationships with wider and varied communities. It is acknowledged within the Walking Voice that, “in order to engage with some groups and sections of society we need to be more pro-active²⁴.”

In addition to diversity of voice, seniority and high-level advocacy is something that the Walking Voice further seek to explore. Understanding that the system is complex and that there is a need for the Walking Voice to further strengthen its strategic advocacy is clear to the steering group members as one commented: “How do we strengthen our relationship with more senior parts of the GM system to build our relationships with these local organisations?”

The notion that strategic buy-in facilitates grassroots support is understood, however the converse of this is paramount. The Walking Voice’s ability to speak on behalf of the “hundreds of community groups, carries weight when speaking to senior leaders”, this remains a core aspiration of the Walking Voice. GMM and the WA in this sense straddle the strategic sphere and voluntary sector in an ambition to mobilize networks on both sides who have the ability to speak to communities directly and act as facilitators of walking and physical activity.

Programme Theory: Effective Cross and Within Sector Collaboration.

The dominant programme theory being tested by the Walking Voice is **Effective Cross and Within Sector Collaboration**. The Walking Voice seeks to support more walking by creating a ‘web of individuals and organisations that are sharing stories and evidence of what is working, talking about the benefits and opportunities, and therefore influencing decisions that empower more walking!’ The huge growth in the network, “demonstrates the impact of the GM Walking team in recruiting new members and growing the network”. The growth of the network and relationships between sectors, notably the VCSE and other statutory organisations is leading to productive output.



The secondary enabler of change for the Walking Voice is that of **Involving Local People and Growing Assets**. The growth of the network across different sectors and within varies communities across GM is important to the success of the Walking Voice as a champion and vehicle for increased walking opportunities to emerge. The Walking Voice seeks to grow local assets through its campaigning and influence across the various strands of work facilitating walking. Further investigation to understand how the Walking Voice can further represent the target communities is important and how are these groups and communities being pro-actively engaged?

Testing further programme theories:

- **Learning and Adapting** for the Walking Voice is an important mechanism of success. In order to adapt to the needs and channels of the varied members, from community level up to strategic, a micro (hyper-local and place based) and macro (system-wide) function is required. The Walking Voice does this through a steering

²⁴ WV Respondee: Walking Voice Reflective Webinar Series 11.06.2020

group structure which seeks to ensure representation. Further work to ensure the Walking Voice represents the complexity of the system at all levels is required. How does signing up to the voice, provide walkers with influence?

- **Transforming governance and processes:** Walking Voice influences walkability through its influence across the system. Walking and active travel are now viewed as central to strategic planning. However, the Walking Voice does not have a defined place within a governance structure so needs to work hard to influence networks. Actions include developing a walking manifesto at a strategic level and continue to influence local networks via the LP at a grassroots level.
- **Strategic enabling collective leadership:** The Walking Voice has seen high level support from Mayor Andy Burnham, Cycling and Walking Commissioner, Chris Boardman, TfGM, GMM and GMCA. There is a need to further improve the translation of this support at strategic level to the leaders of each of the 10GM districts and their distinct communities.

4.2 The Daily Mile

The Daily Mile (TDM) across GM is a partnership between GreaterSport, GM Moving and TDM Foundation. The central purpose of the TDM is to accelerate the ambition for GM to be the first Daily Mile city region, in order to embed walking into everyday life?. This involves extending the concept out beyond the typical primary school arena into other settings including families, communities and workplaces. This strand of work has until now been a less developed area of WA. However, during the latter part of 2020 and into 2021 the programme has grown momentum. Essentially, the WA TDM takes the value and concept of walking daily, uses TDM principles and applies them to the life-course outside of schools, through families, communities and workplaces.

One of the core principles of TDM has been the co-design of the resources and their content. Collaborate Out Loud have led the community engagement around concept development²⁵. All of the community engagement occurred during the COVID-19 lock-down period. Insight from targeted communities regarding what they required to enable them to organise a 'mile a day' was sought. Over fifty groups were represented from targeted communities including family and youth workers, women's groups, VCSE, ethnically diverse communities and care homes.

The consultation also sought to test understanding of the distance of a 'mile', noting the mixed levels of understanding across the communities. '. Enablers to facilitate a mile a day were revealed through the consultation to include companionship, environment, health and wellbeing, motivation and time. Communities also highlighted barriers to engaging in a mile a day and these related to practical issues, such as access and knowing where to walk, responsibilities, health & wellbeing, environment and routes.

The toolkit provides a suite of resources including activity sheets, step trackers, challenges and promotional templates. To date progress with TDM strand of work has included the:

- Targeted community engagement development via 'Collaborate out Loud'.
- Development of a 'Mile a Day' toolkit resource²⁶.

²⁵ [Getting Greater Manchester moving one mile at a time | Manchester Community Central](#)

²⁶ [The GM Daily Mile Toolkit - GM Walking](#)

- Targeted workplace strand led by Greater Sport.
- 500+ downloads of the toolkit across GM.

Figure 11 - Co-design Principles

Engagement	Curation	Co-Design	Recommendations
<ul style="list-style-type: none"> • Google Survey • Fun Retro Board • One-to-one conversations • Twitter chat • Facebook engagement • Guided conversation 	<ul style="list-style-type: none"> • Sense making data • Emerging themes 	<ul style="list-style-type: none"> • Community only workshop • Community and system workshop • Community group testing • Social media engagement 	<ul style="list-style-type: none"> • Resource ideas • How to do this

Three central audiences are being focused upon, those being individuals and families, workplaces and the community.

