

Nothing to something and something to more



Together
an Active
Future



Hello and welcome

to Pennine Lancashire

Thank you for taking the time to read
Together an Active Future's Pathfinder submission

We're so proud we've been chosen as a Local Delivery Pilot by Sport England and we are determined and excited to deliver something really special here in Pennine Lancashire. We want to make a difference for the fantastic people who live and work here and also make a difference for the organisations and partnerships who support them; to help us achieve more together.

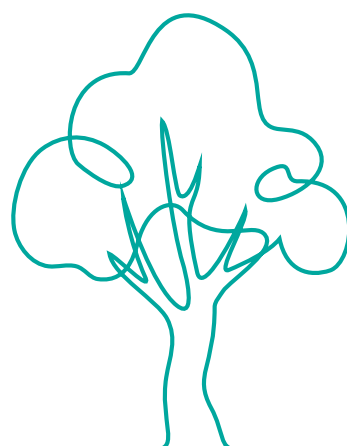
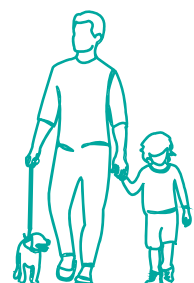
What you are about to read is a different type of approach to which colleagues in the public sector may have taken in the past. That's because Sport England have been bold and brave enough not to specify what should happen. Instead, they have set us a challenge; **to learn how to approach the problem of physical inactivity in a new way, a way that can reach out and involve those people who are often not involved and in a way**

that can ultimately inspire, influence and motivate change.

This submission details how we intend to do this. It explains how we are creating an infrastructure and an environment that we feel can really change the way things work in Pennine Lancashire. It explains how we will think big, start small and learn fast to be able to achieve a lot in a short space of time. It also explains

how we're going to involve people, the people who are the heart of this, in the shaping of the pilot; they will determine what needs to happen.

We hope you enjoy reading our journey so far, from concept through to proposal, from nothing to something and something to more. We look forward to sharing our stories with you as we continue this journey into the Pathfinder phase and beyond.



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Pathfinder summary

Thank you for taking the time to read about Together an Active Future (TaAF) and our journey so far. Before continuing, we thought you may appreciate a video where we outline some of the key points from our pathfinder submission. We hope you find it interesting and useful.

<https://www.youtube.com/watch?v=iX8tSmbIfgs&t=39s>



The TaAF Journey

2017

Geographic and demographic positioning of Pennine Lancashire's LDP



2018

Development of the Life Course approach



2018

Recruitment of the Core Team and development of the TaAF approach & ethos



2019

Creative Engagement approach developed



2019

Differentiated approach, resource apportionment and design principles developed as part of the Investment Framework



2019

Investment Framework approved by Partnership Leaders Forum



2019

Pennine Lancashire Community of Learning established to support Localities with Pathfinder plans



2019

Evaluation Partner Lancaster University formally appointed and evaluation plans agreed



2019

Pathfinder plans submitted to Sport England



2020

Design and implementation of pathfinder interventions



Pennine Lancashire



Our place

Our Expression of Interest and subsequent second submission provided a lot of background information and context to Pennine Lancashire and its various components; which ultimately make it an ideal place to be a Local Delivery Pilot.

Some key points are outlined: Pennine Lancashire is home to more than half a million people and its communities are shaped by their geography and industrial heritage. Valley-bottom mill towns with beautiful urban parks and rural villages are connected by corridors surrounded by beautiful open countryside.

There is a legacy in Pennine Lancashire, from the boom

and subsequent decline of the industrial revolution. In the boom, there were beautiful green spaces and parks built in the middle of our towns and the Leeds and Liverpool Canal was created, which provides a connection between a lot of our place. However, following the decline Pennine Lancashire was left with significant pockets of entrenched deprivation and unemployment in its towns.



Our challenge

People across Pennine Lancashire are significantly less physically active than the national average. Evidence suggests that inactivity is one of the key factors driving premature mortality from non-communicable diseases including cardiovascular disease, diabetes, respiratory diseases and cancers.

Pennine Lancashire has some of the worst health outcomes in the country with life expectancies in Burnley, Hyndburn and Blackburn with Darwen all ranking in the bottom 20 of more than 300 local authorities.

There are high levels of deprivation with more than one in three neighbourhoods amongst the most health deprived in England. Pennine also has neighbourhoods where child poverty rates exceed 50%. High levels of deprivation and poverty are driving unhealthy lifestyles which include poor diet

and physical inactivity. These fundamental factors contribute to high rates of heart failure, asthma, poor mental well-being and issues such as obesity, alcohol dependency and tobacco use continue to have a negative impact on health and well-being.

Poor mental well-being has a significant impact on people's lives with an estimated 70,000 people aged 16-74 years old having some form of mental health disorder.

These health inequalities are a significant and persistent issue leading to fewer people in work and lower productivity. This impacts on higher levels of benefit take up, particularly for reasons of poor mental well-being.

Pennine Lancashire is a complex place; comprising of six local authorities including one unitary authority and five district authorities which are part of the two-tier county council, two CCGs, one hospital trust, one acute mental health provider and numerous voluntary, faith and community services.

This pilot provides a great opportunity for us to test and learn whether we can improve physical activity and mental well-being in the short to medium term and contribute to improved health and well-being and growth in the economy in the long term.

TaAF – part of the bigger picture

Pennine Lancashire as a system has strong governance and partnership working.



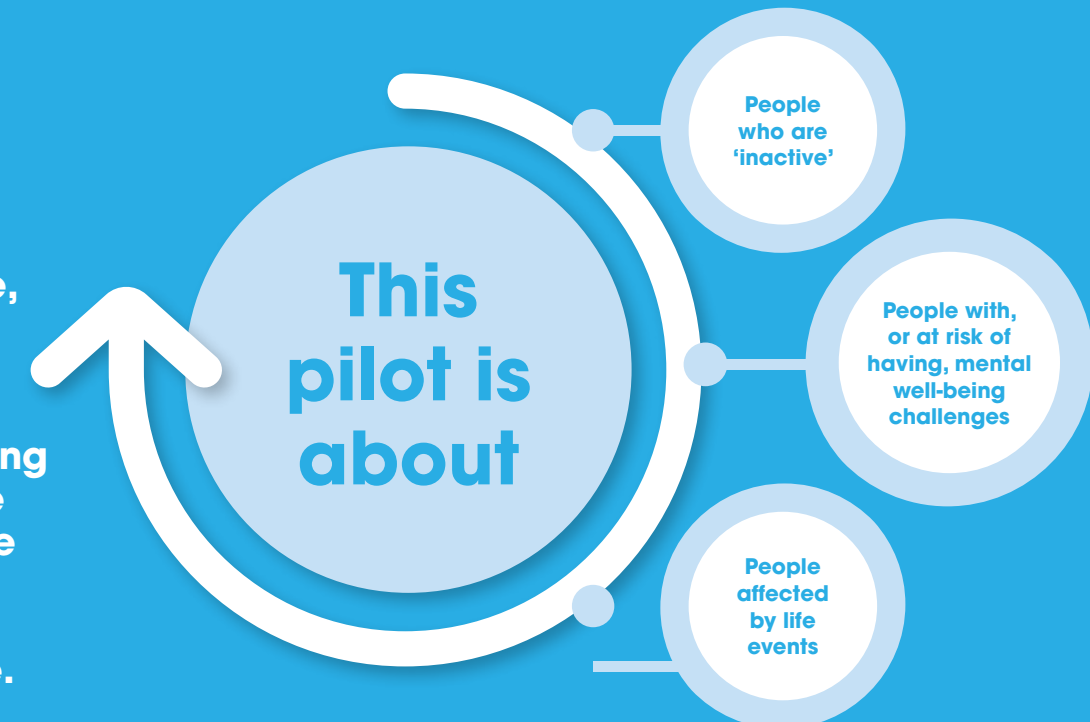
Together a Healthier Future (TAHF) is the accountable health and social care partnership for Pennine Lancashire led by influential, strategic leaders made up of chief executive officers from East Lancashire Hospitals Trust, Lancashire Care Foundation Trust, Blackburn with Darwen CCG; East Lancashire CCG, Lancashire County Council, Blackburn with Darwen Borough Council and Community and Voluntary Sector (CVS).

These organisations are committed to improving health and social care and have identified 'Prevention' as a key work strand, with Together an Active Future as the leading priority within it.

TaAF is seen by Partnership Leaders as an important opportunity to accelerate learning that can be implemented across the health and well-being programme.

The people this pilot is all about

Based on the research and evidence available, we've chosen to focus on inactive people, particularly those with or at risk of mental well-being challenges. The target audience equates to approximately 120,000 people.



During the pilot we'll learn more about the impact of life events on both inactivity and mental well-being and we want the learning and opportunities from this pilot to impact on the whole system.

We are hugely proud of the positive outcomes that our innovative approaches to physical activity have achieved to date. We also know that to make a difference, we need to do things differently going forwards to reach those people we haven't made a difference for so far.

We won't be doing this alone

Our communities are diverse, our people are amazingly different and a one size fits all approach won't work.

Throughout the Pathfinder phase we will engage, involve and work alongside our audience to better understand their lives, motivations, wants and needs.

As stated in our aims on the next page, we want our people to shape this pilot as we feel this gives us the best chance to learn, to grow and to make a difference.

We feel our role in this pilot is to create an environment where everyone has a voice, particularly those people who may not usually have a chance or choose to get

involved. It's their voices we need to hear; they are the people who may have some of the answers to our questions.



TaAF aims and ambitions

Our approach will help us deliver our aims set out below; which are simple, powerful and can make a difference.

“Think **BIG**, start small, learn **Fast**”

More people more active in Pennine Lancashire

Understand the true reasons why people are inactive

Make it easier for people to be more active

Deliver a learning pilot that is shaped by the people of Pennine Lancashire

Ensure there are strong lasting physical activity opportunities



This opportunity from Sport England provides us with the chance to be ambitious and think about how we can deliver something which can make a difference for years to come. We need to balance that ambition with learning, what can make a difference on a small scale which can then be accelerated.

Pilot ambition

Understand people

TaAF wants to involve people and partners to help us understand the impact of life events and use this insight to create and test different solutions that can benefit everyone.



Engage creatively



TaAF will test a creative engagement approach with a range of people and partners to show the value that this can have. We will encourage and support others to try it too. We aim to create a blueprint for a Creative Engagement approach across Pennine Lancashire.

Inspire partnerships

TaAF will create the environment where strategic partnerships can grow based on a collective ambition of improving physical activity and mental wellbeing. We want to demonstrate the effectiveness of partnerships and encourage the sharing of skills and resources.

Encourage activity

TaAF wants to understand why too few people access what Pennine Lancashire has to offer and work with people and partners to develop solutions to improve this. We aim to create a blueprint for how future developments are designed based on evidence and insight.

Long term ambition

To know how life events impact physical activity levels and mental wellbeing and have a system in place to support this.



Creative engagement will be used across Pennine Lancashire, helping people to work better together, excite them to do something different and to share their stories.



Pennine Lancashire will have strategic partnerships where skills and resources are shared to achieve a collective ambition to positively impact on people's physical activity and mental wellbeing.



More people accessing the fantastic offer that Pennine Lancashire already has. With a refreshed focus on physical activity, more people will be more physically active, happier and healthier.



Together an Active Future



As a Local Delivery Pilot, we had an interesting and exciting challenge to decide what type of team we wanted to create to lead this Pilot.

The following are some of the key decisions taken and principles we wished to embed from the start that we feel has created the fundamental building blocks of the TaAF culture and approach.

The team, the culture and the things that matter. A team with a difference, who can make a difference!

The core team includes people who have been involved from the initial expression of interest



It helps us stay true to what we wanted to achieve and the reasons that Sport England selected us

The team has people from different sectors, backgrounds, with different passions, personalities and even different levels of physical activity



We're not all from local authority or the leisure industry (nor are we all physically active)! We have interesting conversations from different viewpoints before decisions are made

The team is made up of a number of people who work part time on TaAF whilst retaining their existing roles



Our teams retained roles mean we have relationships and influence with key strategic organisations / sectors – local authority, leisure trusts, Integrated Care Partnerships. This also means that we won't be taking skills and expertise away from partners whose support we need on this journey

The team is deliberately small



Rather than create a large team and have a considerable staffing budget we felt TaAF is more sustainable with our current structure. It also affords us to 'buy in' additional expertise as and when required

The team environment is an open space where ideas are given air time whilst all things are equally up to challenge and debate



This allows things to be discussed, boundaries to be pushed and ideas to be challenged (done with TaAF's best interest at heart and with suggested alternatives). This results in having confidence in what we do, as the whole team have debated and agreed on the matter

Every member of the team is passionate about making a long term positive impact to the people and organisations in Pennine Lancashire



This passion sustains us through the ups and the downs and gives us the energy to influence change where people and systems may be resistant. It's also a passion that binds us together as a team with a shared ambition

TaAF core team

We were clear from the outset that the introduction of a ‘new organisation’ was not the answer to ensuring sustainable system change in Pennine Lancashire. We felt a small core team approach would be more appropriate to deliver the ambitions we have and would encourage us to look for how we could enable change through the organisations, partnerships and services that are already in existence.

Receipt of the Development Grant in June 2018 enabled much needed capacity resulting in the following agreed core team membership:

Programme Lead (seconded 2 days per week)	Communication & Marketing Lead (4 days per week)
Programme Manager (seconded 4 days per week)	Strategic Support Public Health Specialist (seconded 2 days per week)
Project Co-ordinator (full time)	Strategic Support Leisure Trust representative (seconded 1 day per week)
Business & Admin Officer (full time)	Data Insight Analyst (currently vacant)



The part time secondment of members of the core team has been pivotal in ensuring our work and approach has been embedded locally within their substantive roles.



Integrated into the core team are also our Sport England Local Delivery Pilot Manager and an Evaluation Lead from Lancaster University. This has provided much valued operational and strategic support and two-way assurance and challenge. The team discuss, debate and positively challenge views, perceptions and ideas to ultimately deliver a filtered, well rounded outcome that has full team buy-in.



Solution Finders

Solution Finders is a multi-sector Partnership Group established to bring in wider skills and expertise from across Pennine Lancashire. With a commitment to making a difference this group help us find solutions to challenges the pilot has and will have in the future. They also provide a sounding board for TaAF ideas and thinking.

As part of doing it differently, we try to approach our sessions as creatively as possible. Whether that be splitting into groups for a fast-paced brainstorm or ‘walk & talk’ session.

Recently the Evaluation Lead from Lancaster University asked Solution Finders for their views on their involvement, here are a few of their quotes;



It’s a different way of coming to a meeting. We tend to do meetings every day, every morning, every afternoon. They’re all the same, aren’t they? You sit around a room, you’re all sort of still. [Solution Finders] is quite nice, the way TaAF sort of approached it, like we’re going to go out for a walk. It was quite nice, informal and it’s just around getting people’s ideas or getting people to express their views really rather than we’re going to do minutes. It’s none of that which is quite refreshing to be honest with you from someone who has to sit round these tables quite a lot.

I think [the TaAF team has] been reactive, so rather than ‘This is our course, we’re going to follow it’, they’ve definitely reacted to stuff that’s come out of [Solution Finders] meetings on the table and changed the way we’ve met [...] It’s been a flexible approach.



The members, their roles, organisations and partnership that make up Solution Finders, as well as the responsibilities of the group, can be found at [\(Appendix 6, page 98-102, Solution Finders Partnership Agreement\).](#)

A pilot about people

For TaAF, this pilot is about people. Yes, it is about inactivity, yes, it’s about communities and yes, it’s about system change, however all these things are reliant on being able to involve, understand and empower people.

Too often systems or projects create a separation between themselves and the people they want to support. They can ignore one basic fact; we are all people. We all go through ups and downs and have events in our lives that impact our physical activity levels and mental well-being. At times we all need support.

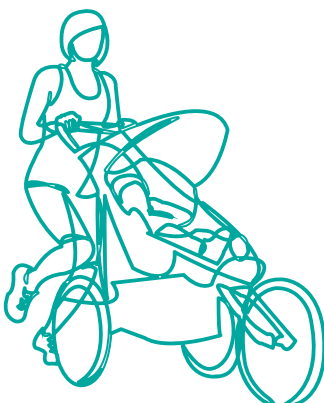
TaAF is not focussing on health conditions or demographics but rather we’re focussing on people, the life events that affect all of us and the impact that these have on our physical activity levels and mental well-being.

Generally, people respond to people, either professionally or personally. TaAF believes the ability to involve, understand, empower and influence people is far greater if you are doing everything possible to create the right environment where people can relax, have a voice, share experiences, ideas and help shape what needs to happen for them.

Experiencing TaAF the look, the sound, the feel

Over time the TaAF core team have pushed ourselves and others to recognise the things we need to do differently to have the best chance of creating a pilot that people want to be involved in.

We thought about how in reality we could do things differently so that we could start to live the changes we wanted to see.



“Creating the approach, environment and experience that we want to embed in everything we do to give us the best chance of engaging and involving people to help us make a difference.”

Below is a summary of some of things we are currently living as a TaAF core team. It states some of the things we feel really matter when it comes to interacting with people – they are factors we feel can potentially help a person feel relaxed, valued, involved and cared about. For the more detailed version see (Appendix 2, page 61-63, The look, the sound, the feel).

How we want TaAF to:

Suggested ways of doing this

LOOK

Informal, welcoming, approachable, visual, fun and engaging

- Not wearing lanyards and corporate name badges – TaAF is not about an organisation or a sector, it’s about the people of Pennine Lancashire
- When listening and talking to an individual or in a meeting, not having a laptop open and a mobile phone in hand / on the desk – lack of attention suggests lack of interest
- When producing content ask ourselves ‘would this interest, engage and excite me’
- Consider how different channels and formats can be used to make information easier to produce, share and take in

SOUND

Using everyday language, positive, confident, encouraging, challenging and humble

- Use language that people use in everyday life. E.g. rather than “social movement” it could be ‘people working together to create momentum/something different’
- Ensure the people being asked to excite and engage others are themselves excited by the opportunity
- Take time to understand what this pilot is all about, both for TaAF and Sport England, so we have the confidence when answering questions and encouraging others
- Acknowledge that our role is not necessarily to solve the challenge but to create an environment where others are empowered to do so

FEEL

Creative, dynamic, different, warm, friendly and supportive

- Adopt and embrace the developing TaAF creative engagement approach, developed in partnership with Lancaster University’s Imagination Team
- Challenge ourselves and others; if a conversation, idea or decision feels like the same old same old, challenge it
- Use creative engagement approaches and make sure we’ve done all we can to create a warm, friendly and supportive environment
- Being open, honest and genuine in everything that we do

Importantly, whilst we’ve created this as a reference for ourselves it has also been shared with Solution Finders, the Local TaAF Leads and teams across each of the six localities to support them in thinking differently in their approach.