For the individuals and families audience, TDM toolkit provides practical advice around getting started, such as what to wear, time needed for a mile and where to walk. Through identifying key pointers including duration and steps, 'about 20 minutes' and '2000 steps' the toolkit seeks to break down those barriers identified through the community consultation. The gamification and activities are also important to creating a secondary motivating focus for the walks and include sensory searches, scavenger hunts, wildlife and nature tasks and bingo:

Figure 12 - Family Resource Challenge



Greater Manchester
Walking
The GM Daily Mile



The Daily Mile

#GMWalking #GMDailyMile

Sensory Search

Use the Sensory Search list below and see how many of your senses you can use while you walk! Tick them off as you find them.
You can also create your own sensory search using the blank template provided.

Tick




Something smooth to touch

→



A sound in the distance

→



Something that smells

→




Something that makes a sound when you stand on it

→




Something blue, red or yellow

→



Something you can make a sound with

→



Something cold to touch

→

www.gmwalking.co.uk

substance.

Greater Manchester
Walking



22

For workplaces, WA seek to encourage employers to share and enable activities and walking events. The platform provides one place for employers and employees to access resources and ideas for the workforce to be more physically active. Organisations can also register to be a DM supporter, bringing a degree of kudos, legitimacy and collective contribution to their involvement. Through engaging with the resource, Greater Manchester based workplaces can:

- Set up a regular staff led workplace GM Daily Mile opportunities.
- Launch a workplace GM Daily Mile group walk, self-managed by the participants.
- Provide staff with DM certificates and rewards.

The community strand of TDM is a free to use community resource providing 'DM routes' to enable community user creation. The gamification of the resource has been important in its development and incorporates fun challenges such as walking bingo cards. Small personal challenges also provide personal motivation for the walkers.

Figure 13 - Personal Challenge



For the workplace strands there is an opportunity presented as a result of COVID-19 and lock-down to develop a working from home support strand.

Programme Theory: Strategic Enabling Collective Leadership

The dominant programme theory at work for the Daily Mile work strand is **Strategic Enabling Collective Leadership**. The TDM project seeks to create a culture shift across communities and workplaces. For the workplace strand it is crucial that the leaders enable employees to support TDM in their daily routine. Collective community promotion champions to promote TDM in community settings are central to the collective leadership success.



Strategic senior leaders have championed this, most notably Mayor of Greater Manchester Andy Burnham and CE of GMM, Hayley Lever, both openly supporting the practical and tangible nature of this programme:

“Being able to provide tangible support for our residents, communities and workplaces through the GM Daily Mile Toolkit, is an exciting next step in our ambition to be the world’s first Daily Mile City-Region.

“Exercise is not only good for our physical health, but also has major mental health benefits – especially during these difficult times.

“I know that sometimes it can feel daunting to try to get outside and get moving more, so hopefully this new resource will help to enable more people to feel confident in getting out and walking each day in their local area.” Andy Burnham. Greater Manchester Mayor.²⁷

This toolkit provides support for residents and employees all over Greater Manchester to use a short Daily Mile walk as a simple way to move more – wherever they are. This will further the GM Moving vision for 75% of the Greater Manchester population to be active or fairly active by 2025. Hayley Lever. GMM Executive,”

²⁷ [New toolkit to help everyone reach their daily mile! - One Stockport](#)

The secondary catalyst of change for the TDM is also **Involving Local People and Growing Assets**. Workplaces and the community were viewed as important avenues to promote TDM into the wider life-course. Through community consultation and dialogue a co-design principle was embedded in TDM resource development. It became apparent from this co-design phase that *'different communities wanted different things. A Bangladeshi women's community group wanted very different resources to that of a youth group.'*²⁸ These communities are now central to developing TDM local action campaigns and growing this asset across the communities and workplaces of Greater Manchester.

Testing further programme theories:

- **Learning and Adapting:** TDM adopts a responsive approach to insight and co-design ensuring an adapted resource list and product range tailored to varied communities and workplace audiences.
- **Transforming governance and processes:** TDM provides links with GM-wide transport policies ensuring safety enabled to promote walking. System wide approach to influencing policy through education, TfGM and through lobbying via Living Streets.
- **Effective Cross and Within Sector Collaboration:** Need to integrate TDM through CVS, Public Health, Local Authorities and Children's Services. Areas such as Wigan have appointed personnel dedicated to work with schools and drive TDM across the district, showcase and share work with leads across GreaterSport and Walking Ambition. Tangible output of employer workplace resource downloads leading to employee uptake across workplaces to be monitored.

4.3 Festival of Walking

GM Walking have delivered the Festival of Walking as an annual event since May 2019. The Walking Festival remains a separate entity to the wider WA, although conscious attempts have been made to align the two²⁹.

Through development of a clear ToC for Walking Festival four key intermediate outcomes were identified, those being:

1. Increasing walking engagement from the target audiences
2. Inactive groups feeling more engaged through co-design
3. More walks initiated by VCSE groups and local people
4. Increased community connectedness

The Walking Festival has necessarily seen widespread changes to its focus and feel across 2019-2021. In 2019, the GM Walking Festival was the 5th annual walking festival and the first delivered as part of the Walking Region initiative. It aimed to focus on inactive groups and to use fresh language to get over the message that walking can be whatever people want it to be. The ability to achieve this goal was limited by the timetable following acquisition of the initiative from TfGM in December 2018.

²⁸ 06.08.2020. TDM Evaluation Webinar Event.

²⁹ Marketing Agency Diva are responsible for aligning the campaign and the festival promotion.

Despite time-scale challenges, 429 walks or walking activities were included in the festival brochure. From the 275 walks that registers were kept for, a total of 3,747 walkers were recorded, pointing to an average of 13.67 walkers per walk. From this we can estimate a total of 5,864 walkers were involved across the 429 walks.

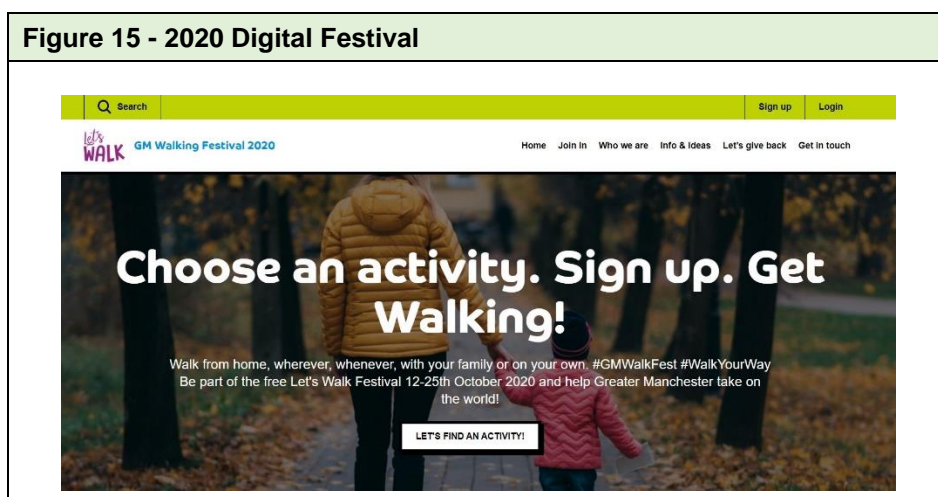


Following on from the 2019 festival, adaptation conversations predated the COVID-19 response discussions. The WA team refocused the festival to target those experiencing inequalities and to attract the non-traditional, less-active walkers across targeted communities, through promoting through target community champions.. The Walking Voice was instrumental in encouraging the shift of focus to be less concerned with the number of walks or walkers and more on attracting the less active walkers across target communities.

A marketing campaign was designed to facilitate this model. This targeted marketing campaign was not realised due to the COVID-19 pandemic and subsequent lock-down restrictions. Discussions with key stakeholders concluded that a virtual walking festival in October 2020 would be the most appropriate approach to engaging the target group and achieving its aims.

The digital festival was designed to allow people to walk from home 'with your family or on your own' between 12-25th October 2020. The digital event provided a platform for walkers to record their activity and come together as virtual walking community.

Figure 15 - 2020 Digital Festival



The virtual festival provided an opportunity to promote walking and be physically active across GM, at a time when the majority of areas remained in extended localised lock-down, preventing households meeting outside. The festival encouraged solo walkers, families and 'bubbles' to walk together or separately via technology. The 2020 'Let's Walk' festival was promoted as:

An opportunity to set yourself (or your family) a walking goal and discover the simple joys and benefits of walking with an option to raise money for local causes too³⁰.

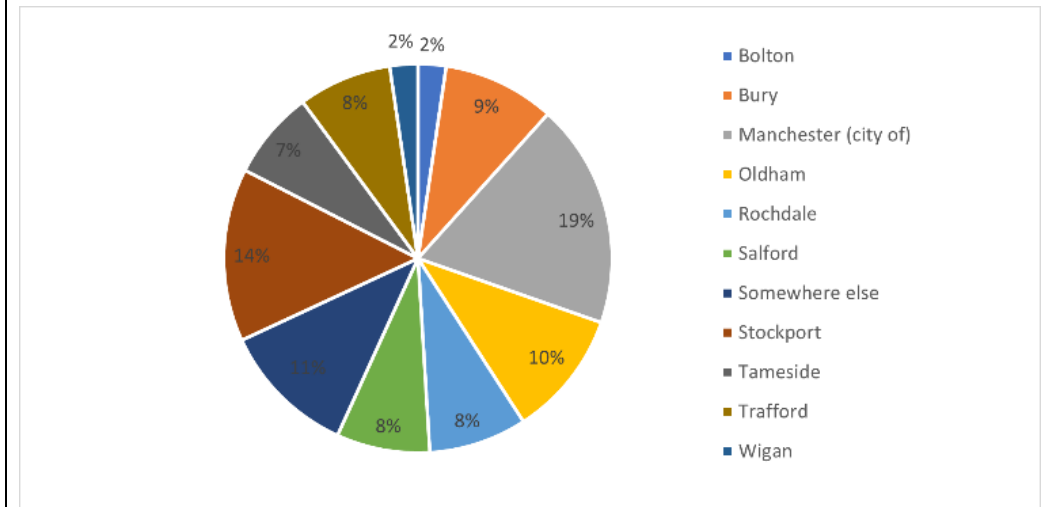
Participants were signposted to activities based on their motivations and goals such as personal challenges, improving physical health, maintaining wellbeing, providing family time and discovering and exploring neighbourhoods amongst other ideas. The website provided tips and ideas to get involved and record activity across the fortnight.

A summary report for the digital Walking Festival can be viewed online.³¹ The headline results identified that 258 participants took part in the festival across the 10 GM areas.

³⁰ <https://gmwalkfest.co.uk/>

³¹ <https://online.flipbuilder.com/bhtk/hrub/>

Figure 16 - 2020 Festival Walkers Across 10GM



City of Manchester (19%) and Stockport (14%) saw the higher proportions of participants. However, only 24% defined their overall physical activity rate as 'low' despite this group being the primary target cohort.

Only 14% of survey respondents were members of the Walking Voice Network and 79% did not take part in the 2019 Festival, suggesting that the model went some way to attracting new and non-traditional walkers. When considering motivation, taking part for a personal challenge was the most common motivator.

Improving mental health (22.1%) and inspiration to get outside (21.4%) were the greatest benefits recorded by the participants. Walkers encouraged 'others' to walk more acting as hyper-local community champions with 62% saying that they encouraged someone else to walk more than they usually do as part of the festival.

Post engagement behaviour change was also identified, with 57% of respondents noting that the festival helped them to include walking into their daily routine after the two-week festival.

92% of festival participants who responded to the post-engagement survey said they would take part again and over 55% of individuals said that the Lets Walk Festival had either improved their mental wellbeing and/or provided inspiration to get outside.

The varied data illustrates the success of the first virtual Walking Festival and how WA have adapted delivery in a responsive and effective manner.