Embedding the TaAF culture and experience

We want the content we produce, the meetings we arrange and the events we organise to be fun and engaging. TaAF believes how people think and feel about the pilot is really important. The words in the cloud below reflect a lot of what we aspire to be and do:



The TaAF core team and each TaAF locality lead and team has been asked to demonstrate that this is reflected in their approach, mind-set and planning.

An example of how we have pushed ourselves to embed the TaAF culture and experience in what we produce can be seen in the development of our Communications Approach and Toolkit.

<https://www.youtube.com/watch?v=G-zAJYqyMM>

Traditionally these types of documents are written using very corporate language and have a very polished look and feel. Our early drafts, before we'd really begun to challenge ourselves in how we approached things, were similar to this. But as we read those early drafts, it just didn't feel like us; it wasn't welcoming, it was too formal and it didn't excite. So we went back to the drawing board

and started over, ensuring we had in mind throughout, the things that we had stated we wanted people to experience when interacting with TaAF. The result was a document that felt much easier to read and understand, that looked engaging and that we would be happy to share with any audience.

This is a small example; however, it reflects the journey we are on. We are creating standards and values for not only our pilot, but for us as people. We feel this can help break down some of the barriers that the public sector often creates between themselves and the people they want to involve. In a short amount of time, by embracing this approach, our team has changed how we talk, present and listen and are encouraging and influencing our colleagues and organisations to do the same.

In 2018, the TaAF team were lucky enough to spend some time with Blokes United, a local Blackburn with Darwen group, who hold 'turn up and play' football sessions for guys who may be feeling socially isolated and unable to access mainstream football for a variety of reasons. We met them, watched them play and then following the game, joined them at a local pub where they were happy to answer some questions on film to help us learn more about them.

<https://vimeo.com/283904342>

This short video, filmed in a beer garden where everyone was relaxed and speaking openly and in their own language, reflects how a lot of people in Pennine Lancashire talk to each other. It's this type of engagement, where we chatted informally to people in their own environment where they were comfortable, that we will all be doing more of.

The life course, creative engagement and using insight to shape the future

The life course

TaAF has created a 'targeted work stream' driven by a life course approach - a key focus of our learning. Our focus on the life course was born during a Solution Finders session where we considered how events that happen in people's lives impact their physical activity levels and mental well-being.

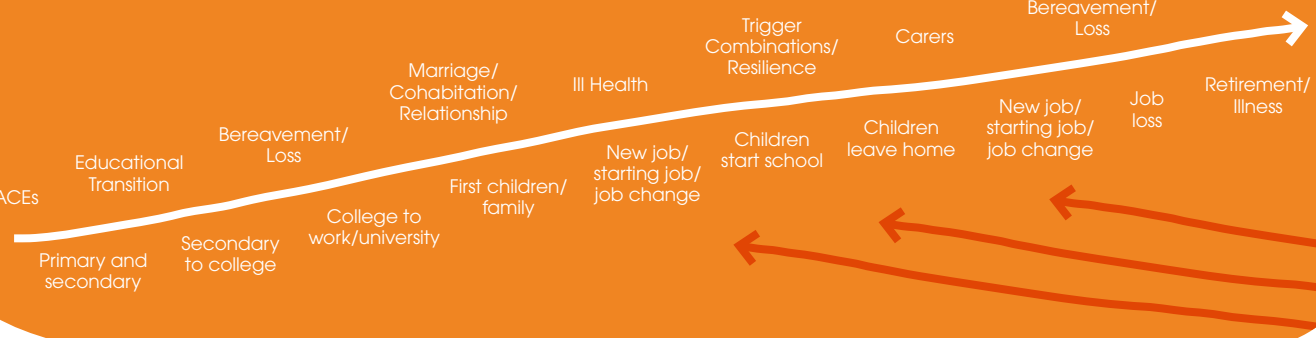
Click on this link to hear Jamie explain about the start of the life course approach

https://youtu.be/Uy_TEE-axE

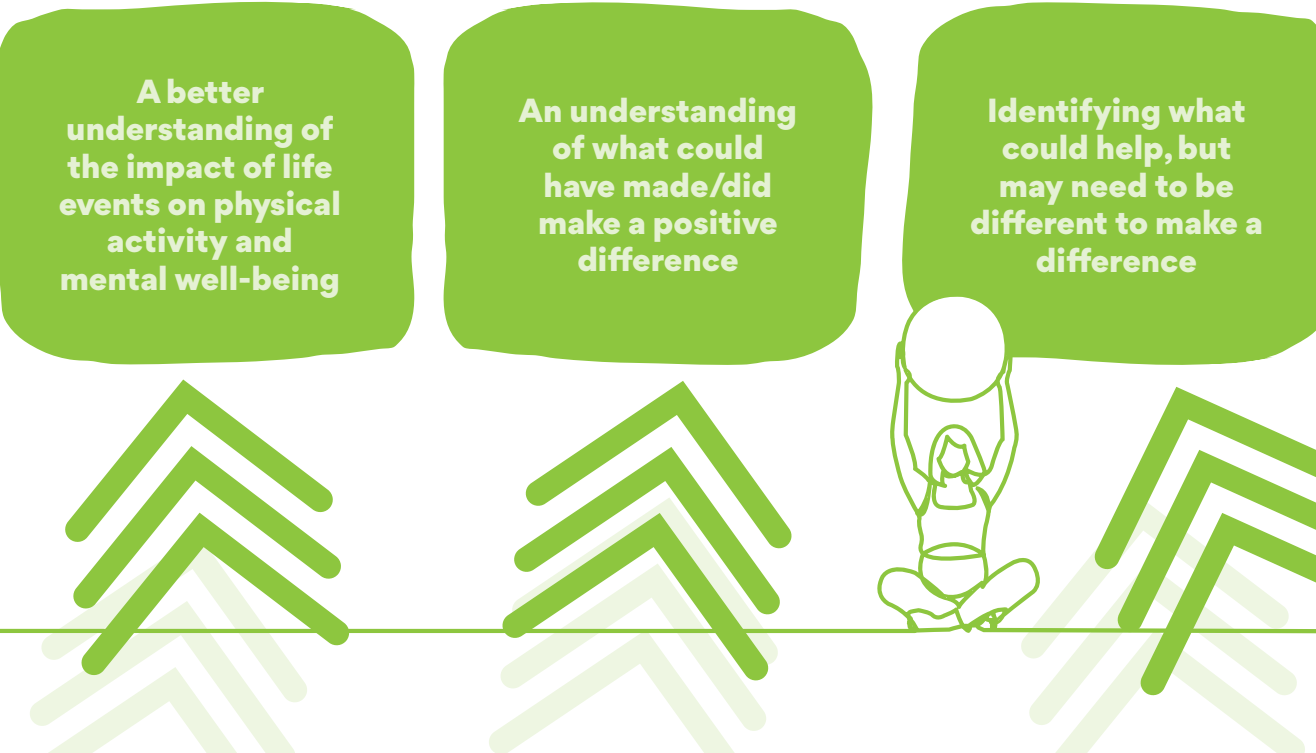
Once we started exploring this, it opened up an entirely new thought process and one which would enable us to **focus on the thing that really matters above all else; the life that we live.**

People are born active; during our early years we barely stop moving. For some, as we grow older and as various life events occur, we may start to be a little less physically active, potentially start to feel less happy and without the right type of support or understanding, this can turn into an embedded behaviour which can be difficult to change.

The life course approach



By involving people who have experienced these events as well as involving the teams, services and systems that may be supporting them, TaAF want to gain -



The journey to targeted groups

There were a number of practical steps we went through in our journey to select targeted groups, which provided us with an evidence base and rationale to focus on certain life events. This can be summarised as follows –

1

Solution Finders identified various life events and then shared their views, based on their knowledge and experience, on whether a particular life event made sense for TaAF. This was based on our focus areas of mental well-being and physical activity but also importantly whether there was already a lot of focus on a particular event through any different programmes and projects, so that we could avoid duplication and make the most difference.

2

With a revised list the TaAF Core Team undertook some desktop research into the relationship between physical activity and those life events. We looked at academic published research papers as well as exploring data and insight for Pennine Lancashire related to the life event to understand issues with regards to quality of life, care and how much is spent on certain conditions by the public sector.

3

This shortlisting then left us with several potential life events that felt right for Pennine Lancashire and TaAF. We then asked Lancaster University using their experience of researching and utilising academic studies, to test out whether there was research to prove or disprove a relationship between the life event and physical activity. Examples of how this was applied is as follows –

- a) There was evidence that women’s levels of physical activity reduce during pregnancy and in the first year of being a mum; this therefore became an area of focus.
- b) Some studies have found that unemployment does have negative association with physical activity levels. However the evidence was not conclusive and more research was needed; this therefore became something we needed to test with DWP directly before committing to this becoming an area of focus. More detail of this can be found at [\(Appendix 3, page 64-72, People not in employment pathfinder submission\)](#).
- c) There was some evidence that bereavement didn’t necessarily reduce physical activity and in some cases actually increased physical activity, at least initially; this therefore was not chosen as an area of focus at this time.

4

Following this process, there were four remaining areas of focus (detailed on the next page). These were then taken back to Solution Finders to ask for their sense check and approval.

5

Finally, a number of assumptions were created for each of the selected life events which were to be tested directly with the people involved and the organisations supporting them.

Targeted work stream summary

Now that we had our targeted audience, we needed to understand the best way of engaging and involving them in an effective way for them and for us. We realised that our target audience was already involved with and engaging with a number of services and organisations and that by linking in to them, we could reach the people they supported. These organisations, detailed below, through relationship building and shared ambitions have become our partners in the delivery of the targeted work stream and will help us to involve people, test and learn from different initiatives and approaches and ultimately use this to influence system change.

Life event	Work stream	Partners(s)
Job loss / not in employment	People Not in Employment for Reasons of Mental Well-Being	Department of Work and Pensions (Pennine Lancashire area)
Becoming a parent	New Parents	Maternity Voices Partnership; Rossendale Mums Matter Leisure Trusts
Starting a job	People Starting a New Job	East Lancashire Hospitals Trust
Multiple events	People Registered with Depression	Darwen Primary Care Neighbourhood



Creative engagement

We knew that we wanted to engage and involve the people and partners we had identified in a different way.

People and partners are constantly being asked to attend meetings and workshops, to share their views and get involved. However, all too often the format, environment and approach are the same. We want to stand out, be different, excite and energise people. We aspire to create an environment which gives people the confidence to talk openly.

We recognised that we didn't have the people with the right skills to do this effectively and at scale. Through an existing partnership with Lancaster University, we enlisted the support of Imagination Lancaster and Professor Leon Cruickshank.



Click the link to meet Leon and listen to what Creative Engagement is and how they're helping Together an Active Future.

<https://youtu.be/3FJVkYIP3r8>

A number of local engagement leads from organisations across Pennine Lancashire have had the opportunity to benefit from the creative engagement training provided by Imagination Lancaster. This was important for a number of reasons:

Partners and the people they are engaging would benefit from training delivered by world renowned experts, helping them develop and grow

TaAF was beginning to influence partners across Pennine Lancashire to do things differently

It created a number of key links into partner organisations which TaAF needs to be involved in this pilot

Following the training programme and subsequent involvement of Imagination Lancaster, TaAF has adopted and embedded creative engagement as an important way of working. Please see [\(Appendix 4, page 75, Creative engagement process\)](#).

Creative engagement has become what we do



TaAF believe a creative engagement approach can gain new insight, help people 'open up' to different ways of thinking and gain a commitment to wanting to make a change.

Our work with Leon and Imagination Lancaster has changed the way we approach engagement and involvement. From concept through to planning to delivery of interactions, it has given us the skills and the

confidence to involve people in effective, engaging and fun ways. This has resulted in new types of conversations and insight with people as well as creating an energy which draws them in.

For a great example of how TaAF has applied creative engagement from concept through to delivery and beyond, please see [\(Appendix 4, page 73-91, DWP customer involvement event summary\)](#).

How we have utilised Creative Engagement in our partnership with DWP has begun to create new and exciting opportunities for our partnership together. It is opening doors into opportunities that wouldn't have presented themselves if we had approached this in our usual way.

A creative engagement event held for DWP customers in June was seen as a big success by everyone involved. Having worked closely with DWP and helped them see the opportunities of doing things differently, DWP were willing to test something different and take a risk. This resulted in an event that received really positive feedback from customers and staff alike with many saying they wanted to come to something again in the future.

Since the success of this event, TaAF and DWP have begun exploring how creative engagement could be used in how DWP approach staff well-being as well as to gain feedback from staff about what they feel could make a difference for them and their customers. DWP has asked TaAF to run creative engagement sessions at each Jobcentre across Pennine Lancashire to involve

and enthuse staff about a potential new approach, as well gain insight from them that can help us understand what needs to happen to support both customers and staff alike to improve their physical activity levels and mental well-being. This is an exciting opportunity for TaAF and DWP to work together in creating a new fresh approach to workplace and customer well-being.

Recently, the DWP leads who have been working most closely in the partnership with TaAF were interviewed to understand some of the reasons they see a real value in the partnership and the approach of creative engagement for them and their customers. Some quotes are shown below:

For me [the most important aspect of the journey so far] would be the [June 2019] event and seeing the people coming in and seeing the activities [...] because that's when I got the true sense of where this could go and [...] I could visually see the impact on people and how they felt about it, because of all those that attended I would say I only came across two people who were definitely resistant [...] and that's a big result for us, 'cos invariably it's more 90% don't want to be there

I'm also excited about the staff stuff as well because I think from the very nature of the feedback that we got from the 'Being the boss of the job centre' [activity], it sounds to me like we've got a massive culture change almost that's needed, with some staff, I'm sure it's not all, so I think by doing the work with the staff as well around the creative engagement approach and all the stuff we want to do around well-being I think that as well is very different for us and it's different to anything that we've been offered before from any other partner

Creative engagement in action

Here are a some of the ways we have applied creative engagement in different places and ways.

Getting started



What

Example of success factors created collectively with partners who were leading TaAF engagement

Why

To help TaAF understand what partners need for something to be seen as valuable; to provide the desired outcomes before anything is designed

Result

Engagement leads understood what TaAF wanted to achieve; partners willing to free time and capacity to lead something on behalf of TaAF

Pennine wide stakeholder event

To view a snapshot of the event and some of our attendees comments click the link below

<https://vimeo.com/305463223/1a8b58eabd>



What

Large Pennine Lancashire map - it's a jigsaw, can be pinned on, drawn on

Why

To create a visual representation of how much is already going on - satisfying for partners to 'pin in' what they do, share it and be proud

Result

Created energy as people were up and interacting; stimulated conversation as partners had little idea of what there is; it's a really great visual way to prove a point that may be missed with words; people had fun

Visit by Sport England



What

Walk and talk - We often build in time within our sessions where we ask people to take a walk outside to discuss a particular topic

Why

It's good for physical activity and mental well-being; being out of the office helps people think outside of the box too

Result

Rich conversations; people feel more energised than if they had the usual sit down meeting; people enjoy coming to TaAF sessions

Video updates

What

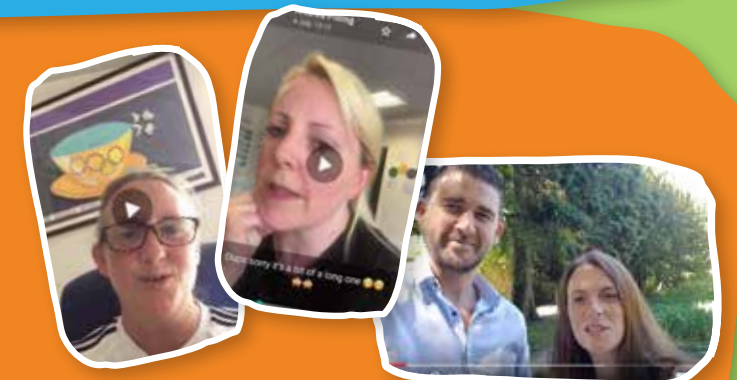
Video updates through WhatsApp and YouTube

Why

It's a good way of sharing information quickly and easily - you can say a lot in little time; it's less likely to be missed in a packed email inbox; it creates more personal connection; it's a more interesting and visual way of communicating

Result

Team kept regularly updated; saves time on agenda's, saves time for the team in having to write update emails; its improving our skills in a medium we are likely to use more throughout the pilot, particularly to communicate to large audiences including the public



If you want to check out an example of a video update, click the link below

<https://www.youtube.com/watch?v=YLRx8t0UUE>

DWP customer event



What

Creative engagement activities including; Bucket Challenge, The Wonder Years and Taking Over TaAF

Why

To engage and ask people's opinions in a more interesting and fun way, to take risks and push the traditional approaches to gaining insight and involvement; to stand out and create something people want to come to; to create the environment where people can think differently

Result

Engaged people who often don't want to or feel like they can't have a voice; generated enthusiasm and excitement within TaAF; with the public and with strategic partners who want to be involved; provided rich insight that can be used going forwards to help shape the pilot. Here's a quote from conversation a TaAF member had with a DWP customer at the event

Was this what you were expecting?

No. I thought it was going to be a sit down, with someone stood up talking and you just sit and listen kind of thing. It's a lot different to what I thought it was going to be.

Do you prefer this to what you thought you were coming for?

Yeah, this is a lot better. It's just different, isn't it? It's a lot more fun than just sitting there listening to somebody talking. I'd rather come to something like this. If more job centre meetings were like this, it would be better.

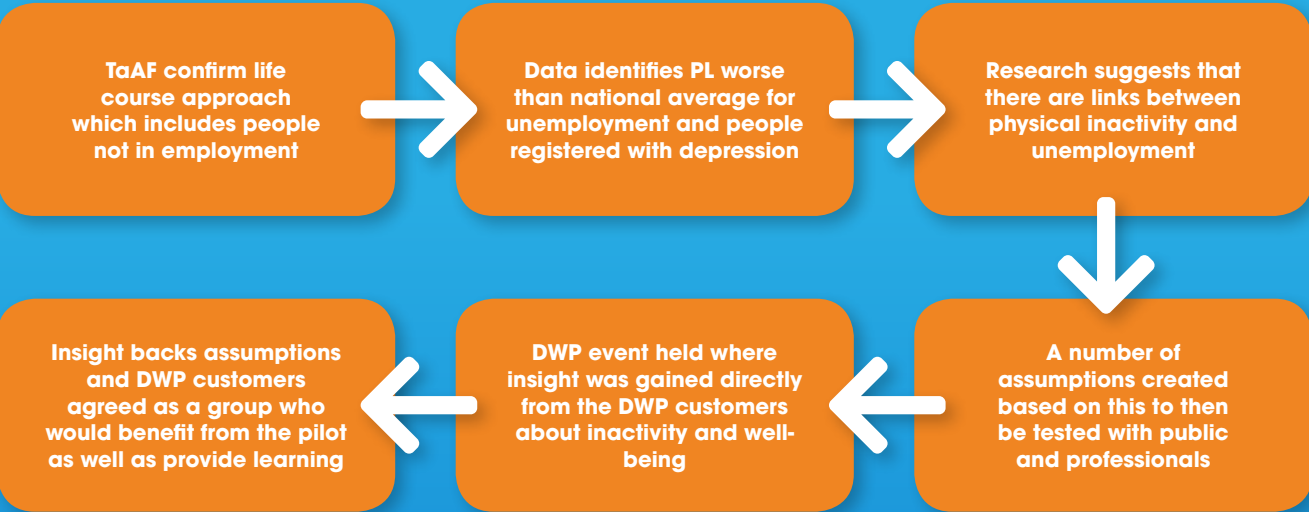
To view a video of the customer journey at this event, click the link below

<https://www.youtube.com/watch?v=yqEots9wVLC&t=19s>

Using data and insight to work out what we need

TaAF has thought very carefully about how we ensure we're focussing on the right things and that the things we're learning are shaping what we do.