The Walking Festival steering group made up of key partners across the system and community considered the rationale for the 2021 festival, agreeing a 'co-designed approach and offer/content for the festival'. Whilst there was not a desire to repeat the 2020 full digital approach, the offer in 2021 seeks to compliment the existing digital infrastructure, making use of the WA Website, TDM toolkit resources and the GoJaultly app.

Let's Walk 2021 - Get Out This May concentrates on a key call to action, that being 'to get out and walk every day in May'. The festival adopts ideas around a calendar 'bingo card',

competitions, pledges and photography sharing. The calendar of events suggests ideas for different activity levels, those being:

- Beginner – short walk ideas for those new to walking, or people wanting to improve or start re-building their fitness gently.
- Intermediate – For people who walk fairly often and in their everyday routine.
- Experienced – For people who walk a lot for leisure and their daily routine.



Subsequent reports will illustrate participant involvement and engagement from target audiences at the 2021 walking festival.

Programme Theory: Learning & Adapting

The dominant programme theory evident across the Walking Festival strand is **Learning and Adapting**. There has been a responsive and adaptive approach to delivering the Walking Festival across three years. Much of the shaping of the festival has been based on reflective practice and co-created with key stakeholders. A brave approach to test and learn principles has been observed. A focus on quality, inclusivity and tackling inequalities through targeted participation over broad mass participation is now driving the festival agenda.



The secondary catalyst of change for the Walking Festival is **Involving Local People and Growing Assets**. Through engaging with the communities and creating opportunities for more targeted walks led by community groups and individuals. The festival legacy is to provide a wealth of resources and networks across communities to promote walking opportunities beyond the festival.

Testing further programme theories:

- **Strategic enabling collective leadership:** The Walking Festival is annually supported by senior leaders across the system who encourage collective promotion through community channels.
- **Transforming governance and processes:** The Walking Festival seeks to facilitate the relaxing of rules associated with more formal walks and the need for these to be led by experienced walk leaders. Creation of a FAQ's style support around leading walks, practical aspects to consider and a more common-sense approach to facilitating informal walking. Continue to offer training and support to walk leaders to build capacity where required.
- **Effective Cross and Within Sector Collaboration:** The Walking Festival is promoted by the ten local authority walk leaders. Strategic partners sit on Festival Steering Group including, Ramblers, Living Streets, TfGM and LP leads. Partners including the developers of third party walking apps are instrumental in the wider Walking Festival offer.

4.4 Website / Digital

With a more direct purpose, the Walking Website serves as a central platform for local residents and community groups to understand more about the benefits of walking, find walking opportunities across their region, access resources and training. This central hub promotes third party affiliated walking apps and tools including the GoJauntly and Love Exploring apps. These free apps provide a mobile platform for discovery and sharing of routes.

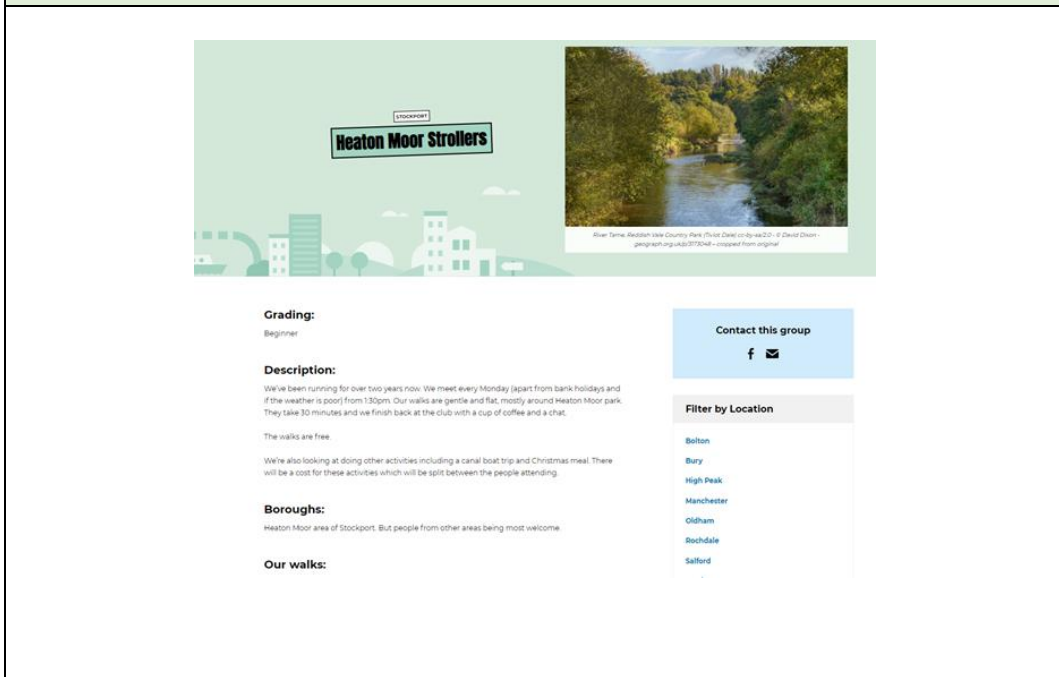
Together with GoJauntly, Walking Projects CIC, and local community organisations across Salford, Manchester, Oldham, Rochdale and Bolton, a series of over thirty wellbeing walks have been created across Greater Manchester. Love Exploring provides a family, children and young person focused app.