Throughout the development of our Pathfinder plans and beyond, we are committed to using data, evidence and insight to identify target areas and challenge assumptions. We applied this approach when deciding on which life events we wanted to focus on in our targeted work stream. This approach gives assurance that the things that we're about to commit resources to are needed and can make a difference in the long term. An example of this is how we approached involving Department of Work and Pension (DWP) and their customers.



Data

TaAF has a strong direct link to the Together a Healthier Future Business Intelligence Leadership Team. Through this we have been able to work with Business Intelligence specialists from Public Health, Local Authority and the NHS to create detailed data packs for each of the six localities in Pennine Lancashire.

These packs provide a range of data related to physical inactivity, including the wider determinants, as well as links to helpful online tools such as heat maps that help identify some of the issues showing data down to street level. For more information please see **(Appendix 1, page 44-60, Local network data insight pack - Burnley).**

The data packs along with local intelligence and insight provide a valuable resource for the TaAF core team and TaAF Locality Leads to identify places and/ or issues to focus on.



Insight

In addition to the data packs, TaAF wanted to ensure that local people, their views, insights and experiences shaped the development of Pathfinder plans. Insight has been gathered from:



TaAF online survey completed by 2,682 people – designed in partnership with Lancaster University, the survey asked people to reflect on and consider a number of things that could help inform TaAF's plans. These included seeking insight about life events



Approximately 20 engagement events across the six localities - led by people trained in creative engagement, these were designed to seek views from a wide range of people about what works well and not so well in their place



Existing local knowledge, expertise and previous engagement work – TaAF were keen to ensure that existing insight was included and for TaAF and Locality Leads to recognise its value.

The above illustrates the start of our journey; who we'll work with, where to focus and how to understand what needs to be different to make a difference. This work will continue and evolve.

There are a number of important elements to the TaAF approach that have embedded data and insight in the development and delivery of Pathfinder and beyond –

- Data and insight packs have been designed to be easy to use, provide relevant information and have a focus on each locality
- Engagement events in each locality have been led by people trained in creative engagement. This has created a sense of ownership which enables locality leads to hear first-hand what people want to say
- Regular TaAF Community of Learning events involving each locality has enabled the ideas and sharing experiences to shape Pathfinder plans
- Two of the nine design principles created by TaAF, specifically ask locality leads to demonstrate how they have used data and local insight in the development of their plans.

Gaining involvement and insight won't stop once the plans are developed. It is fundamental that it will run through the entire local delivery pilot process, providing much needed challenge, assurance and evidence that what we're doing can and will make a difference.

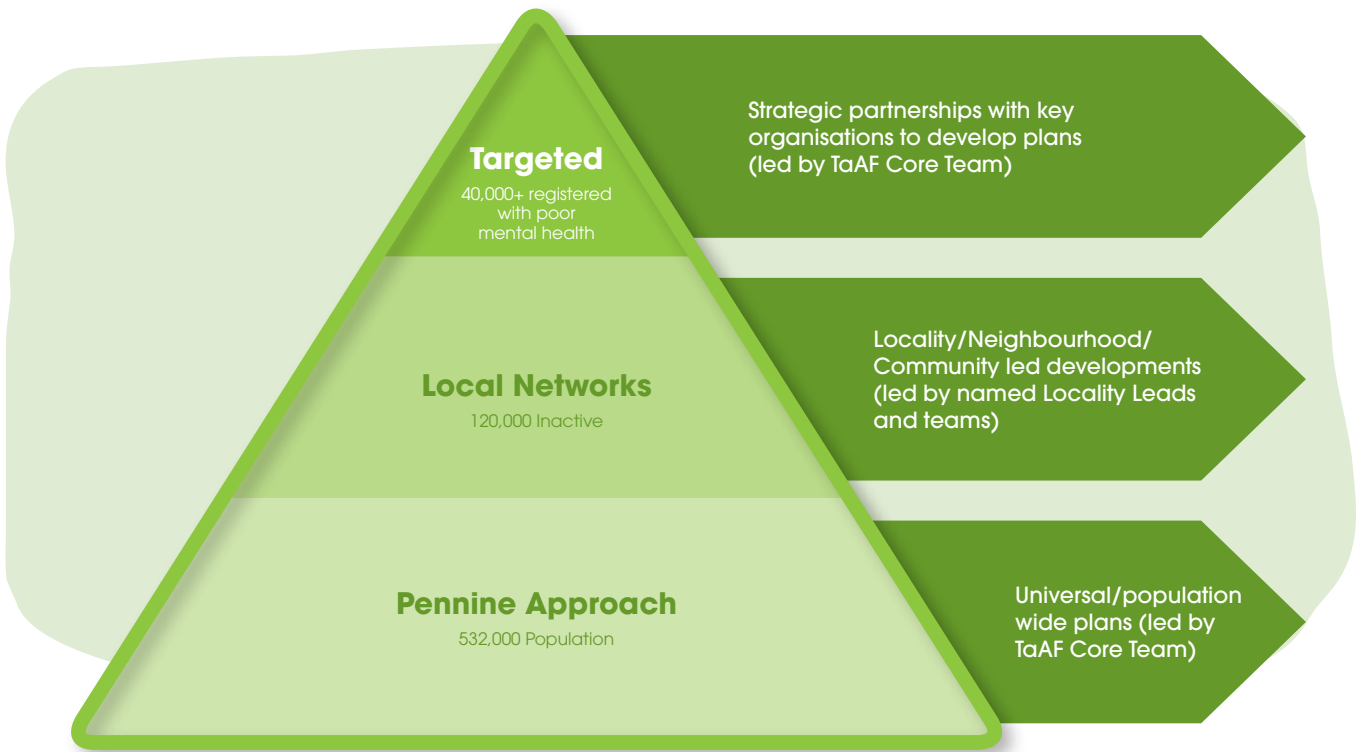
Approaching a large population with a big ambition

In March 2019, the Together an Active Future (TaAF) Strategic Investment Framework see (Appendix 5, page 92-97, Strategic investment framework) was approved by both Together a Healthier Future Partnership Leaders Forum and Sport England.

The Investment Framework outlines the need for a differentiated approach which recognises the size and diversity of Pennine Lancashire. Adopting a differentiated approach fits

with emerging neighbourhood structures, it eliminates competition, avoids duplication and allows localities to develop plans that best reflect and capture their individuality, partnerships and local

needs. It has however created the challenge of maintaining a consistent TaAF culture and creative engagement approach across the whole of Pennine Lancashire.



Strategic accountability

As the strategic accountable body, Pennine Lancashire Integrated Health and Care Partnership Leaders' Forum who are responsible for the Together a Healthier Future Transformation Programme (of which TaAF is named as a key priority under the Prevention work stream) has fully approved the approach taken to date, the Investment Framework and the Pathfinder Submission.

Locality delivery

The locality governance sits with six Health and Well-being Partnerships / Boards across Pennine Lancashire, as represented in the governance chart on the next page. Many localities have created operational subgroups (e.g. Together an Active Hyndburn) to bring together a wide range of partners already working with the target audiences, but not necessarily in the delivery of physical activity.

TaAF local governance structure



*The accountable body will transfer investment resources to District Councils under Funding Agreements

**Locality governance and planned utilisation of resources is delegated to local multi agency partnerships

Resource management

As we progress into the Pathfinder phase, there will be financial accountability with each of the six Local Authorities in Pennine Lancashire.



The accountable body (Blackburn with Darwen Borough Council) will transfer investment to District Councils in line with Sport England's Local Funding Agreement (LFA) via Back to Back Agreements or Sport England's Delivery Partnership Agreements (DPA) as appropriate.

To minimise delay and ensure a smooth and efficient transition from approval to delivery, Blackburn with Darwen Council's and Sport England's legal teams have already begun discussions regarding the subsequent flow of resources, as set out in the LFA.



Funding apportionment

It was agreed by Partnership Leaders that the apportionment of allocated Pathfinder funding is 80% for localities (including targeted) and 20% for Pennine wide coordination and activity. The agreed apportionment is also aligned to the principles of the Pennine Lancashire Prevention Framework. The financial request from Sport England to enable Together an Active Future to deliver the Pathfinder phase is as follows -

	Targeted	Local Networks*	Pennine Approach	Total
Pathfinder	£150,000	£2,250,000	£600,000	£3,000,000

*breakdown by locality shown below

A more detailed breakdown of these can be found by (Appendix 5, page 94-95, Strategic investment framework).

It is anticipated that the Pathfinder phase will run until the end of 2021 and in some cases beyond, taking us into the Accelerator phase (*increasing the pace and scale of the test and learn projects proven to be successful that can make a difference to a larger population group*).

The majority of investment will be into the places where people live and work (through targeted and Local Networks) ensuring that TaAF is creating the environment and the opportunity for local people to help shape what happens for them in their place.

Core team leadership, academic evaluation and communications & marketing will be coordinated and managed at a Pennine Lancashire level and will support local networks.

Resource allocation

The targeted work (based on life events) and the things happening across Pennine Lancashire will be coordinated by the core team. However, there was a need for clarity and to understand how best to allocate the significant investment resource into local networks.

Sport England awarded the Local Delivery Pilot (LDP) to Pennine Lancashire due to its past experience of working in collaboration in the successful delivery of projects and programmes across local authority areas. However, there

was a need to recognise that each of the six locality areas are different demographically and geographically and this impacts on health and wealth in different ways; one size doesn't fit all. Based on this we decided to allocate the locality network resource across all six localities and ensure that no-one would be disadvantaged based on where they live or work.

In recognition that throughout the submission and assessment process Sport England has utilised the data from the Active Lives survey (adults aged 16+) and knowing that we wanted to ensure fairness

in how the funding is allocated, we identified three options:

- Based on adult population (ONS Population Estimates)
- Based on adult physical inactivity (Active Lives Survey – Adults)
- Based on a calculated average of both combined

These options were tested with partners and groups, including Solution Finders, Partnership Leaders Forum and Locality Leads. It was agreed that the option based on adult inactivity levels was the most appropriate.

	Burnley	BwD	Hyndburn	Pendle	Ribble Valley	Rossendale	Total
£	£357,053	£612,091	£358,942	£360,831	£222,922	£338,161	£2,250,000

By agreeing a clear funding allocation, it removed competition and enabled each local network to focus on developing their own Pathfinder plans at a pace right for them based on evidenced need, local infrastructure, partnerships and innovation. All local networks have submitted plans as part of this submission, full details of which are detailed can be found in (Appendices 12-17, page 118-174, Local network pathfinder submissions).

TaAF – targeted, local networks and the Pennine approach

TaAF has a particular interest in a test and learn approach for key life course events and building a relationship with the strategic partners working in that area. For these areas, the TaAF core team wants to continue to drive and focus on those work streams that have already commenced. **This is our targeted approach based on life events.**

As Pennine Lancashire is a geographically large and complex place with a diverse population, we knew that a core team would not have the right capacity or local knowledge and expertise to be able to deliver a pilot into each of the six localities.

To find the best approach to facilitate devolving control into each of the localities, we sought views and experience of the Together a Healthier Future Partnership Leaders Forum. The agreed approach was to have a small Locality Leads team

in each district who could take advice and guidance from the relevant Health and Well-being Partnerships (groups with credibility and influence which included GP's, education leads, third sector partners, community groups etc.).

TaAF now has six locality lead teams, made up of representatives from that place, who are responsible for delivering a place based TaAF test and learn pilot in their locality; these are Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale. **This is our local networks approach.**

In recognition that there are things we may want to accelerate across Pennine Lancashire based on things that are proven to make a difference at a local network or targeted level, as well as test and learn approaches that may make more sense to run across all of Pennine Lancashire, the TaAF Core Team wanted to acknowledge a universal approach too.

This allows the targeted and local networks to maintain their focus on their specific areas of interest, learning about people and how life events impact their physical activity levels and mental well-being, whilst giving TaAF the ability to call upon resources and make decisions over what could make a difference to a larger population size. **This is our Pennine approach. To see an example of this, please see (Appendix 11, page 110-117, Active lifestyle hub pathfinder submission).**

TaAF – targeted, local networks and Pennine wide themes, plans, ambitions

Acknowledging that Pennine Lancashire is still in its development phase and that by securing Pathfinder resources we can start to turn our exciting and ambitious plans into a reality, the below gives an outline of what the areas of focus are for each of approaches mentioned above.



Further detail of all the Targeted Work streams can be found in (Appendix 8, page 105-107, Targeted workstreams).

Examples of the emerging themes and ideas coming from the engagement, insight and involvement phase so far, include, but are not limited to –

Blackburn with Darwen

- Raising the profile of physical activity, making it attractive and normal
- Active places, spaces and facilities, wherever these may need to be
- Influence physical activity in other projects in BwD to amplify the impact

Burnley

- Physical activity and mental health in primary schools
- Focused work with specific neighbourhoods and raise the profile of what's available and understand what is needed

Hyndburn

- Creating an active culture across workplaces in Hyndburn
- Games Changers - Community led projects to enable, engage and build civic pride

Pendle

- Children and Younger People activity initiatives in areas of need
- In partnership with a Primary Care Neighbourhood, involve those living with or at risk of long term health conditions

Ribble Valley

- Creating a sustainable rural infrastructure
- Building on existing collaborative approach e.g. social isolation

Rossendale

- Using outdoor spaces in creative ways to give new opportunities
- Engage those people who are currently active and encourage them to reach out to, motivate and support inactive friends/family/colleagues

Local networks

120,000 Inactive

- Blackburn with Darwen
- Burnley
- Hyndburn
- Pendle
- Ribble Valley
- Rossendale

These are the test and learn plans being developed by each of the six localities across Pennine Lancashire at a pace that is right for them and with plans that are right for the people who live and work in that place.

As these plans begin to focus on key themes (as shown on previous page) and local people become more involved and embedded, the TaAF core team will encourage and support locality teams to explore the impact of life events (where appropriate) as part of their learning journey.

Pennine approach

532,000 Population

- Pennine Lancashire wide
- Potential for something to work for more than 1 local networks but potentially not all 6 in the same way

Marketing and Comms/Physical Activity Promotion

Utilising mass media to strengthen existing activity and increase awareness of the benefits of increasing physical activity and how it can improve mental and physical well-being. Testing the power of a consistent and shared message that multiple partners can support.

Themed Networks

Opportunities to connect Pennine's people and places through shared interests such as walking and cycling, football etc.

Evaluation

An important principle of learning for all Local Delivery Pilots. Developing an evidence base around what works and what doesn't. We feel this is best coordinated and managed at a Pennine level.

Digital Innovation

All localities wish to develop their digital offering but unsure how to. The TaAF core team are exploring opportunities which all localities could benefit from including the Lancashire and South Cumbria digital programme, Pennine digital health board and leisure open data developments.

[Click here \(Appendix 18, page 175, A Pennine wide football theme\)](#) to read and hear about a great example of a football theme that is proven to work in a locality that we want to test through a Pennine approach.



PenNINE design principles

TaAF sought to create a common design framework that would push and encourage all of the workstream leads and teams to consider how their ideas, plans and projects could make a difference to inactive people, the communities they are part of and the organisations that work together to support them.

We don't want to give pre-defined outcomes. We want partners to have the flexibility and freedom to work with their local people and work together to understand what is needed for them. To provide some structure and support we have provided design principles that all workstreams have to demonstrate they've considered and embedded in their plans.

These design principles will continue to be used to provide assurance throughout the Pathfinder phase as plans develop further and are put into action.

Solution Finders played a significant role in designing the principles and we believe they help achieve the following:

- Provide assurance to TaAF and Sport England that Pennine Lancashire are embedding an approach that can deliver a learning pilot that meets the aims and objectives agreed

- Provide assurance that locality teams understand and embrace what we're trying to do in Pennine Lancashire

- Provide guidance and support whilst giving flexibility needed to be able to make a difference for their population in their place

To further embed the design principles, TaAF has used them as the basis for each work stream and locality Pathfinder submission.

Examples of the design principles are shown below, for the full Design Principles document, please see (Appendix 7, page 103-104, Design principles).

Willingness to be bold, try new things, and dare to be different

Things to consider

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea/project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

Demonstrate consideration of a whole system approach

Things to consider

- Have you considered factors when looking at how to create long lasting change; Policy, physical environment, organisations and institutions, social environment and individual needs

Demonstrate sustainability going forwards

Things to consider

- Recognising that Sport England's investment will cease, do you understand how the project / change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

Supporting locality leads

We knew that the TaAF core team could not and should not lead this pilot alone. In recent months TaAF has grown, creating an infrastructure that has allowed each of the six localities in Pennine Lancashire to develop their own test and learn plans, led by dedicated locality leads and teams.

It's been important to the TaAF core team that as we devolve

leadership out to different areas, that these are led in keeping with the things that matter to us in this pilot. We don't want this to feel like a lot of independent programmes that seem to be TaAF in name only; rather we want them to be recognisable as TaAF, as they embody the ambitions and values that we have been creating over the course of many months. We ultimately want six local networks to be part of one TaAF.

The TaAF core team has benefited in attending Sport England's Community of Learning (CoL) events and has gained real value in meeting other colleagues and

teams and listening to how other Local Delivery Pilot's approached the challenge and taking on board their experience and learning. It has also helped us by enabling us to 'talk out loud' to others, test our ideas and gain assurances from feedback received.

We value these opportunities and want to encourage our Locality teams to benefit from sharing knowledge too. Consequently, the core team has established a TaAF Community of Learning to support our leads and their teams. We feel this is a great way in helping them feel part of one TaAF and feel part of a bigger, supportive team.

At an initial session with locality leads and teams, we asked them what they felt would be beneficial and they suggested:

Sessions where everyone can meet and share their progress, ask questions and test ideas

An informal opportunity for key leads to have open discussions and debate about particular successes, challenges, achievements and learning

A platform where people could share thoughts or ask for help

To deliver this, to date we have:

Committed to 10 TaAF Community of Learning events, through Development and Pathfinder phase.
(2 of these have already been held - August 2019)

Named a TaAF 'Project Co-ordinator' who is the point of contact and also the person who facilitates and leads the TaAF Community of Learning

Created a monthly Locality Lead breakfast club; an informal relaxed environment to discuss key things raised

Agreed a fortnightly catch-up call with Locality Leads to ensure plans are progressing and feeling positive and supported

Created a Community of Learning WhatsApp group for leads and TaAF lead to keep in touch quickly and easily

Hosting our own 'sharing events' has provided much needed headspace and time for reflection on all aspects of the work and progress so far. It has helped cement working relationships across Pennine Lancashire and has helped create a common vision and values.

The TaAF Project Co-ordinator has spent time with the Locality Leads and their teams to support them in the development of robust plans that could meet the design principles. They have also had the opportunity to share and present their plans to the TaAF team and Sport England colleagues and received constructive feedback through peer reviews.

We are delighted to see the Locality Leads embracing the TaAF values and 'creative engagement' in their delivery plans. Examples of where this can be seen include:

- The Pendle locality presented their draft plan using an interesting creative engagement exercise to get us thinking differently and a demonstration using Lego and other visual aids to help us understand what they want to do. You can see this in this fantastic video – **click the link** below to watch.
- Paul Foster, the Locality Lead for Burnley, created a short video about how he has learnt so much in a short amount of time and how he's applying that in Burnley's approach – **click the link** below to listen Paul's video regarding his journey.

<https://youtu.be/kSoZq5-pTho>

<https://www.youtube.com/watch?v=n4YfhQ5inb4>

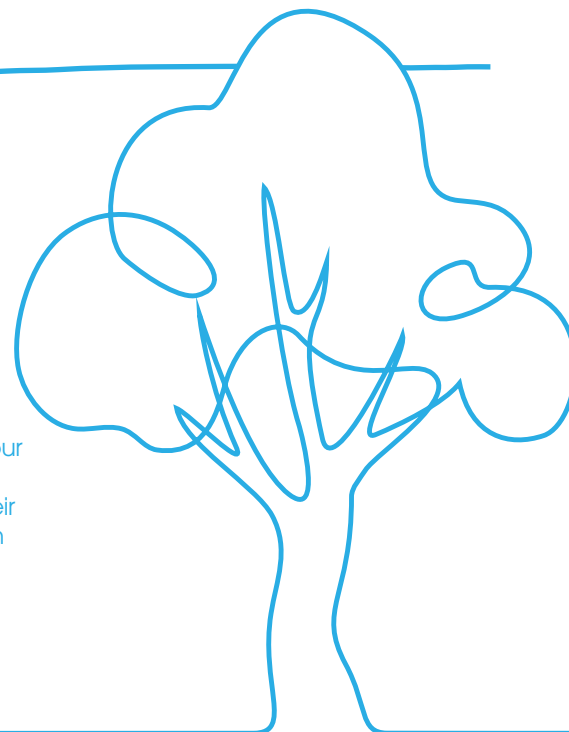


Always learning

In partnership with and encouraged by both our University partners and Sport England, Together an Active Future has embraced this pilot as an opportunity to test things, evaluate them, learn from them and ultimately create a way to apply that learning across the system.

Whether it be large scale transformation programmes, public sector organisations or community based partnerships and services, TaAF is, and is seen by partners as, the opportunity to learn how to do things differently; to learn by taking risks, succeeding and failing; the chance to create a blueprint for a different approach that could be

used in the future; the chance to make a positive difference to the people of Pennine Lancashire. There are two main elements to our learning journey; our partnerships with universities drawing upon their academic expertise and our own TaAF led community of learning which is based on the approach being driven by Sport England.



TaAF's outcomes

In a bold and very welcome approach, Sport England did not provide a set of pre-determined outcomes. Instead they provided an overview of what they wanted to achieve from the Local Delivery Pilot programme. Based on this framework, TaAF developed our own aims for this pilot that we felt matched shared ambitions. To recap on TaAF's aims and ambitions please see (page 10/11).

This approach is hugely positive and has made a massive difference in how we have been able to approach what we want to do that we feel has been needed for some time. It is vital that TaAF can consider and develop our own measures of success informed by and relevant to the people we want to involve, the places we intend to focus on and the things that we want to test and learn from.

A set of short, medium and long term outcomes were developed which can be found at **(Appendix 9, page 108, TaAF outcomes submitted to Sport England in Aug 2018).**

These outcomes reflect the original intention stated in our Expression of Interest and second submission and they are still vital outcomes we aspire to achieve.

The emerging plans for TaAF will look to achieve these outcomes and we will be working alongside our evaluation partner to create an effective and appropriate approach to ensuring this happens and can be captured.

Evaluation, innovation and funding

TaAF is building on our Strategic Alliance with Lancaster University and the North West Coast Collaboration for Leadership in Applied Health Research and Care Partnership with Liverpool University to support us with three key areas:

Learning and
impact evaluation

Innovation
and funding

Creative
exchange

Learning and impact evaluation

We are working with a cross disciplinary team from Lancaster University as our evaluation partner. TaAF has commissioned them to support, develop and advise on creating a robust evaluation approach, which includes system change process evaluation and test and learn project intervention evaluation. In addition, we will work with Liverpool University to consider evaluation of the impacts at a population level.

Learning evaluation

Our evaluation approach is in line with our design principles see **(Appendix 7, page 103-104, Design principles)** to ensure we are evaluating different elements. Learning how to change systems and develop new ways to collaborate to improve physical activity levels and mental well-being for the people in Pennine Lancashire.

Innovation and funding

Our partnership with Lancaster and Liverpool universities was written in our Expression of Interest and Stage two bids and they provided significant support at the Sport England assessment visit in September 2017. We are working with an expert panel of academics from across the university drawing on their expertise to develop additional proposals for interventions, research and intervention evaluations across TaAF such as funding from Academic Research Funding Bodies, European Funding, other national funding such as Innovate UK and the Wellcome Trust.

The Pathfinder evaluation phase includes three key areas:

1. Process evaluation

2. Intervention evaluation

3. Impact evaluation

Aim:
To carry out a series of process evaluations on the implementation of physical activity programmes and TaAF

- 1. Process evaluation**
- Objectives:
- 1. Understand the processes and factors involved in the delivery/implementation of physical activity programmes across Pennine Lancashire
 - 2. Evaluate the effectiveness of the TaAF core team
 - 3. Provide feedback on evaluation insights in a timely-manner to facilitate rapid shared learning and evidence-based changes within the ‘test and learn’

Aim:
To gain an in-depth understanding of the choices made by individuals relating to activity engagement

- 2. Intervention evaluation**
- Objectives:
- A life course approach will be adopted in this strand of the evaluation because it is relevant for exploring ‘how people make sense of their experiences and of the world around them’ (Goodson, 2001, p.20)

Aim:
To undertake impact evaluation through the universities, local people and partners

- 3. Impact evaluation**
- Objectives:
- To increase capacity at a local level, to take basic functional ability measurements and questionnaires to obtain quantitative data. They will then use this to assess impacts of the interventions implemented

For more detail of the evaluation methodologies and outputs, please see (Appendix 10, page 109, Lancaster university methodologies and outputs). The detailed evaluation plan which is currently being finalised will see the establishment of an evaluation development group, an expert academic panel and the embedding of Lancaster University evaluation researchers in the TaAF core team.

We are confident that this will deliver a high-quality evaluation with learning and sharing of learning at all levels from projects to localities to the TaAF Team to the LDP Community of Learning and Internationally.

Budget implications: the total Pathfinder budget for evaluation will be £300,000.

Innovation and funding

We are working with Lancaster University to develop a funding incubator to develop projects and funding proposals for innovation, intervention and evaluation in Pennine Lancashire that aim to increase physical activity.

The model is based on an existing partnership funded by Lancaster University with Higher Education Innovation Fund which provides opportunities for Pennine Lancashire residents and practitioners to develop effective partnerships with leading academics to submit bids for funding to improve health and wealth across Lancashire. **Budget implications:** £40,000 of universal tier funding will be matched by £100,000 of Lancaster University Higher Education Innovation Fund (HEIF) and based on the current model it is expected to draw in upwards of £500,000 of additional funding for research and physical activity interventions.

We are working closely with Liverpool University to develop impact models; from neighbourhoods to localities to Pennine Lancashire to region; to assess the impact of TaAF on our population.

Evaluation at a local level

Recognising that we’ll be undertaking a large number of test and learn projects and initiatives in the forthcoming months and years, we have asked Lancaster University to provide us with some skills development and tools so that TaAF, across targeted, local networks and Pennine, has the ability to evaluate for ourselves in a timely fashion. It is vital that we can monitor and evaluate quickly to either identify if something isn’t working and take steps to correct it or change direction, or to recognise something that is working and learn quickly why it’s successful.

Both the TaAF core team and the locality leads and teams will be provided with this support from our evaluation experts which ultimately means colleagues across Pennine Lancashire will have enhanced skills and abilities to do this in other areas of work, really helping the system move to a more dynamic way of evaluating.

A fundamental aspect of this will be the TaAF Data Insight Analyst. We are recruiting to a role that will be important in helping translate things from an academic and data perspective into knowledge and information that our local leads can put into practice. A part of this role is to provide a local embedded link that will work alongside Lancaster University from a TaAF perspective.

Lancaster have yet to begin this work but we feel that with their expertise focussed on specific TaAF areas working alongside the Data Insight Analyst as a dedicated resource embedded within the team, the core team and local leads will ultimately have the skills and tools to help them identify the right measures, monitor them and evaluate and learn from them TaAF will be able to test and learn in a dynamic and flexible way.



A thank you from Pennine Lancashire

Thank you for taking
the time to read about
our journey so far



We hope you've found it interesting,
engaging and informative

Some of our key next steps are shown below and reflect how we will be applying
what you have just read into something real for the people of Pennine Lancashire –

Utilise Pathfinder
resources to increase
the pace of design and
delivery of test and learn
plans based on insight
and evidence of need

Test and learn projects
underway across our
targeted workstreams,
local networks and
Pennine approach

Continue our learning
journey with regards
to life events and the
impact they can have
on physical activity and
mental well-being

Without the willingness of Sport England to allow us to follow our own path that
feels right for us, none of what you have just read would have been possible
in the same way. It's because of their appetite to take a risk and do things
differently that we have the chance to make a real change for the people here
in Pennine Lancashire.

As we continue to move TaAF and the people of Pennine Lancashire from
nothing to something and something to more, we look forward to continuing to
share our stories, both the highs and the lows, the successes and the failures;
it's through this that we will change and grow.

Thank you,

Together an Active Future

Appendices

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1. Local Network Data Insight Pack

– Burnley

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Claimant count by sex and age and numbers claiming ESA	
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Index of multiple deprivation, income, education / skills / training, children in low income families	
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Obesity levels for Adults and Children (reception and year 6)	
Health Profile	Page 59
Life expectancy and under 75 mortality rates	



Context and Background

- Together an Active Future (TaAF) wants to ensure that the people who need the most support and help to be physically active benefit from this pilot
- Those people who are potentially the most inactive are often those who are not engaged or involved in social and physical activities and therefore may need to be directly targeted
- The following information is intended to support local networks to identify and target Pennine Lancashire’s most inactive people and places
- This information has been informed by research into some of the key factors that impact physical activity and drawn from various national trusted sources
- In the coming months TaAF will have an Intelligence Analyst in place to support local networks in understanding and utilising this information
- TaAF are also able to utilise expertise in the Pennine Lancashire Business Intelligence Leadership Team should any further support be required

Glossary of Terms and Guidance

Term	Definition
LSOA	Lower Layer Super Output Area is a geographic area, with a minimum population of 1000 and a mean of 1500
MSOA	Middle Layer Super Output Area is a geographic area, with a population on average of 7,200

Guidance	
Hyperlinks	There are a number of hyperlinks within these information slides. These are highlighted in blue (or purple if already clicked) and underlined The hyperlinks offer more detailed breakdowns and/or alternative indicators, often at a more localised level
Content	The areas of focus are based on indicators that are either directly related to physical inactivity or have an evidence base that demonstrate a relationship with physical inactivity
Further information	If you need further information about anything contained within this pack, please contact team@taaf.co.uk

Demographic

Population by age, gender and ethnicity

Population by Gender

Rationale	Reasons for activity / inactivity can differ depending on demographics
Data available at	District Level
Data source	Office for National Statistics - ONS Population Estimates Download mid 2017 dataset and locate the tabs that begin with MYE2
Comments	This is the 2017 mid-year population estimate. This is used rather than census information as the last census was in 2011

Mid-year population estimates

	Population 2017			Population 2016			Change in Population From 2016 to 2017		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Burnley Numbers	43,286	44,419	87,705	43,197	44,299	87,496	+89	+120	+209
Burnley Percentage	49.4%	50.6%		49.4%	50.6%				

Population by Gender in 10 Year Age Band

Mid-year population estimates

	Population Estimate 2017 - Number			Population Estimate 2017 - Percentage	
	Male	Female	Total	Male	Female
Burnley Total	43,286	44,419	87,705	49.4%	50.6%
0 to 9	6,143	5,782	11,925	51.5%	48.5%
10 to 19	5,317	4,797	10,114	52.6%	47.4%
20 to 29	5,226	5,349	10,575	49.4%	50.6%
30 to 39	5,437	5,735	11,172	48.7%	51.3%
40 to 49	5,510	5,497	11,007	50.1%	49.9%
50 to 59	5,785	5,942	11,727	49.3%	50.7%
60 to 69	4,924	5,076	10,000	49.2%	50.8%
70 to 79	3,433	3,732	7,165	47.9%	52.1%
80 to 89	1,320	1,960	3,280	40.2%	59.8%
90+	191	549	740	25.8%	74.2%

Population by Ethnicity and Age

Rationale	Reasons for activity / inactivity can differ depending on demographics
Data available at	District Level. Interactive map goes to LSOA for ethnicity
Data source	Office for National Statistics (NOMIS) – Ethnicity by sex and age Go to explore detail, query data and then apply filters on left
Comments	This is from the 2011 census information as this is the most recent published dataset in this area, therefore this data is now 8 years old

This is showing a selection of the data, ranked on highest percentage	Total	Age 0 to 24	Age 25 to 49	Age 50 to 64	Age 65 & over
All categories: Ethnic group	87,059	27,168	28,873	16,884	14,134
White: English/Welsh/Scottish/Northern Irish/British	85.5%	78.7%	83.5%	92.7%	94.2%
Asian/Asian British: Pakistani	6.8%	11.0%	7.5%	3.1%	1.7%
Asian/Asian British: Bangladeshi	2.8%	5.2%	2.8%	0.7%	0.7%
White: Other White	1.2%	1.0%	1.8%	1.0%	0.7%
Asian/Asian British: Other Asian	0.8%	0.8%	1.3%	0.3%	0.2%
White: Irish	0.6%	0.1%	0.4%	0.9%	1.7%

For Lower Layer Super Output Area mapped geographically, use the below link and apply the appropriate filters

<https://aecunningham.shinyapps.io/PLMaps/>

- Filters are –
- Category – Population
 - Indicator - Choose relevant one
 - Overlay - Wards

Population by Ethnicity, Age and Gender

Female	Total	Age 0 to 24	Age 25 to 49	Age 50 to 64	Age 65 and over
All categories: Ethnic group	44,265	13,408	14,476	8,510	7,871
White: English/Welsh/Scottish/Northern Irish/British	86.2%	79.1%	84.3%	92.7%	94.6%
Asian/Asian British: Pakistani	6.6%	10.8%	7.5%	3.2%	1.4%
Asian/Asian British: Bangladeshi	2.6%	4.9%	2.5%	0.8%	0.7%
White: Other White	1.2%	1.1%	1.7%	1.0%	0.8%
Asian/Asian British: Other Asian	0.7%	0.8%	1.1%	0.4%	0.1%
White: Irish	0.6%	0.1%	0.4%	0.8%	1.8%

Male	Total	Age 0 to 24	Age 25 to 49	Age 50 to 64	Age 65 and over
All categories: Ethnic group	42,794	13,760	14,397	8,374	6,263
White: English/Welsh/Scottish/Northern Irish/British	84.9%	78.3%	82.7%	92.8%	93.7%
Asian/Asian British: Pakistani	7.1%	11.2%	7.6%	3.1%	2.1%
Asian/Asian British: Bangladeshi	3.0%	5.4%	3.1%	0.6%	0.6%
White: Other White	1.2%	0.9%	1.9%	0.9%	0.6%
Asian/Asian British: Other Asian	0.9%	0.9%	1.6%	0.3%	0.2%
White: Irish	0.6%	0.1%	0.4%	1.0%	1.7%

Physical Activity Levels

Activity levels for adults (16+) and children (5 to 16)

Adults (16+)

Rationale	The pilot is focussed on people who are inactive
Data available at	District Level
Data source	Active Lives Survey - https://activelives.sportengland.org/
Comments	Active Lives is generally the best source for data on physical activity levels. Public Health/NHS reports on PA are pulled from the same source

Levels of activity – Ages 16+ – Active Lives Survey May 17/18

	Inactive Less than 30 mins				Fairly Active 30-149 mins a week			
	Male	Female	Total	Trend	Male	Female	Total	
England Average	23.8%	26.4%	25.2%				12.5%	
North West Average	25.3%	27.7%	26.5%				12.3%	
*Burnley - %	23.3%	29.1%	26.0%				11.2%	
Burnley – Population			18,100				9,000	

*Based on 589 respondents

You can build your own query on this data by going to <https://activelives.sportengland.org/>. However due to the sample size, detailed breakdowns (e.g. by age) may not return viable results

Adults (16+)

Rationale	Highlight most common / popular physical activities
Data available at	District Level
Data source	Active Lives Survey - https://activelives.sportengland.org/
Comments	The below reflects what are considered the most common / popular sports and the percentage of respondents who participated in the last year

	Cricket	Cycling	Football	Gym Session	Netball	Rounders	Running	Swimming	Walking
England Average	2.6%	37.2%	10.1%	8.8%	2.1%	2.2%	29.5%	31.6%	74.3%
North West Average	2.2%	36.5%	10.6%	9.7%	1.6%	1.8%	28.9%	30.3%	73.5%
*Burnley - %	-	32.2%	16.9%	7.7%	-	-	24.5%	27.2%	66.5%
Most Common Activity		2nd	5th	6th			4th	3rd	1st

*Based on 589 respondents

Children and Young People (5 to 16)

Rationale	Pilot is focussed on people who are inactive
Data available at	District Level
Data source	Active Lives Children’s Survey - Active Lives Children Survey Data, see table below
Comments	Active Lives is generally the best source for data on physical activity levels. Public Health/NHS reports on PA are pulled from the same source