Figure 18 - Third Party Walking Apps



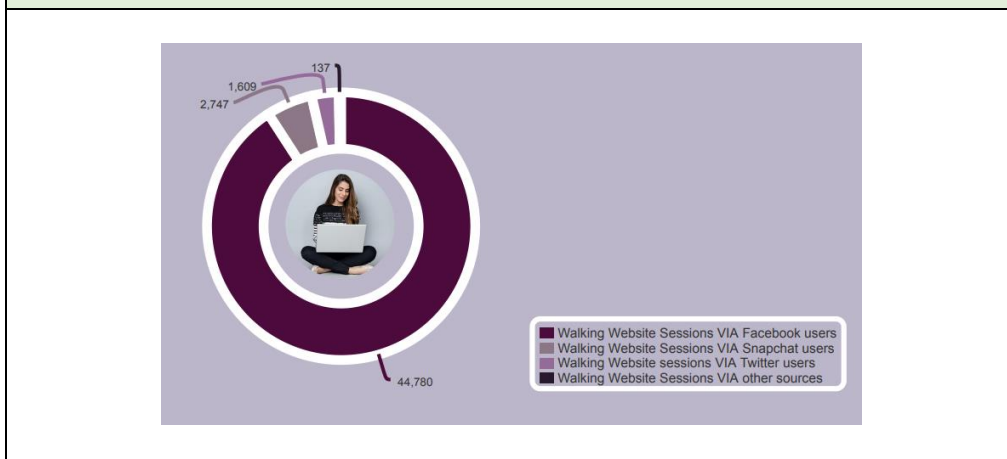
The Walking Voice network is also showcased via the website, providing access to a simple online joining form. The resource bank has a strong focus on co-production and networking. The promotion of walking routes, generated by the community are categorised by transport links, facilities, grading of accessibility and activity level. The promotion of walking groups is organised by the 10GM geographical areas.

Figure 19 - Website Walking Routes



By March 2020, a total of 41,350 users across 49,273 sessions had used the Walking Website. The WA's social media presence feeds into the overall website visitor figures. Facebook is by far the most successful source of traffic to the website with 37,654 Facebook users leading to 44,780 website sessions. 2,459 Snapchat users led to 2,747 sessions and 1,135 Twitter users lead to 1609 sessions. Other social media platforms used by Walking Ambition include; LinkedIn, YouTube, Reddit, Wordpress, Google+ and Pinterest, all resulting in less than 100 users/sessions per source.

Figure 20 - Website Sessions Via Social Media Source



Walking Ambition's social media reach exists as a result of both paid campaign and organic engagement.

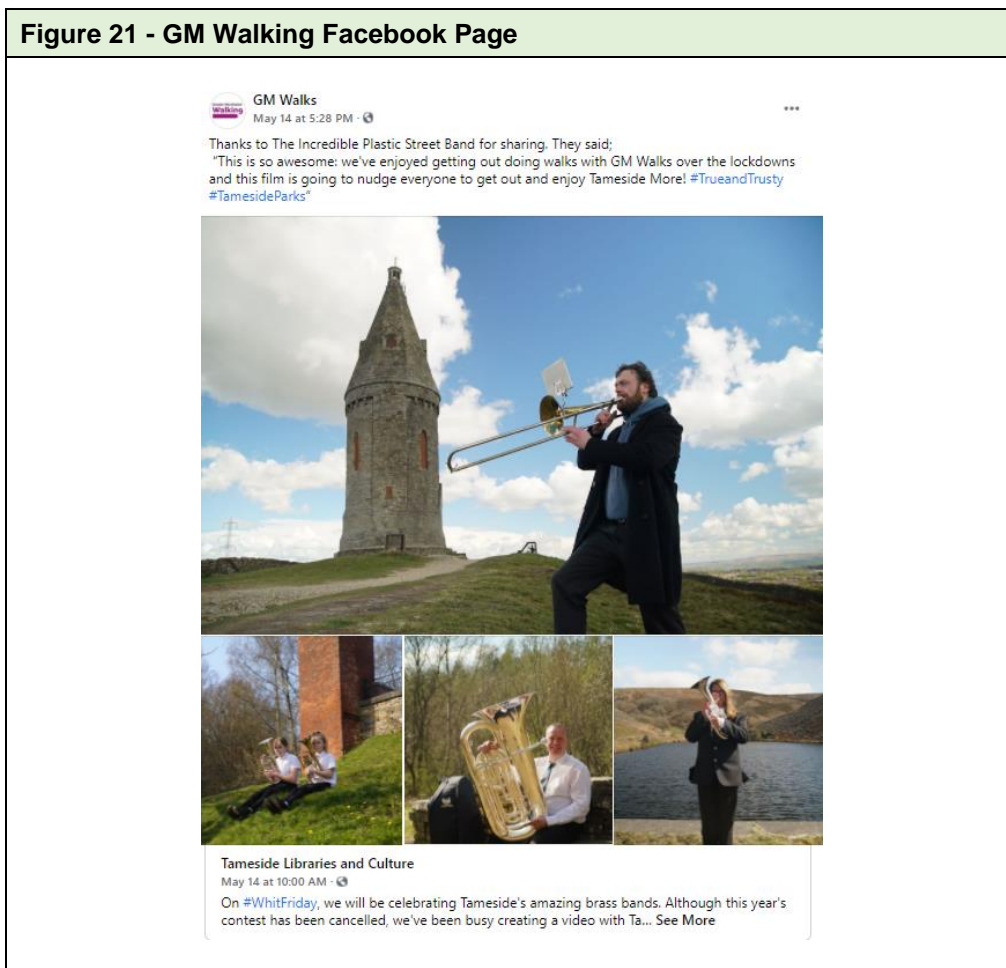
Paid campaign reach³² resulted in:

- Facebook: 2,987,080 impressions, 5,220 engagements, 41,979 clicks, 113,964 Video plays.
- Snapchat: 885,981 impressions 8,204 swipe ups 15,412 Video plays.
- YouTube: 585,025 impressions 11,746 clicks 92,334 Video plays.

Organic engagement resulted in:

- Facebook: 115,067 impressions; 105,401 reach; 5,922 engagements (will include paid from Oct-Sept); post engagement rate 2.98%
- Twitter: average engagement rate; 1.79%; 535,700 impressions, 1,411 engagements.
- Instagram: 682,286 profile reach; 717,350 profile impressions.

Figure 21 - GM Walking Facebook Page



Examples such as that of Tameside Libraries, promoting GM Walking through its brass band and celebrating walks across the Tameside landscape are important community generated content shared with varied audiences.

³² (Running August-October 2020)

Data collected on impressions and engagements suggests that the presence across both paid and organic posts is growing. The GM Walking website saw 166,168 new users across the period March 20-March 2021 and an average of 1,500 sessions per day.³³

Programme Theory: Involving Local People and Growing Assets

Involving Local People and Growing Assets is the key programme theory evident across the Website and Digital strand of Walking Ambition. Much of the website content is focused on the stories of local people. The bank of resources, tools, apps and training are provided free of cost for local people to use in their communities and lives to facilitate walking. The social media campaign is gaining traction in community content and shares.



4.5 Campaign

The Walking Ambition campaign aims to be both separate from and complimentary to the wider That Counts! marketing campaign across GMM.

*The Greater Manchester Way*³⁴, aimed to be “inspiring and including; proud and ambitious; relatable and honest”³⁵. There was a desire for the campaign to tell the real stories of why people walk and what they get from it. The campaign creation involved the lived experiences and real people from Greater Manchester. The notion that people should ‘see themselves’ in the campaign for it to talk to them directly and influence behaviour change is important.

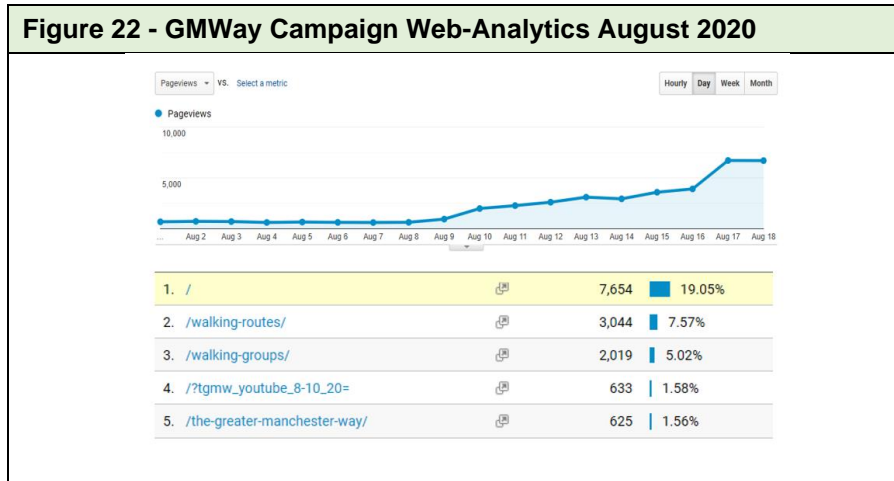
The video campaign is a short advertisement which describes where, how and why ‘Mancunians’ walk. It places Greater Manchester as a region of walkers and further drives the rhetoric of the ambition of it being the UK’s first Walking City Region. Maxine Peak provides the voice-over to dramatic, identifiable local landscapes which provide an inspiring backdrop to the act of walking.

The GMWay Core Campaign was launched on 10th August 2020 and was live until the end of October. Despite the impact of CV19 and the lack of PR coverage around the campaign (only two local press articles relating to it – Stockport and Oldham), the web-analytics illustrates that the initial online engagement with the campaign was positive. The video received 7,654 page views in the first two weeks of launch:

³³ GMM 2021/22 Overview. Population Health Update July 2021.

³⁴ Walking Campaign is separate and distinct to the Walking Festival and That Counts branding.

³⁵ 5.2.2020 Walking Campaign Launch. Friend Meeting House.



Marketing agency Diva were commissioned to lead on the two-year campaign³⁶. Aside from delivering the campaign, Diva has been separately contracted to evaluate the impact of their campaign. This evaluation is being approached through surveying of a minimum of 500 residents of Greater Manchester during pre and post campaign periods to elicit the residents' *'opinions, behaviour, intent and awareness to walking and physical activity'*³⁷. Concluding results from this external evaluation will be summarised in the next progress report. Most recent analytics³⁸ illustrate that the GM Way Campaign attracted over 8,000 engagements on paid media creating online discussions. A further 118,000 clicks through to websites to find routes, groups and inspirations related to walking were recorded.

Programme Theory: Learning and Adapting

The Walking Campaign's success is reliant upon listening to audiences and communities and responding to them and therefore **learning and adapting** is the key programme theory being tested by the campaign. This adaptation can be seen from the very outset of the campaign, when formative research illustrated the need for a separate campaign specifically for walking to that of the core That Counts GMM campaign. A desire to illustrate the joy of walking and be different to the core campaign was the message underpinning the campaigns development.



The Walking Campaign also benefits from **strategic leading to distributed leadership** being supported and promoted by senior leaders and a range of high-profile champions and influencers. The GM Moving Comms Manager works closely with the Made to Move Board³⁹ and keeps them informed on the walking campaign. Having support from high-profile influencers impacts on other decision-makers across the system:

³⁶ <https://www.prolificnorth.co.uk/news/marketing-services-news/2019/09/diva-creative-wins-ps250k-contract-greater-manchester-moving>

³⁷ Diva. Response to Evaluate GM Walking Campaign.

³⁸ GM Walking Ambition. 2021/22 Overview. Population Health Update.

³⁹ Made to Move is GM's Walking and Cycling Infrastructure Transformation Plan Submitted by GM Walking and Cycling Commissioner to GMs Mayor. https://assets.ctfassets.net/nv7y93idf4jq/1XtfykQs0g22q8cYCyoAaq/dee5732015f23c5df3a338afc2353b74/Made_to_Move.pdf

Andy Burnham and Chris Boardman are both supportive of the campaign. This filters through to organisations they are involved in too such as TfGM. GMM is the strength and we have buy-in at the highest level and it is a movement. That is the strength and the Health and Social Care Partnership, having a foot in the health world so we link with the health world too.⁴⁰

Three of the most influential leaders in the field, Andy Burnham⁴¹, Chris Boardman⁴² and Sarah Price⁴³, attended the Living Streets National Walking Summit in March 2020 (3 weeks prior to lockdown) and took to the stage to promote the benefits of walking, providing strategic support for the wider WA campaign.