Levels of activity – Ages 5 to 16
– Active Lives Children and Young People Survey Academic Year 17/18

	Less active (less than an average of 30 mins a day)	Fairly active (average of 30-59 mins a day)	Active across the week (average of 60 mins or more a day, not every day)	Active every day (60 minutes or more every day)
England Average	32.9%	23.9%	25.7%	17.5%
Lancashire Average	32.3%	24.5%	24.6%	18.6%
*Burnley - %	41.9%	22.9%	18.2%	17.1%

*Based on 424 respondents

Mental Well-being

Prevalence of depression based on GP Practice registers

Depression recorded prevalence (QOF): % of practice register

Rationale	TaAF wants to improve mental well-being through physical activity
Data available at	GP Practice Level
Data source	Public Health Fingertips - Depression Prevalence - East Lancs Source data is Quality and Outcomes Framework (QOF)
Comments	GP Practice data is based on the Practice a person is registered with and not based on where a person lives. Data is for 2017/18

This shows the top 3 Practices based on highest number registered as a proportion of list size

	Location	2017/18		2016/17		2015/16	
		Count	Value	Count	Value	Count	Value
England			9.9%		9.1%		8.3%
East Lancs CCG			10.3%		9.4%		8.5%
1. P81020 Burnley Group Practice	St Peters, BB11 2DL	1,433	20.2%	1,370	19.3%	1,266	17.7%
2. P81134 Kiddrow Medical Practice	Burnley, BB12 6LH	560	16.9%	499	15.2%	416	12.8%
3. P81104 Oxford Road Medical Centre	Burnley, BB11 3BB	549	15.3%	476	13.6%	402	11.7%

Worklessness Data

Worklessness levels based on counts and percentages of claimants

Claimant Count and Proportion by Sex and Age

Rationale	Studies found that worklessness has a negative association with PA levels
Data available at	District Level. Interactive map goes to further detail (see link on page 53)
Data source	Office for National Statistics (NOMIS) – Burnley Labour Market Profile
Comments	This data was updated at April 2019

Claimant Count	Claimant Total	Male	Female
Burnley Total: Age 16+	2,820	1,585	1,235
Aged 16-24	620	335	285
Aged 25-49	1,570	880	690
Aged 50+	630	370	260

Claimants as a proportion of residents aged 16-64

	Claimant Proportion Total	Male	Female
England	2.6%	3.1%	2.2%
North West	3.4%	4.1%	2.7%
Burnley	5.3%	6.0%	4.6%

Employment Support Allowance

Rationale	Studies found that worklessness has a negative association with PA levels and mental well-being
Data available at	District Level. Interactive map goes to LSOA for ESA (see link on page 53)
Data source	Public Health Fingertips - Burnley ESA Claimants
Comments	Data updated April 2019 and is on Public Health Fingertips, pulled from Nomis data

The percentage of the population aged 16-64 years claiming Employment and Support Allowance (ESA), Incapacity Benefit (IB) or Severe Disablement Allowance (SDA)									
	2018			2017			2016		
	%	Number	Trend	%	Number	Trend	%	Number	Trend
England Average	5.4%		↓	5.7%		↓	5.9%		↓
North West Average	7.3%		↓	7.7%		↓	7.9%		↓
Burnley	8.6%	4,600	↓	10.0%	5,320	↓	10.1%	5,440	↓

 Recent Trends  Could not be calculated  Increasing/Getting worse  Increasing/Getting better  Decreasing/Getting worse  Decreasing/Getting better  No significant change  Increasing  Decreasing

Claimant Count and Proportion

For Lower Layer Super Output Area mapped geographically, use the below link and apply the appropriate filters

<https://aecunningham.shinyapps.io/PLMaps/>

Filters are –

- Category – Population
- Indicator - Choose relevant one
- Overlay - Wards

Please Note – One of the indicators that can be chosen is ESA for reasons of mental health which is one of most appropriate indicators based on TaAF priorities

Deprivation Content

Deprivation levels based on factors inc income, employment and education

Index of Multiple Deprivation (IMD)

Rationale	Studies found that deprivation has a negative association with PA levels
Data available at	District Level. Interactive map goes to LSOA (see link on page 55)
Data source	Ministry of Housing, Communities & Local Government - Indices of Multiple Deprivation (scroll to file 10 for Local Authority summaries)
Comments	The Index of Multiple Deprivation 2015 is the official measure of relative deprivation for small areas in England. This data is from 2015.

IMD Rank

	Rank
Burnley	*9th out of 326

*Ranking based on most deprived out of 326 local authority areas

Proportion of LSOAs in most deprived 10% nationally

	IMD Score	Rank
Burnley	33.3%	*9th out of 200

*Ranking based on 200 most deprived areas

Income Deprivation

Rationale	Studies found that deprivation has a negative association with PA levels
Data available at	District Level. Interactive map goes to LSOA (see link on page 55)
Data source	Ministry of Housing, Communities & Local Government - Indices of Multiple Deprivation (scroll to file 10 for Local Authority summaries)
Comments	This is one of the elements that contributes to the Index of Multiple Deprivation. This data is from 2015.

Income Rank

	Rank
Burnley	*34th out of 326

*Ranking based on most deprived out of 326 local authority areas

Proportion of LSOAs in most deprived 10% nationally

	IMD Score	Rank
Burnley	23.3%	*28th out of 211

*Ranking based on 211 most deprived areas

Education, Skills and Training

Rationale	Studies found that deprivation has a negative association with PA levels
Data available at	District Level. Interactive map goes to LSOA (see link below)
Data source	Ministry of Housing, Communities & Local Government - Indices of Multiple Deprivation (scroll to file 10 for Local Authority summaries)
Comments	This is one of the elements that contributes to the Index of Multiple Deprivation. This data is from 2015.

Education, Skills and Training - Rank

	Rank
Burnley	*26th out of 326

*Ranking based on most deprived out of 326 local authority areas

Proportion of LSOAs in most deprived 10% nationally

	IMD Score	Rank
Burnley	21.6%	*31st out of 257

*Ranking based on 257 most deprived areas

Indices of Multiple Deprivation and Other Deprivation Indicators

For Lower Layer Super Output Area mapped geographically, use the below link and apply the appropriate filters

<https://aecunningham.shinyapps.io/PLMaps/>

Filters are –

- Category – Indices of Deprivation
- Indicator - Choose relevant one*
- Overlay - Wards

*Please Note - There are multiple indicators shown for deprivation. However the most frequently used (as it takes into account a number of the indicators) is the Indices of Multiple Deprivation

Children In Low Income Families

Rationale	Evidence shows that children who live in poverty are exposed to a range of risks that can have a serious impact on their mental health
Data available at	District Level
Data source	Public Health Fingertips Children in low income families Original data is from HM Revenue and Customs
Comments	The percentage of dependent children aged under 20 in relative poverty. This data is from 2016

The percentage of dependent children aged under 20 in relative poverty (living in households where income is less than 60 per cent of median household income before housing costs)			
2016			
	%	Number	Trend
England Average	17%		↓
North West Average	18.1%		↓
Burnley	21.7%	4,610	↓

Recent Trends

Could not be calculated

Increasing/Getting worse

Increasing/Getting better

Decreasing/Getting worse

Decreasing/Getting better

No significant change

Increasing

Decreasing

*Worse than national average

Obesity Content

Percentages of children and adults who are overweight or obese

Percentage of adults (aged 18+) classified as overweight or obese

Rationale	Inactivity in adults is a contributing factor to obesity
Data available at	District Level
Data source	Public Health Fingertips - Excess Weight in Adults Select excess weight in adults from list shown
Comments	Most recent data is for 2017/18 and is on Public Health Fingertips but pulled from Active Lives Survey, so small sample size

Percentage of adults (aged 18+) classified as overweight or obese trend			
2016			
	2017/18	2016/17	2015/16
England Average	62%		
North West Average	64.3%		
Burnley	64.6% ↓	66.9% ↓	67.7%

Recent Trends

Could not be calculated

Increasing/Getting worse

Increasing/Getting better

Decreasing/Getting worse

Decreasing/Getting better

No significant change

Increasing

Decreasing

Children (Reception Year - 4 to 5 Year Olds and Year 6 – 10 to 11 Year Olds)

Rationale	Inactivity in children is a contributing factor to obesity
Data available at	District Level below, however interactive map goes to MSOA (see link on page 58)
Data source	Public Health Fingertips - https://fingertips.phe.org.uk/profile/national-child-measurement-programme/ Click 'Start Go to the data' and locate in list
Comments	Data is from NCMP 2017/18

	Reception Prevalence of Overweight (inc obesity)	Trend	Reception Prevalence of Obesity (inc severe obesity)	Trend	Year 6 Prevalence of Overweight (inc obesity)	Trend	Year 6 Prevalence of Obesity (inc severe obesity)	Trend
England Average	62%	↓	62%	↑	62%	↑	62%	↑
North West Average	64.3%	↑	64.3%	↑	64.3%	↑	64.3%	↑
Burnley	64.6%	→	64.6%	→	64.6%	→	64.6%	↑

Recent Trends

Could not be calculated

Increasing/Getting worse

Increasing/Getting better

Decreasing/Getting worse

Decreasing/Getting better

No significant change

Increasing

Decreasing

Reception Year - 4 to 5 Year Olds and Year 6 – 10 to 11 Year Olds

For Medium Layer Super Output Area mapped geographically, use the below link and apply the appropriate filters

<https://aecunningham.shinyapps.io/PLMaps/>

Filters are –

- **Category – Obesity**
- **Indicator - Choose relevant one***
- **Overlay - Wards**

Health Profile Content

Life expectancy ages and mortality rates

Life Expectancy

Rationale	Physical inactivity can be a contributing factor to life expectancy
Data available at	District Level, however interactive map goes to MSOA (see link page 60)
Data source	Public Health Fingertips - Life Expectancy and Causes of Death (select appropriate indicator on left). Original data from Office for National Statistics
Comments	This data covers the period 2015-2017

	Life Expectancy 2015-2017 Data		
	Female	Male	
England Average	83.1	79.6	*Worse than national average
North West Average	81.8	78.2	
Burnley	80.9*	76.2*	

Life Expectancy

Rationale	Physical inactivity can be a contributing factor to mortality
Data available at	District Level however interactive map goes to MSOA (see link page 60)
Data source	Public Health Fingertips - Life Expectancy and Causes of Death (select appropriate indicator on left). Original data from Office for National Statistics
Comments	This data covers the period 2015-2017

	Under 75 Mortality Rate						
	All Causes		Cardiovascular		Cancer		
	Count	Value	Count	Value	Count	Value	
England Average		332		72.5		134.6	*Worse than national average
North West Average		391		87.0		148.5	
Burnley	1,072	461*	236	102.4*	395	170.2	

Life Expectancy and Mortality Rates

For Medium Layer Super Output Area mapped geographically, use the below link and apply the appropriate filters

<https://aecunningham.shinyapps.io/PLMaps/>

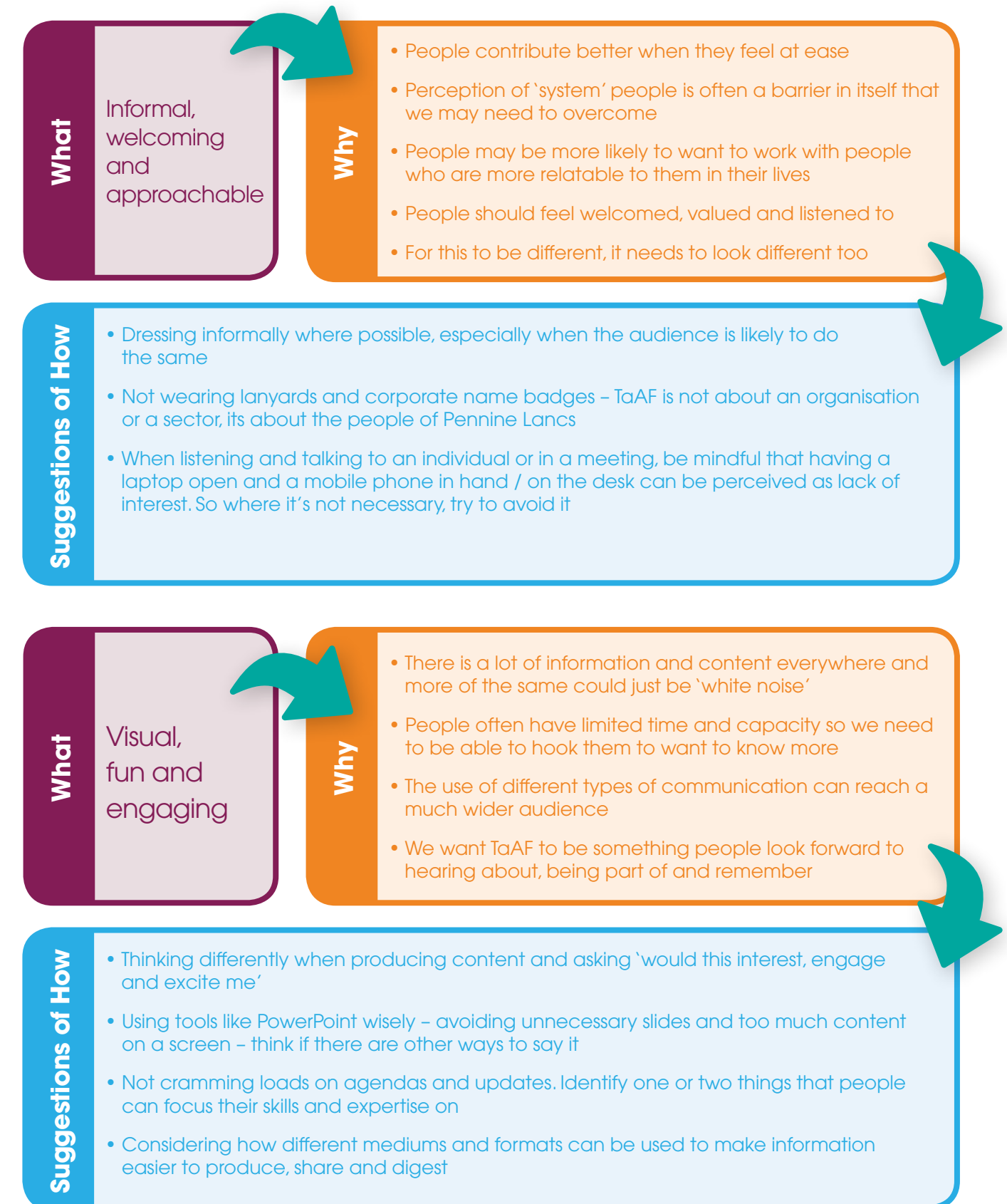
Filters are –

- **Category – Mortality** (alternatively select **Healthy Hearts** for indicators relating just to heart health)
- **Indicator – Choose relevant one***
- **Overlay – Wards**

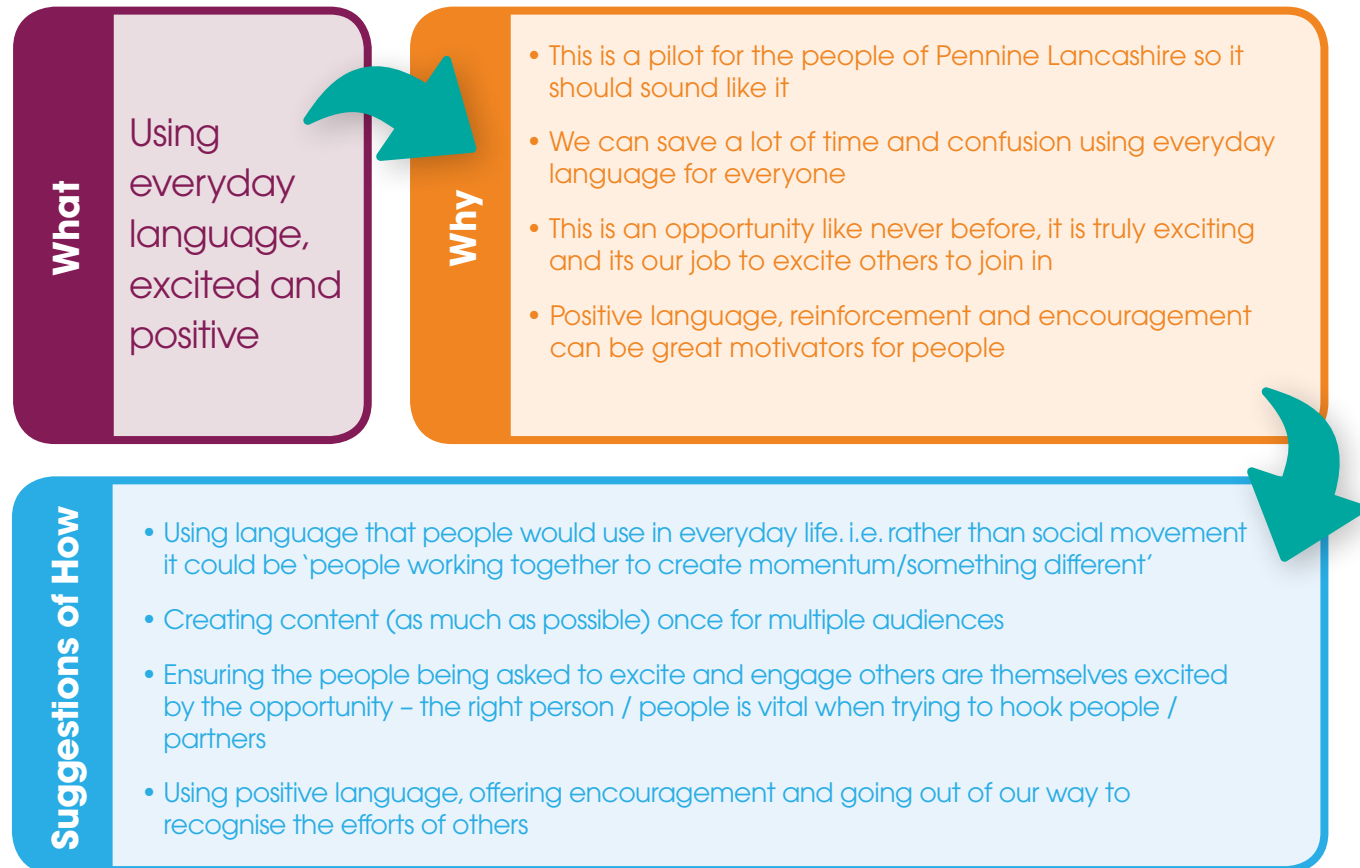
*Please Note – There are multiple indicators shown for mortality. The previous slides have shown those indicators that are available on Public Health Fingertips and are evidenced as relating to physical inactivity