The WA is at its very core a cross-sector movement that joins up across the system and organisational hierarchies. Collectively the eight work strands operate across health-care sectors, local workforces, education, VCSE and community groups, planning and infrastructure, transport and sport and leisure at different levels of the system. The partners share a 'collective and common' objective to promote Physical Activity, with walking at its heart.

- **Involving Local People and Growing Assets:** In order to develop the campaign messaging focus groups were held by 10GM. The VCSE were instrumental in creating content for the campaign which were supported via VCSE umbrella Greater Manchester Centre for Voluntary Organisations (GMCVO).
- **Effective Cross and Within Sector Collaboration:** The campaign brought together GM WA partners including TfGM, the Walking Voice and LP locality leads to promote the development of the walking brand and support DIVA in the campaign development and promotion.

4.6 Walking Ambition Community Investment Fund

A budget of £225k was allocated to help empower communities to develop their own walking offer. The Community Investment Fund (CIF) is the vehicle used to provide resource and support to the VCSE for them to develop and deliver walking initiatives. The fund is managed by GMCVO on behalf of GM Moving. Three sizes of investment pots have been made available, those being: small under £1k; medium, between £1k and £5k and a further three partnership pots of up to £15k.

The fund aims to:

- Enable everyday walking, empower formal and informal walking, and/or mass walking events, driven from within local communities and/or
- Support the recruitment of 'walking champions' across the system, made up of organisations and community members/volunteers and buddies.

⁴⁰ 03.05.2020. Walking Campaign Webinar. Interview Quote. WA Programme Lead.

⁴¹ Greater Manchester Mayor

⁴² Walking and Cycling Commissioner for GM /OBE /Gold Medal Olympian

⁴³ Chief Officer. GM Health and Social Care Partnership

Figure 23 – CIF Grant Allocation



The funding has reached a varied portfolio⁴⁴ of project types including mental health walks for young people, guided walks for older isolated people suffering from loneliness and nature hunts. Further analysis of the nature of organisations awarded illustrates the breadth of support.

CIF Distribution

- Almost half (49.4%) of organisations successful in the grant application were based in the most deprived quintile of LSOAs with over a third (35.6%) in the most deprived 10% of areas nationally.
- Grants have been delivered uniformly across the deprivation levels with 7.9% of LSOA's in the most deprived decile receiving funding compared to 6.5% in the least deprived decile.
- The majority of grants (64.7%) were awarded in areas with an inactivity rate above 25%.
- Grants were distributed relatively evenly across all boroughs, with Manchester (25.3%) seeing the highest proportion and Glossop⁴⁵.
- (6.9%) the least. Beneficiaries & Demographics
- The most common demographic supported by the grantees were those with disabilities or long-term health-conditions (LTHC).
- Projects and activities aimed at families, children and young people and the older population were also a focus for a large proportion of projects.
- As such there is a strong link to the LP targeted community profiles of LTHC and families, children and young people.
- For all projects with this evaluation data available, more people reported increases in frequency and length of walks than no change.
- More people reported increases in confidence in walking to places, than no change.

⁴⁴ See Appendix 4 for CIF Funded Project List Feb 2020.

⁴⁵ Glossop has a proportionally smaller population compared other local authority as it sits within Tameside and Glossop districts.

- Especially during CV restrictions the impact on beneficiaries supported was life-changing:

“It gave me a purpose to get up and out back to the human race – thank you”

“thank you just seeing smiley faces helps me feel better”

“lovely to get out and see people”

Transforming Governance & Processes

New ways of working were reported through the distribution of the Walking CIT at grant management level, having a positive impact on how finance is distributed to the voluntary sector.

- A simple cross-GM application process was enabled through GMCVO.
- 40% of grantees were not previously known to GMCVO.
- New 'rolling-grants' and quick decision process worked well. Now replicating with other funds across GM.
- Flexible and less focused on numerical targets. Focus on targeted coverage.
- Of the projects that went on to be awarded grants after previously not receiving funding, 29.4% went on to receive more funding the second time round. i.e., upskilling and developing capacity in communities.

Adaptive Support due to COVID-19

- Due to the Covid 19 pandemic many of the activities that were awarded grants were unable to deliver to their previously intended timeline.
- Communicated with projects in lock-down. Some completed, some adapted, on-hold and awaiting restriction lifts. Flexible with timelines.
- 13 of the small grants awarded as adapted CV-19 responses. (E.g. - The Fed - Walk & Talk H&W'.

Programme Theory: Transforming Governance and Processes

The dominant catalyst of change observed around the Walking CIF has been **transforming governance and processes**. The Community Investment Fund (CIF) is administered by Greater Manchester Centre for Voluntary Organisations (GMCVO) on behalf of the WA as it was recognised that the voluntary sector has the ‘great ability to bring people and diverse communities together to engage’. 89 grants have been distributed directly to the community organisations. The ability to build organisational capacity is noteworthy. Changes to processing the grants and supporting communities through the application has been transformative. Through operating the CIF the voluntary sector has seen changes to the way other funds are distributed and processed.



The secondary programme theory being tested by the Walking CIF is that of **Involving Local People and Growing Assets**. The funds were distributed direct to communities for local people to grow local walking opportunities. Opportunities, support and capacity across communities grew with the funding and the ability to reach new audiences was observed.

substance.

Greater Manchester
Walking

- **Learning and Adapting:** The Walking CIFs adaptability of processing of grants and supporting communities has been notable. The ability to continue to find projects at a local level throughout the COVID-19 pandemic has been testament to its learning and adaptive approach to funding.
- **Effective cross and within sector collaboration:** Through using GMCVO, WA were able to promote the CIF to sectors not as otherwise readily accessible to them. Moreover, the CIF also opened up new collaborations for GMCVO, who noted that a good proportion of grantees were not previously known to their existing network channels. The CIF has unlocked new channels of community collaboration to facilitate walking in communities by communities.

4.7 Workforce & Local Champions

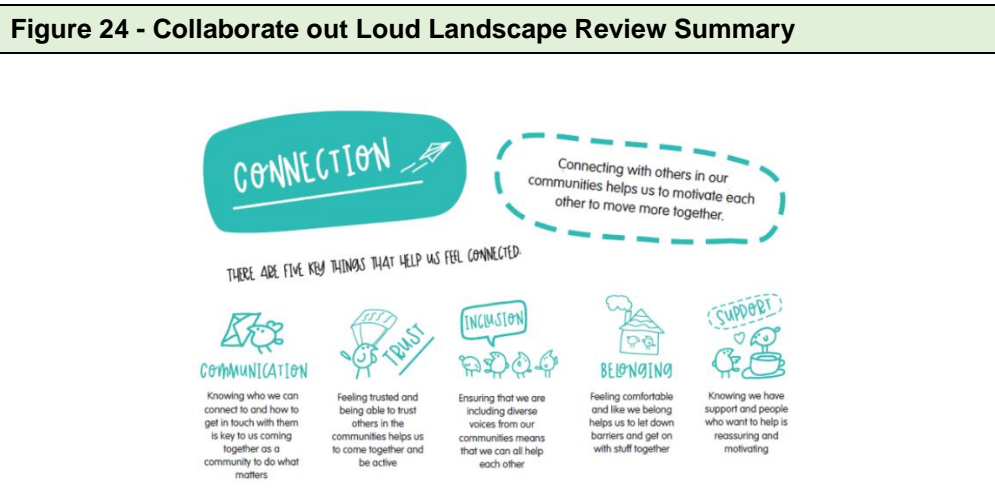
Workforces across Greater Manchester have been identified as being instrumental in increasing walking opportunities and influencing the mindset of the population. Through identifying and targeting certain workforces with training, resources and support, it is hoped that they will promote walking as part of their organisational or sector culture. Activities to develop the workforce include:

- Training to promote walking in the workplace.
- Key trusted workers, such as GP's and nurses, to promote walking through their direct contact with target groups.
- Walking to be promoted alongside key workforce agendas such as climate change and health.

The Community and Workforce Champions work strand is directly aligned to the GMM System Leadership work. The central aim of this is:

To support and enable a transformation in the culture, behaviours, skills, knowledge and capabilities of Greater Manchester's workforces to address the challenge of inactivity.

The Collaborate Out Loud Landscape review recommended that there was a need to develop a diverse group of community collaborators; develop a joint leadership programme; build new relationships; co-create with communities and make physical spaces clearly and freely available where people can connect and move together.



Co-produced Walking Champion workshops and resources have been delivered to 73 individuals from 50 organisations across a varied portfolio such as BAME Connect; Wigan and Leigh Carers Centre and Jigsaw Housing Association.

Programme Theory: Strategic leading to distributed leadership

The Walking Champions and Workforce strand of the WA has been instrumental in providing a change of focus, practice and culture across many settings in GM. Resources such as the Active Workplace Toolkit are aimed at supporting cross-sector workforces to raise awareness and promote the benefits of walking. WA is influencing a shift of mindset across workforces, influencing employers to encourage their workforce to be more physically active and build the TDM into their work routines and practices. As such the **strategic leadership enabling collective leadership** can be seen as the primary programme theory being tested by the Walking Champions and Workforce strand. WA has reached a varied workforce through its resources and training support packages. Findings from a recent Landscape Review and co-design consultation point to the need to remove barriers to allow Community Leaders to support others to be more active through three key themes; promoting autonomy; providing meaning and strengthening connections.



The secondary programme theory being tested by the Walking Champions and Workforce strand is **effective cross and between sector collaboration**. Through supporting the health sector, the CVS and private sector in different ways, WA is facilitating new practices that allow these sectors to build walking into their wider organisational practices. Examples of this have been seen through libraries initiating story walks and GPs prescribing walking.

- **Learning and adapting:** The Walking Champions and Workforce strand acknowledges the whole system approach and then need to support organisations in culturally different approaches. The working from home catalyst born out of COVID-19 stay at home restrictions, have meant that the opportunity to allow workforces to get away from their desk more and reinvent what a workplace means is crucial. Workplace ambassadors promoting the adapted #keepGMMoving and linking with Sport England COVID-19 compliance has been an important new function of this work stand.

- **Involving Local People and Growing Assets:** The Walking Champions and Workforce strand has provided support, formal training and resources to workforces and champions across GM. During the pilot development phase, participants were asked to reflect upon their motivation to be involved and on the content of the material. Delivery and content was adapted following early pilot delivery with workforces. Participants were subsequently trained to empower others and improve their ability to influence walking through messaging, promotion and direct action.
- **Transforming governance and practices:** To enable a change of culture so that walking and movement in the workplace becomes the norm.

5. Summary & Next Steps

This report brings together summary learning from the past two years evaluation of the Walking Ambition programme. The report has demonstrated how each core strand of work has developed, the output delivered and the impact of these strands on the beneficiaries and wider system.

The Walking Ambition team alongside GMM are moving towards a streamlined evaluation of the Walking Ambition and the future evaluation output is currently being considered. A mix of reflective practice and evaluator-led observations and data collection methods are being proposed. However, the central focus will be to understand the extent to which system change has been facilitated by Walking Ambition to empower routine walking for pleasure, personal or environmental benefit and travel convenience. Learning from WA will be shared across GMM and the Local Pilot in order to maximise action research impact and ensure the community of learning is strengthened. GM moving in Action seminars are scheduled to