2. The look, the sound, the feel

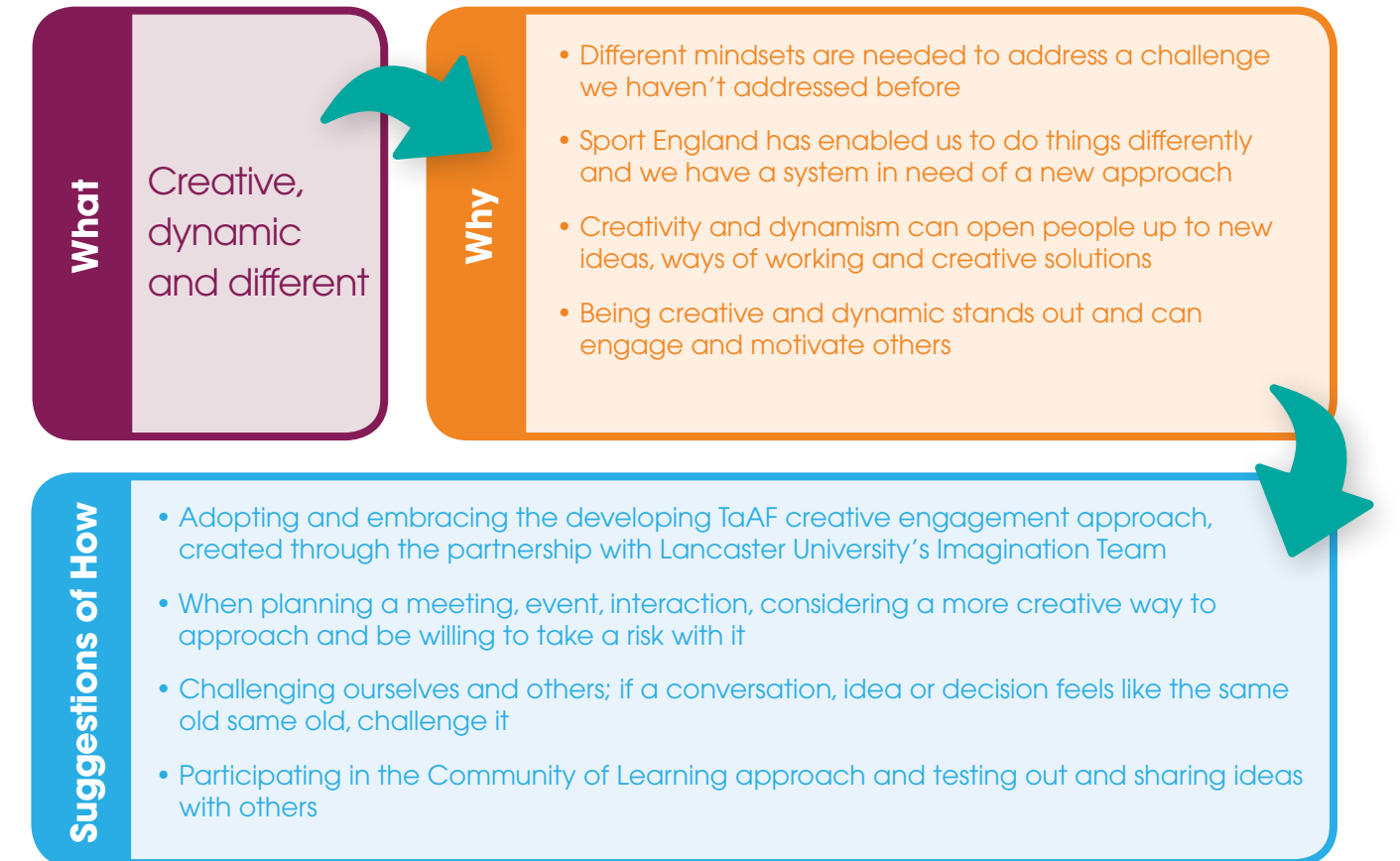
The Look of TaAF



The Sound of TaAF



The Feel of TaAF



3. People not in employment pathfinder submission

The following template has been designed to provide clarity to each of the local TaAF delivery networks regarding the information that is required by Together an Active Future and Sport England to assess a Pathfinder plan submission.

This template also provides a structured and consistent format for each planning submission.

Guidance for Completion -

- The cover page only needs to be completed once for your local network / District
- There is an Executive Summary section in the cover page for you to provide a summary narrative, however you may provide some additional information in other formats if you wish to. E.g. video, presentation, audio etc.
- For each workstream within your plan, you must complete a separate submission form, provided separately
- Once your submission is ready, please submit as individual attachments in PDF format to team@taaf.co.uk

Cover Page for Pathfinder Submission	
District:	Pennine Lancashire wide (eventually)
Title/Name of Submission:	Targeted – Life course events
Total Funding Request (£):	
Named Lead:	Jamie Waugh
Contact E-mail:	jamiewaugh@nhs.net
Contact Phone Number:	07500274684

Executive Summary of Pathfinder Plans

As TaAF were deciding on how we focussed this pilot, we started with the usual thing of focusing on cohorts of people, potentially those with specific conditions or those of a certain age demographic.

As TaAF considered these approaches, we realised that using that approach fails to recognise and consider that people live a life; a life where things happen that lead them to be the person they are today. Indeed, once you consider this, it is far easier to realise that we all have things that happen to us in our lives that have made us who we are; people who have ups and downs, people who sometimes struggle with anxiety or depression, people who are sometimes physically active and sometimes not.

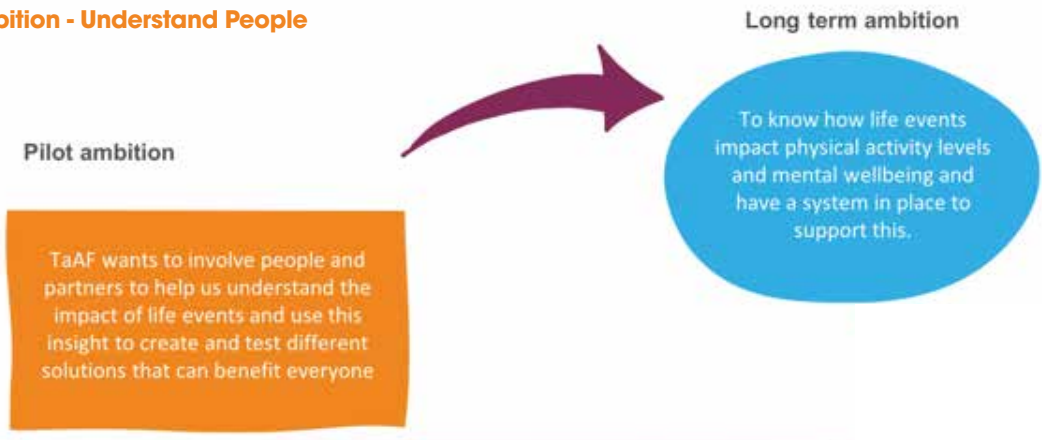
By focusing on life course events (things that happen that change the direction your life is going) and by understanding their impact on physical activity and mental well-being, we can begin to understand what more a person, a community, an organisation and a system can do to reduce negative impact as well as maximise positive impact.

Evidence suggests life generally changes how active we are and how we feel. So whether its being a new parent, starting a job or being unable to work due to depression and anxiety, we need better understanding and support through these times.

The following submission reflects one of the workstreams within the targeted approach, People not in employment.

The other workstreams within the targeted approach are: people becoming parents, people starting a new job and people registered with anxiety and/or depression

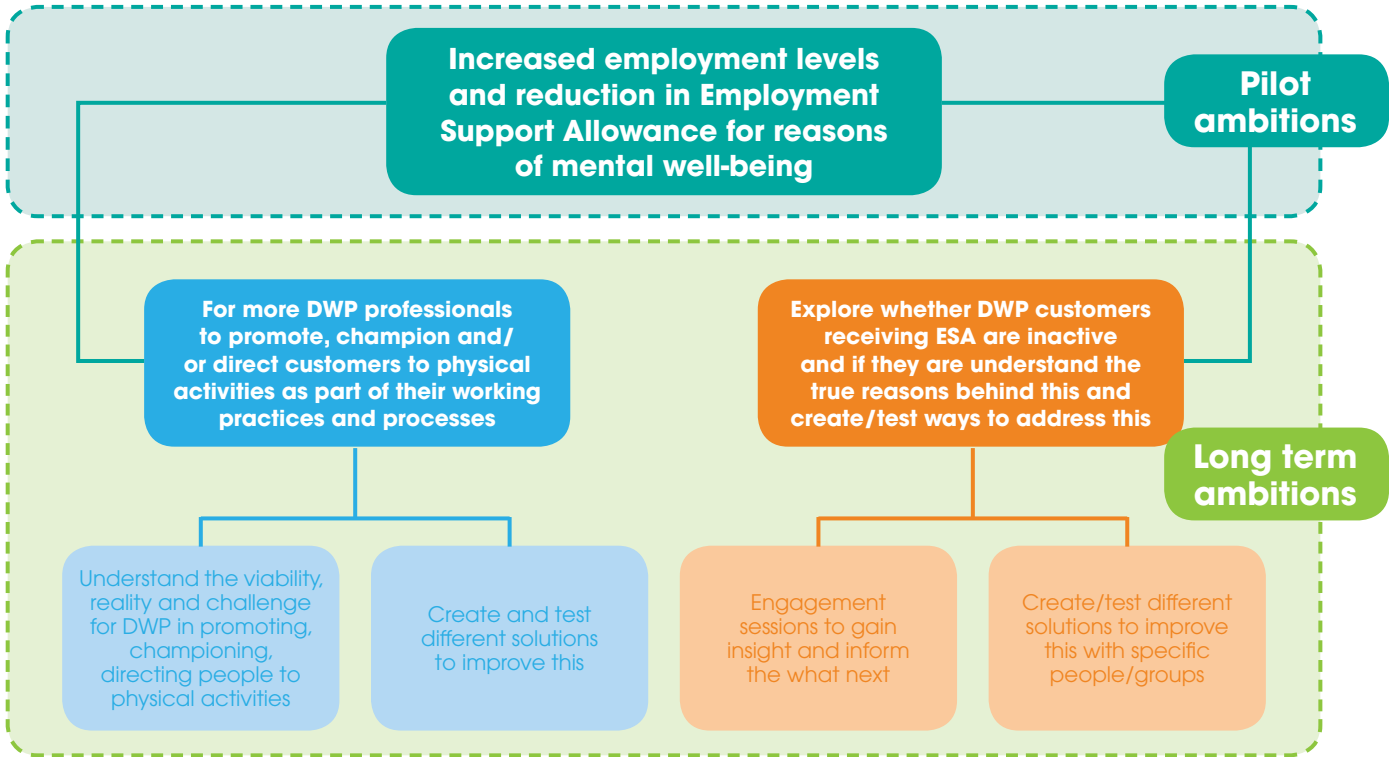
TaAF's ambition - Understand People



Within this submission

1. Life Course Interruption Events – People not in employment

Cover Page for Pathfinder Submission	
Name of Workstream:	Life course events – People not in employment
Funding Requirement (£):	
Named Lead:	Jamie Waugh
E-mail and Phone Number:	jamiewaugh@nhs.net / 07500274684
Contact Phone Number:	07500274684



Approach

TaAF want to involve customers and staff on a journey; from providing insight to identifying solutions to influencing changes in how DWP and others approach this challenge of inactivity. We feel this approach will provide the legacy required once the pilot is finished and ensures we’ve made a long lasting difference that can continue sustainably.

At the heart of everything we do is a creative engagement design process. This has been developed in partnership with Lancaster University Imagination Team and is already being used to great success with DWP customers and the organisation itself.

Timeline/Milestone Plan

A high level milestone plan for this partnership work is attached separately to this document.

As this work is fluid and flexible to DWP and their customers’ needs, this milestone plan is subject to change as things develop and new ideas and approaches emerge. This will be managed by the TaAF Programme Manager and regularly reviewed and updated as needed.

Financial Requirement

Please see finance breakdown

As above the financial requirement has been developed based on what is known at this time. This is subject to change as the involvement of DWP customers and staff grows and ideas and initiatives begin to be identified.

The intention is ensure that existing resources and capacity are maximised in the delivery of this workstream and that there is a clear understanding of why the existing provision across Pennine Lancashire may not be working for customers and staff and how this could be improved, before committing to designing new solutions.

To date TaAF and DWP have coordinated this work through current leadership and teams and the intention is to continue this as much as possible. However we recognise that this should not be at the expense of being to deliver a really effective workstream and therefore have built in a small contingency should additional capacity be needed.

PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

Have you used data and insight to identify those people who are most likely to be inactive and where they are

Have you taken time to understand why people are not engaging in existing physical activity opportunities near them

Have you considered the different hooks and motivations that may be required to help inactive people

Do ideas, plans and projects provide something different that could make a difference

Identification of inactive people

Due to the Active Lives survey being the only real measure of physical activity in Pennine Lancashire, TaAF has used a number of proxy measures that could indicate those more likely to be physically inactive with a view to identifying people to involve.

This means that initial identification of inactive people was based on the assumption they could be inactive and that this would need to be proven or otherwise before any plans were put in place.

In the identification of DWP customers as potentially inactive people we wanted to involve, we considered and utilised the following –

Area	What it Showed	Sources (if relevant)
Published data on physical activity levels, unemployment , depression	Pennine Lancashire is generally worse / significantly worse than the national average for physical activity, unemployment, rates of depression / anxiety	Locally created Insight Pack utilising published data
Various published evidence about the positive effects on well-being of being more physically active	Increasing physical activity (especially in green spaces) has a positive effect on peoples mood and general well-being	Various
Research papers exploring the relationship between physical inactivity and unemployment	Some studies have found that unemployment does have a negative association with PA levels, however there are discrepancies in studies from other areas suggesting more research is needed	Macassa et al., (2016)
Anecdotal views from DWP professionals	DWP professionals, based on their experience of supporting customers, suggested their customers are more likely to be inactive	

This provided TaAF with enough to make the assumption that a significant amount of DWP customers are more likely to be inactive, which when coupled with the fact that 50% of all DWP customers are not working due to reasons of mental well-being, meant that this was an area to focus on.

In June 2019 an event was held in Blackburn Jobcentre where in total, 84 DWP customers participated in a number of activities. One of these activities asked people to assess how active they are now and whether they would like to be more active. The following is the insight from this activity -



Based on this insight from 84 customers, it backs up the assumption that DWP customers are more likely to be inactive and therefore TaAF have committed to continuing the partnership with DWP and the involvement of their customers and staff on this journey.

Ideas, Plans and Projects That Help Inactive People

The whole premise of the TaAF approach ensures that ideas, plans and projects have the best chance of helping inactive people. This is because our approach involves those people, and potentially the organisation / service that supports them. From initial engagement where they share insight, through to generating ideas that could benefit them through to turning those ideas into action, it's these people who will shape this pilot; TaAF will purely provide the platform and the environment from which they can do this.

At the very first initial engagement event with DWP customers we learnt a lot, including –

- there are people who are inactive and a number of those would like to be more active
- people were honest and open in what makes it harder for them to be active and what would make it easier
- people had energy and ideas they were willing to share
- the majority said they would come to another TaAF event.

This last point is vital as it provides us with an 'in' with DWP customers to bring them back and start gaining their ideas and involvement in how we can make a positive difference for them, their friends, family and perhaps other people in similar situations to them. This approach, combined with taking risks and learning fast is how TaAF will ensure that ideas, plans and projects will help inactive people.

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

The place

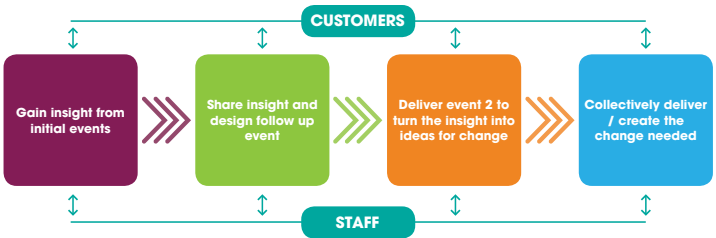
As this is a workstream working with customers through a particular organisation, it is not necessarily focused specifically on a place where people live. We know that depending on which Jobcentre we are partnering with, the people we involved will live within that locality / district.

So in the case of this workstream, we assume the locality (i.e. the place that is consistent with the people we're involving) is the Jobcentre in whichever town that is. To date, the focus has been on Blackburn Jobcentre (Blackburn with Darwen residents) and is likely to expand to Burnley Jobcentre (Burnley residents) within the Pathfinder timeline. These are the two largest Jobcentres in Pennine Lancashire and therefore give us the best chance of involving lots of DWP customers.

As stated for design principle 1, the entire approach with DWP is about using a creative engagement approach to hook a number of DWP customers to want to be involved in shaping this element of the pilot.

The image on the left is taken from the presentation shared with DWP following the Blackburn Jobcentre event in June 2019. This explains in a simple way how the initial event was just the start, designed to gain insight and warm people up to being involved more, with a view to bringing them back in the future to start to think of ideas that could help their activity levels and mental well-being and then ultimately, work with us to turn some of those ideas into reality.

This shows TaAF's commitment to involving people and providing them with a voice and an opportunity to be involved in something from beginning to end that could make a positive difference in their lives.



PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

As stated in design principle 2 (DP2), this workstream is not initially using a place or a demographic as a starting point.

Rather we will identify people to involve through DWP as our strategic partner who have existing relationships with the people we want to involve.

The approach described in DP2 shows how our intention is to design a session, based on insight from the warm up event, where people who want to be involved can come back and spend some more time with TaAF and start getting into more detail. It is likely at this point we will understand better where these people live and any particular challenges they have as an individual or as a resident in a place.

What is unknown at the moment, which is to be expected at this time, is whether the ideas and solutions that DWP customers start to offer and explore will be based on doing more as a DWP customer or group as part of the Jobcentre experience or based on doing more as an individual where they live.

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

The partnership with DWP and the involvement of DWP customers is a great example of how TaAF are understanding and demonstrating what needs to be different to make a difference. The section below gives a specific example of the DWP Customer Involvement event in June 2019 of how we have started to take the time to understand from the people at the heart of this pilot, what they feel needs to change.

You can see a mock walk-through of the event that gives you a feel for what DWP customers experienced on the day.

<https://www.youtube.com/watch?v=yqEois9wVLc>

In the initial event, one of the activities we asked people to participate in was the 'Bucket Challenge'. This is a fun activity to get people to start thinking about what makes it harder to be active and what could make it easier. This started to provide initial insight into some of the things that might not be working well now, for this particular group of people.

Some key bits of insight from this are shown on the next page. Whilst high level in its approach, the results provide some indication of what may not be working as well as it could and where making tweaks and changes to some approaches could make a difference.



This will be explored in more detail with the customers who want to be involved to provide more detail into what's working now, what's not and where the important differences could be made.

Having someone to be active with	More free activities	Knowing what there is where I live	GP Practice to be more helpful	Something else	Jobcentre helping me more	Total
21	19	17	15	3	1	76
27.6%	25.0%	22.4%	19.7%	3.9%	1.3%	

From this initial high level insight, we can start to see areas to explore based on the real experiences of people. For example, the second and third most common responses were 'more free activities' and 'knowing what there is where I live'. TaAF know that there are generally a lot of activities, including free activities, across Blackburn with Darwen. We suspect that the awareness of these however is not good. If this proves true based on peoples responses, there is potential to make a difference to things that already exist by making a difference to how we promote them.

PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

Due to the opportunity and platform that has been provided to TaAF by Sport England, TaAF has enabled and encouraged workstream and locality leads to be brave and to push themselves and others to think differently about how we approach the challenge.

The fact that this design principle exists and there is a requirement to demonstrate how this workstream is daring to be different is testament to the freedom being provided by TaAF to take risks.

There are a number of ways in which this workstream is embracing this opportunity –

- The creative engagement approach is pushing DWP as an organisation out of their comfort zone. DWP readily admit they are very traditional in what they do and this is why they are excited about the partnership with TaAF and willing to try something different
- The approach is also pushing DWP customers out of their comfort zone by asking them to get involved in something very different and contribute their ideas and experience. The majority of these customers have some form of anxiety and mental well-being challenge and therefore, often due to the reluctance of a system to take risks, are rarely asked to try anything new or different. A customer quote from the event provides their view:

"I've never been to an event like this and I find it quite interesting, quite relaxed. I think it's a really good way of collecting information about what people want, so yes, I'm quite impressed."

- The intention of this workstream is to ultimately create the environment and platform for DWP customers to be the ones shaping what needs to happen, deciding what needs to be different to make a difference and potentially leading projects of their own. This is very different to the usual approach of the system gains insight from people, takes it away and decides what needs to happen. In this, we hand over the power to the people. This is both exciting and risky as we don't know where it will lead; but that's what we think can make a difference.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can be delivered sustainably

This workstream is predominantly focussed on creating a long lasting partnership with DWP and supporting, encouraging and influencing them to make changes in their working practices, processes and approaches to support their customer's physical activity and mental well-being.

TaAF has spent several months building a relationship with DWP as we recognise the importance of them as an organisation that is and will be supporting customers who are more likely to be inactive. This started by recognising what DWP would want from a partnership with TaAF and then TaAF identifying the hook for DWP where TaAF could support a challenge they had.

As the ideas from the DWP customers start to emerge, where we recognise that the ideas need to draw in support, we will ensure we are drawing upon the partnerships and collaborations that both DWP and TaAF already have.

As TaAF and DWP have been working up shared success factors, designing events and warming up staff to be involved, we always have in mind the sustainable approach to this work going forwards. In the recognition that TaAF will stop at some point and DWP will continue, we have committed to a number of different things which start to create the skills, enthusiasm and capacity within DWP long term. These include –

- **Creative engagement event/sessions design and delivery** – the initial event involved a small number of DWP leads in both design and delivery to provide them with the understanding and skills of what went into it. There were DWP staff and a DWP customer volunteer running activities at the event. The intention is that at the next event, there will a greater number of staff and customer volunteers involved to continue the skilling up
- **Approach to staff and customer well-being** – DWP have asked TaAF to support their senior leadership in their development of a well-being approach with staff and customers, from having the right conversation through to living it every day working life
- **Drawing in expert help** – TaAF are providing some of their capacity with Lancaster University's Imagination Team to DWP to support them in their desire to think and work differently. This will benefit DWP, their customers and the objectives of TaAF in the long term.

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider

- Have you considered the below factors when looking at how to create long lasting change –
- Policy – local policies and laws, regulations, standards
- Physical environment – Streets, buildings, outdoor space, transport links etc
- Organisations and Institutions – schools, health and social care, clubs etc
- Social environment – relationships, families, social networks etc
- Individual – motivations, opportunities, needs, behaviours etc

The DWP and TaAF partnership and the specific success factors we want to achieve together will ensure we are considering a whole systems approach.

For this workstream, the term 'whole systems' will apply to the elements of the system that have some relationship with DWP and their customers, as opposed to the 'whole system'. However it is anticipated that this workstream will provide fantastic learning opportunities for the systems, organisations and partnerships across Pennine Lancashire.

Specific examples and/or ideas of how DWP and TaAF partnership will consider a whole systems approach –

Policy – as found in the workstream summary on page 5 of this template, one of our ambitions is for DWP professionals to champion, signpost and promote physical activity as part of their practices and processes. We are on a journey with DWP which we expect to culminate in formal changes to practice and policy regarding well-being and physical activity. We will achieve this by demonstrating the value and success, to both customers and staff, of approaching this challenge differently and positively and by involving customers and staff on the journey.

Physical environment – Our approach in this workstream is founded on involving people who can tell us the reality of what would help them to be more active and then asking them to help us do something about it. As this is an open invitation, the things that need to be different will be wide ranging, but almost certainly result in suggestions and ideas relating to peoples physical environment, both where they live and also potentially in the DWP environment. This forces us to consider this element and explore what needs to be different to make a difference for people.

Organisations and Institutions – Predominantly this workstream is focussed on DWP as an organisation. The initial work has started with Blackburn Jobcentre with a plan to also roll this out into a Jobcentre in East Lancashire, most likely Burnley. These two areas of focus will provide learning for both DWP and TaAF about what can start to change within other Jobcentre environments.

There has been interest from other areas of DWP's business in the Pennine Lancs DWP and TaAF partnership and what we're doing, so there is potential for this to have a significant reach and impact into a huge national organisation.

Social environment – As stated earlier, as our approach is an open invitation for people to share the things that need to be different to help them be more physically active, we will find out what people say they need as well as what helps them now, which will without doubt raise peoples views on friends, families and social environment. The initial event at Blackburn Jobcentre reflects this. The first activity asked people about their motivations and another activity asked them what would help to be more active. The top result in both activities show then importance of a social environment -



Individual – Everything this workstream is aiming to achieve is about the individual. That individual can be a DWP customer, a workforce coach or a senior manager, but ultimately the ambition is the same; involve them to understand their motivations, needs, ideas etc. The DWP Customer Involvement event in June was focussed on the individual, asking them what motivates them, what would help them be more active, what they would like to do given the right opportunity. This provided amazing insight into the individual and provides the basis for involving that individual going forwards.

As part of the community of learning approach, we will share the learning throughout this journey in order help other organisations and partnerships understand how changes in approaches, practices and policies can have a positive different on people's lives.

PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider

- Recognising that Sport England's investment will cease, do you understand how the project /change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

As stated in design principle 6, this workstream is predominantly focussed on creating a partnership with DWP and supporting, encouraging and influencing them to make changes in their working practices, processes and approaches to support their customer's physical activity and mental well-being.

By aiming to achieve this together, we are creating a legacy for the TaAF approach within an organisation that supports thousands of people across Pennine Lancashire and will continue to do so for years and years to come.

We have already started influencing ways of working and are currently in the process of providing skills development in the areas of creative engagement, thinking and design with senior leads and staff. This is early days but will continue to expand and grow as we gain senior leadership buy-in.

We recognised early on that to focus purely on the DWP customers wouldn't achieve what we wanted to long term. We had to look at the approach of the organisation, how they support their staff and how TaAF could provide some headspace, creative thinking and support to both leadership and front line staff to give them the skills, confidence and encouragement to improve how they support each other as well as their customers.

A lot of what we want to achieve with this workstream, will not require long term investment from this pilot. The investment that is required is all about creating the platform and environment for the Pathfinder phase to involve staff and customers in this learning journey. Whilst not yet in a position to know what will emerge from ongoing insight and involvement, it is assumed that a lot of what is needed is either tweaks or changes to existing provision to make it fit for purpose, or things that once proven to have a positive impact for DWP, could then be funded longer term by them or by utilising other partners within Pennine Lancashire existing assets and resources.

PRINCIPLE 9

Participate in the test and learn approach

Things to consider

- Do you understand how you will measure the success of a project / initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners / networks with which you will share learning

Part of the Creative Engagement process is to identify very early on what is that both TaAF and the partner involved want to achieve; i.e. success factors for the partnership. This provides the basis for understanding how we will measure the success of this partnership and approach. A snapshot of this is shown below and more detailed success factors are included in the DWP Customer Involvement Event Summary.

As the partnership develops and matures our success factors will be reviewed and refined to ensure that they continue to reflect the developing ambitions of this exciting partnership.

A key element of evaluation of this workstream is the evaluation of the approach and relationships that are fundamental if the partnership between DWP and TaAF is to be successful. To give us the most valuable learning and insight into this, we have asked Lancaster University to provide some direct evaluation support for this specific area to ensure we capture all the steps along the journey so that TaAF and DWP can learn, as well as sharing with others who may want to learn from our approach.

In an early discussion, we all agreed that:

DWP want:

- DWP customers to have a chance to be engaged and involved in something that could have a positive impact on them
- to learn from their customers what more DWP could do to support their wellbeing
- to work with TaAF in creating and testing a creative engagement approach with staff and customers which could be replicated and adapted by DWP

TaAF want:

- people who live and work in Pennine Lancashire to shape this pilot
- to gain insight from people not in employment for reasons of mental wellbeing regarding their physical activity levels and/or mental wellbeing
- to work with DWP in creating and testing a creative engagement approach with staff and customers which can lead to positive change

Lancaster have already facilitated an interview between DWP and TaAF that gains insight into our journey so far, why this partnership is working, what is it about the approach that excites and a lot more valuable insight and learning.

DWP and TaAF is one of the key areas of focus for Lancaster University as TaAF's evaluation partner and so there will be expert support and guidance throughout the Pathfinder phase for this workstream.

All of the learning from this will be shared throughout Pennine Lancashire as part of TaAF's own commitment to a Community of Learning as well as with Sport England, other Local Delivery Pilots and other interested parties through Sport England's Community of Learning.

4. DWP customer involvement event summary



**DWP Customer Involvement Event
Blackburn Jobcentre
Wednesday 19th June 2019**



Background and Context

Aims

Department of Work and Pensions and Together an Active Future are working together to gain insight and involvement from DWP customers and employees, using a Creative Engagement approach

In an early discussion, we all agreed that:

DWP want:

- DWP customers to have a chance to be engaged and involved in something that could have a positive impact on them
- To learn from their customers what more DWP could do to support their well-being
- To work with TaAF in creating and testing a creative engagement approach with staff and customers which could be replicated and adapted by DWP

TaAF want:

- People who live and work in Pennine Lancashire to shape this pilot
- To gain insight from people not in employment for reasons of mental well-being regarding their physical activity levels and/or mental well-being
- To work with DWP in creating and testing a creative engagement approach with staff and customers which can lead to positive change

Test Event

As an early test of the type of things we could do, a couple of the TaAF Team came to a health and well-being event held at Blackburn Jobcentre in March.



Event Summary

- People were willing to take part in something a bit different, a number of them enjoyed it
- Despite the very short amount of thinking time, people came up with ideas when they were the boss
- Health and confidence were by far the leading themes on the day
- The outputs from the activities could easily inform a more detailed focussed conversation
- A lot can be achieved in a few minutes

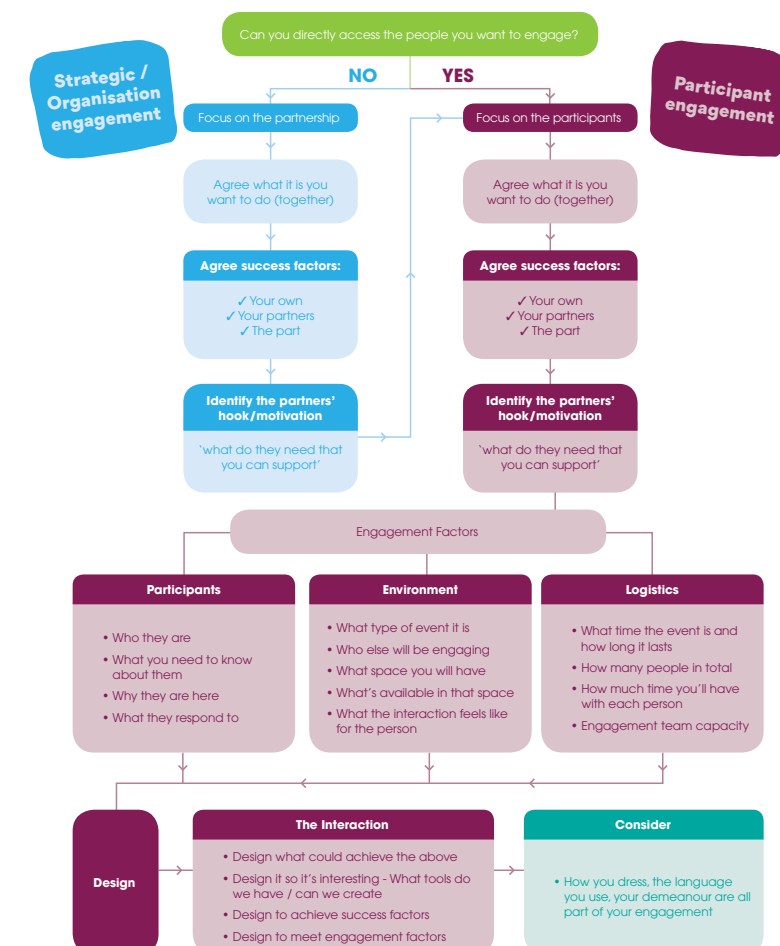
Learning from this event gave us confidence that we could deliver a TaAF themed event to involve DWP customers in this journey.

Event Design

Initially, we agreed to design 3 different types of events to be tested over a period of time. Each should work as a stand alone event whilst also working as a part of the journey where a customer could experience them all.

Event 1	An initial event for more than 50 and up to 100 people, that can work as a standalone event as well as a pre-cursor to a follow on more focussed event		
Event 2	A more focussed event for more than 12 and up to 50 people that can work as a standalone event as well as a follow on to the warm up event and pre-cursor to a small focussed group session		
Event 3	A small focussed group session for up to 12 people that can work as a standalone event as well as potentially being the continuation of an engagement journey from the warm up event, on to the more focussed event through to the small focussed group session		

Creative Engagement Process



All of our design was based on the TaAF Creative Engagement Approach:

Agree what we want to achieve together

Agree success factors for everyone

Work out what this could support DWP with

Think about the people, the environment and the logistics

Design the event factoring in everything you now know

Success Factors and Customer Considerations



To help put customers at ease at this event, which they may be unsure about -

- dress informally
- don't wear work ID badges or lanyards
- wear a written first name badge
- smile, be relaxed and welcoming
- give your name but don't ask for theirs
- keep activity intro's short
- offer to write on their behalf if they would like
- if they don't want to complete an activity, offer them the alternative paper version
- remind them that if they want to spend more time or be more involved, to add their details on the card

Creating The Right Environment

Here are some of the things we did, to try and create an environment where the customers could relax and open up

Room

- Moved furniture to create lots of space
- Had music on quietly in the background (playing uplifting songs)
- Took down any DWP work related posters
- Used TaAF banners to create a separate area for the event
- Opened all of the blinds to provide lots of light
- Had couches and chairs for people to rest

People

- Everyone dressed informally, no lanyards, just a written first name badge
- The team were smiling, friendly and welcoming
- The delivery team did not include work coaches to create a necessary separation
- Team roles included floor walkers to make sure customers were OK
- The team spoke in everyday language

Interactions

- ID code meant people could stay anonymous (if they wanted to)
- Each activity has number, name and instructions
- It was voluntary and people could leave whenever
- The whole event could be done in 20 mins
- Very little writing and reading needed
- Activities were visual, a bit fun but simple

Event Information

Customer Event ID And Stamp Card Used On The Day

Front – A5 size

Thank you so much for joining us today

Your code to use at today's event is.....

Use this code at each activity you complete

Collect at least 6 different activity stamps to be entered into a prize draw

Together an Active Future

Back – A5 size

If you are happy to, please enter your first name and email or phone number and tick the appropriate boxes

First name

E-mail / Phone

Please tick as appropriate

I would be interested in being part of a future TaAF event

I would like to be entered for the prize draw

By providing your postcode, we can learn more about what might be needed where you live to help people to be more active

Postcode

Thank you so much for helping us today. Your input and ideas will help make a difference.

team@taaf.co.uk

Posters Designed For The Day



Other Event Information

- This event was for DWP customers, with a majority having mental well-being challenges
- They were aware that this was an event about the TaAF project and they were helping us by contributing on the day
- Every 30 minutes a new wave of customers arrived, perhaps up to 20. The invite slots were 10.30, 11.00, 12.00, 12.30, 13.00
- DWP staff were there supporting on the day and if something was raised by a DWP customer that TaAF weren't sure how to address, they were directed to Pam, DWP's Disability Adviser
- BwD re:refresh attended too which meant that if a customer had a specific query about what is on offer, re:refresh could speak to them and help
- We recorded when people left if they were happy to and took some photo's on the day
- There were prizes which customers were entered for if they collected at least 6 stamps. These prizes are BwD Leisure vouchers – 5 x £30

Invitations To Customers

Outcome

- Understand how successful different approaches to invitations are
- People arrive and have an idea of why they're there

How did it work

- A mix of letters posted out, letters issued face to face by work coaches, invites to partners to bring participants

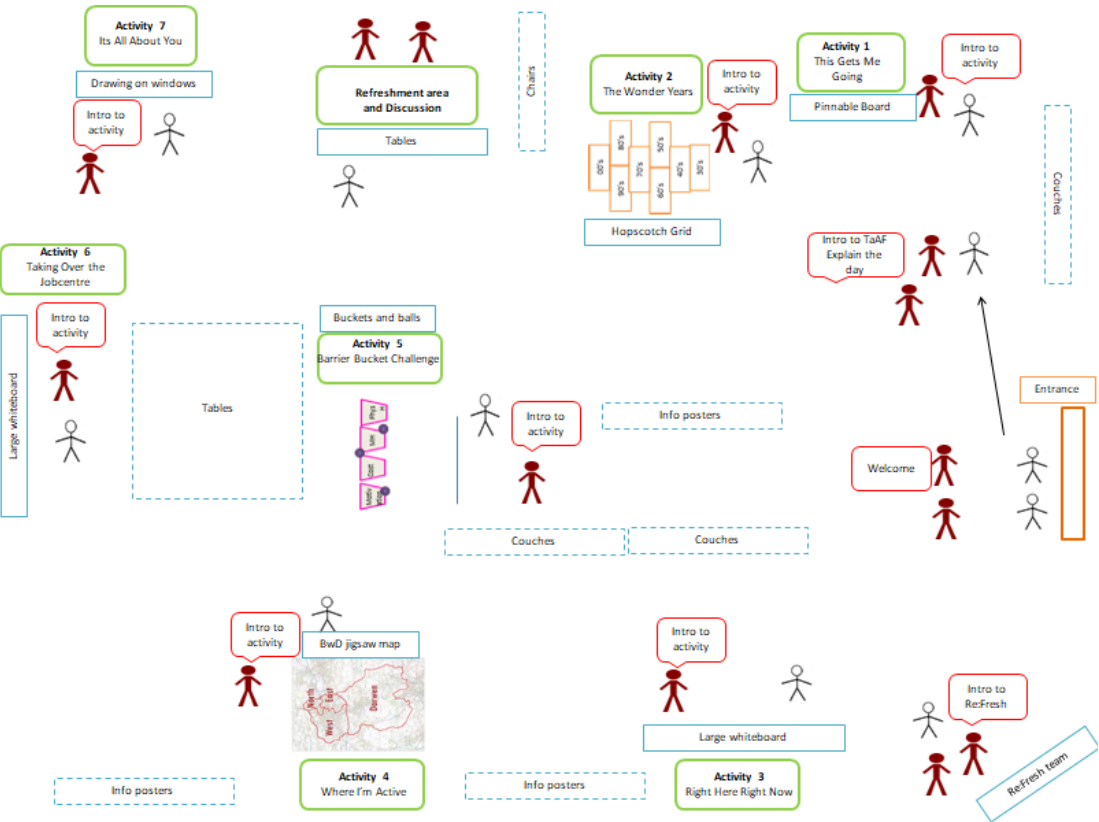


Invites from	Invitations sent	Attended	%
Letter issued by Work Coaches either face to face or via journal	141	47	33.3%
Letter posted to ESA claimants	82	17	20.7%
Newground referrals	5	4	80.0%
Bootstrap referrals	11	6	54.5%
	239	74	31.0%

Some key points

- Close to a 1 in 3 ratio of invite to attendance, which for a new approach is positive

The Event Floor Plan



Activity 1 – This Gets Me Going

Outcome

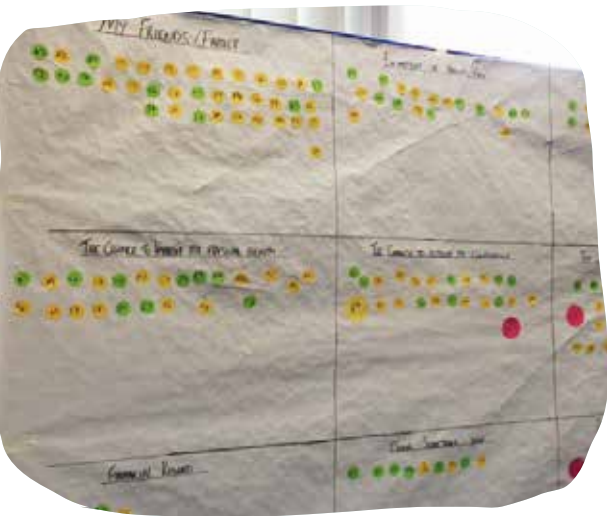
- Found out what/who motivates people to do something new / different / challenging
- Hopefully relaxed people as its an easy opener

How did it work

- Simple voting system by adding stickers (with code) onto a grid with categories on a board

My friends/ family	The chance to improve how my mental wellbeing	The chance to improve my physical health
Enjoyment or having fun	Being financially rewarded	Doing something new
The chance to improve my confidence	A sense of achievement	Other

Activity 1 – This Gets Me Going



Think about what motivates you when you do something new or make a change

	My Friends / Family	Improve Mental Well-being	Improve Physical Health	Improve my Confidence
Votes	36	34	23	23
Percentage	21.1%	19.9%	13.5%	13.5%

1st 2nd 3rd 4th

Some key points

- Close to a 1 in 3 ratio of invite to attendance, which for a new approach is positive
- Work coach approach was the most successful, we need to ensure they're more involved next time

	Sense of Achievement	Enjoyment / Having Fun	Doing Something New	Financial Reward	Other
Votes	21	18	9	4	3
Percentage	12.3%	10.5%	5.3%	2.3%	1.8%

Other Breakdown -

- Army
- Army Cadets
- A Challenge

Some key points

- Friends and family and improving mental well-being were by far the biggest motivators
- There is also a sense of people wanting to achieve, have fun and feel better

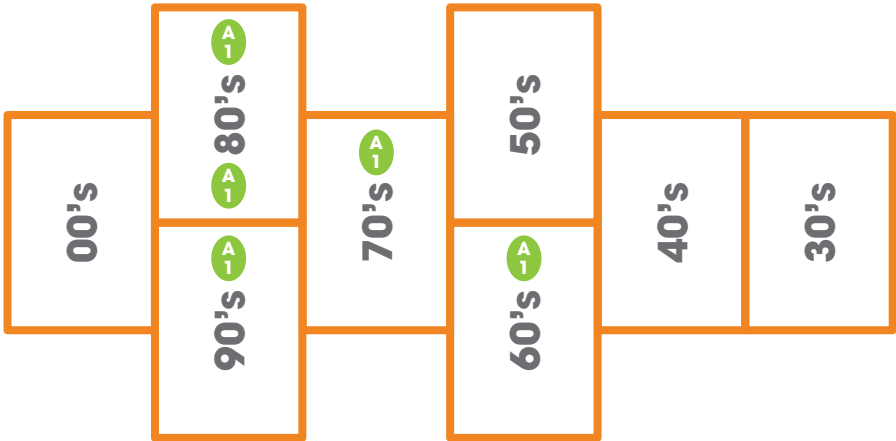
Activity 2 – The Wonder Years

Outcome

- Found out what PA people have enjoyed in the past
- Know their approx. age without directly asking for it
- Helped highlight the positive of a time when people were active

How did it work

- Hopscotch marked out on the floor with each square representing a different decade
- People identify the PA they enjoyed and place in the decade they did it



Activity 2 – The Wonder Years



Think about your favourite physical activity when you were a child and what decade you did it in

Most Common Activities	Total	%
Football	22	19.5%
Cycling	12	10.6%
Walking	9	8.0%
Roller Skating	6	5.3%
Water Based Activities	6	5.3%
Basketball	5	4.4%
Martial Arts	5	4.4%
Dancing	5	4.4%

Decade	2000's	1990's	1980's	1970's	1960's
Number	10	33	21	15	4
%	12.0%	39.8%	25.3%	18.1%	4.8%
Approx. age range	18-24	25-40	40-50	50-60	60-65

Some key points

- Football was by far the most common activity as children
- Most attendees' (65%) wonder years were the 80s & 90s

Activity 3 – Right Here Right Now

Outcome

- Provided customers with info about what PA can be and what being active means
- Found out how PA people think they are now, based on Sport England guidelines
- Found out if people would like to be more active
- Gained data on who was male / female

How did it work

- People read info about PA first
- Whiteboard split horizontally for men/women and split vertically into different levels of activity;
- Section to the right also asks if person would like to be more active

Being physically active means...

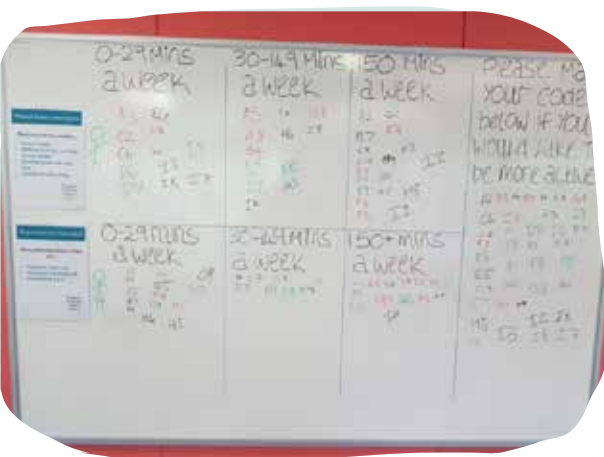
- Raising your heart rate
- Raising your breathing rate
- Getting warm

Being physically includes...

- Sports
- Walking / cycling / running for any reason
- Dancing
- Gardening
- Playing

Male Inactive 0 – 29 minutes a week A1	Male Fairly Active 30 – 149 minutes a week C1	Male Active 150+ minutes a week	Please mark below if you would like to be more active B1 C1
Female Inactive 0 – 29 minutes a week A2	Female Fairly Active 30 – 149 minutes a week B2	Female Active 150+ minutes a week	

Activity 3 – Right Here Right Now



Think about how physically active you are now in a week

Male	Male	Male	Would like to be more active	Number	%
0 - 29 mins	30 - 149 mins	150 mins			
11	13	17	Male	21	51.2%
26.8%	31.7%	41.5%			

Female	Female	Female	Would like to be more active	Number	%
0 - 29 mins	30 - 149 mins	150 mins			
14	7	13	Female	14	41.2%
41.2%	20.6%	38.2%			

Some key points

- A significantly higher percentage of females than males stated they were doing less than 30 mins physical activity a week
 - Approximately 40% of all customers state they are doing more than 150 minutes a week, which according to Sport England guidance, is active!
- Of those doing less than 30 mins, 70% (7 of 11) of males want to be more active
Of those doing less than 30 mins, 50% (7 of 14) of females want to be more active

Activity 4 – Where I’m Active

Outcome

- Found out the activities people are doing now
- Found out where they’re doing them and if alone or with someone
- Highlighted geographical areas of activity taking place

How does it work

- Pennine Lancs jigsaw map
- Two different coloured discs, orange for ‘do it on my own’ and red for ‘do it with someone’
- They pick a physical activity, stick to one side of the disc and write their code on the other side
- Add to map pin and stick this into the place they do it



Activity 4 - Where I’m Active



If you are active, think about what you are doing, who you’re doing it with and where you’re doing it

Most Common Activity	Number	%
Walking	52	71.2%
Football	3	4.1%
Running	3	4.1%
Cycling	2	2.7%
Gym	2	2.7%
Water Based Activity	2	2.7%

All Activities	Number	%
Alone	44	60.3%
Someone else	29	39.7%
	73	

All Activities	Number	%
Alone	36	69.2%
Someone else	16	30.8%
	52	

Some key points

- Walking is by far the most common activity. Anecdotally on the day, this felt like functional walking as opposed to walking for leisure or fitness reasons. In total 60% of customers stated they do their activity on their own. Of those who are walking (71%), 69% of those are walking on their own

Activity 5 – The Bucket Challenge

Outcome

- Found out what people think makes it harder to be active
- Found out what may help them to do more
- Warms them up for the next activity

How does it work

- Buckets marked up with different personal barriers and helpers on them
- People are given one coloured ball and they mark it with their code
- Stand behind a line, toss a ball into the relevant bucket, using ‘something else bucket’ and large sticker for any other barrier



Activity 5 – The Bucket Challenge – What Helps



Think about what would / does help you to be more active

Something else:
My Carer
Having More Time

Having someone to be active with	More free activities	Knowing what there is where I live	GP Practice to be more helpful	Something else	Jobcentre helping me more	Total
21	19	17	15	3	1	76
27.6%	25.0%	22.4%	19.7%	3.9%	1.3%	

Some key points

- There is a range of things customers feel would help them to be more active
- Someone to be active with was the most common answer, which alongside insight from activity 4 where most customers are active alone, suggests an area to explore further
- More free activities could suggest that people would like to do something different to walking (the most common current activity), but feel its not affordable

Activity 5 – The Bucket Challenge – What Makes it Harder



Think about what would / does make it harder for you to be more active

Something else:
Anxiety/depression 1
Carer 1
Depression 1
Health 6
Health and pain 1
Medication 2
Mental Health 1
No friends 1
Physical health 1

Having someone to be active with	More free activities	Knowing what there is where I live	GP Practice to be more helpful	Something else	Jobcentre helping me more	Total
23	15	14	13	10	2	77
29.9%	19.5%	18.2%	16.9%	13.0%	2.6%	

Some key points

- Whilst there is a range of things customers feel would help them to be more active, lack of confidence was a common response
- Physical and mental health issues were common comments in the something else bucket. This is interesting as a number of customers thought a GP doing more could help them
- Awareness of what there is a common theme from TaAF engagement

Activity 6 – Taking Over The Jobcentre



Outcome

- People offered their own ideas
- Provided a platform to ask what more the job centre could do to help customers be more active and/or help their well-being

How does it work

- Large whiteboard with Taking Over the Job Centre written on top
- People wear an I'm the Boss sticker
- People are made boss of the Job Centre for the day and they write down the thing they would do to help them be more active or help their well-being

Activity 6 – Taking Over The Jobcentre

Think about the one thing you would do if you were the boss of the Jobcentre that would help your mental well-being and how active you are



Some key points

- 138 contributions from customers (even with Jobcentre staff next to them)
- Most responses were about the environment and the customer interaction
- A lot of the suggestions are based on changes that are within DWP control

Suggestion	Count	Rank
Knowing where to go in the Jobcentre	9	1
Understand my situation and be empathetic	9	1
Confidence	7	2
Listen	5	3
Always see the same person	4	4
Better communication	4	4
Don't want to feel rushed	4	4
Quiet space	4	4
Tell me about more opportunities, what's going on, where to go to get the info	4	4
Always understanding personal problems and allowing for how they affect people	3	5
Get rid of universal credit	3	5
Have toilets for the public	3	5
Help for when I get a knock back	3	5
Learning difficulties activities in the JC like this	3	5
Longer appointments	3	5
Mental health support to compliment or provide help whilst waiting for minds matters	3	5
More approachable	3	5
Smile at me	3	5

Activity 7 – It’s All About You

Outcome

- Found out what physical activity people would like to do if they could do more
- Able to find out most popular and signpost to re:refresh on the day

How does it work

- Double window, split into categories of physical activity
- People asked to add their code directly on to the window against the one they would be most likely to do more of if they could



Walking	Jogging/ Running	Football
Cycling	Exercise Classes	Gardening / Allotments
Swimming	Gym	Write your own

Activity 7 – It’s All About You



Think about the physical activity you’d like to do more of if you could

Write your own:

Archery
Badminton
Beginners classes x 2
Cricket

Family dance classes
Golf
MMA
Pool

Walking	Gym	Swimming	Cycling	Exercise Classes	Write your own	Gardening/ Allotments	Football	Jogging/ Running
18	16	15	12	10	9	8	5	1
19.1%	13.4%	11.2%	7.3%	6.6%	8.7%	5.6%	3.0%	1.3%

Some key points

- Walking is the most common activity customers would like to do more, as well as being the most common activity customers do now
- Gym and swimming also received high votes. Interesting to explore people not doing these currently (activity 3), wanting to do them (activity 7) but having little confidence or not able to afford (activity 5)

Headlines

84 customers participated in the event; 55% males and 45% females

47 customers would be interested in coming to another TaAF event

21% of customers are motivated by their friends and family; 20% are motivated by improving their mental well-being

Football (19.5%) was the most popular activity in childhood but there was a good mix of other activities

27% of males said they are doing less than 30 mins and 42% said they are doing more than 150 mins

Walking is by far the most common current activity. 71% said it’s the activity they do now. Of those, 60% walk on their own

41% of females said they are doing less than 30 mins and 38% said they are doing more than 150 mins

51% of males and 41% of females would like to be more active

Having someone to go with (28%) and more free activities (26%) are the most common things that would make it easier for people to be more active

The physical activities that customers would like to do more of if they could are walking (19%), the gym (13.4%), swimming (11%)

There were 138 contributions about what more the Jobcentre can do to help well-being and activity

There were 10 direct referrals to health trainers and 20 sign posted to local physical activities

Confidence (30%) is by far the most common reason people give for what stops them being as active they’d like to be. Health, motivation and awareness of what there is were also common

The top 3, based on number of responses were “Understand my situation and be empathetic” (9), “Knowing where to go in the Jobcentre” (9), “Confidence” (7), “Listen” (5)

Example Of A Customer Story From The Event



Customer A1

Female; approximately between 40 and 50 years old
Provided name, contact details and a post code
Would be interested in coming to another TaAF event

This Gets Me Going

“ I’m really motivated by my friends and family, doing something new and enjoying myself, having fun ”

The Wonder Years

“ When I was a kid in the 1980’s, I used to love roller booting ”

Right Here Right Now

“ Currently, I’m doing less than 30 minutes physical activity and actually, I don’t really want to be more active ”

Where I’m Active

“ If I do anything at the moment, I walk with someone else ”

The Bucket Challenge

“ I think if there were more free activities and I had some help from the Jobcentre, I would be more active ”

Taking Over The Jobcentre

“ If I was the boss for the day, I would make sure there were more activities like this for people with learning difficulties ”

It’s All About You

“ “If I could be supported to do more, I would like to try swimming ” ”

Example Of A Customer Story From The Event



Customer B4

Male; approximately between 25 and 40 years old
Provided name, contact details and a post code
Would be interested in coming to another TaAF event

This Gets Me Going

“ For me, my motivation comes from a sense of achievement ”

The Wonder Years

“ When I was a kid in the 1990’s, I played a lot of cricket ”

Right Here Right Now

“ Currently, I’m doing ok, probably more than 30 minutes but definitely not 3 hours. Despite doing ok, I want to do more ”

Where I’m Active

“ If I do anything at the moment, I am walking on my own ”

The Bucket Challenge

“ I think if there were more free activities, I would be more active. Things just cost too much ”

Taking Over The Jobcentre

“ If I was the boss for the day, there are a few things I’d be changing. I would make sure the staff listen, understand my situation, be empathetic and not rush me. I also need help when I get a knock back. ”

It’s All About You

“ If I could be supported to do more, I would like to start playing cricket again, like I did when I was younger ” ”

Example Of A Customer Story From The Event



Customer D4

Male; approximately between 25 and 40 years old
Provided name, contact details and a post code
Would be interested in coming to another TaAF event

This Gets Me Going

“ Improving my mental and physical health is what motivates me to make a change ”

The Wonder Years

“ When I was a kid in the 1990’s, I played football and athletics ”

Right Here Right Now

“ I’m a bit active now, doing more than 30 minutes a week. I would definitely like to do more if I could ”

Where I’m Active

“ If I do anything at the moment, I walk alone ”

The Bucket Challenge

“ Having someone to be active with would help me to be more active, I don’t have any friends ”

Taking Over The Jobcentre

“ If I was the boss for the day, I would have some group activities that are fitness related. I would also like to introduce some work based training in groups ”

It’s All About You

“ If I could be supported to do more, I would like to go cycling ” ”

Initial Themes From The Event To Explore Next

This first event was designed to gain insight that informed the what next
These are potential learning areas to take forward with customers and staff

Learning About the Event

- Wave invite worked well
- Environment felt positive and relaxing
- Seemed the right amount of things to do
- Team awareness of activity instructions could be improved
- Current approach is staff intensive
- Better information provided to the Work Coaches would help them

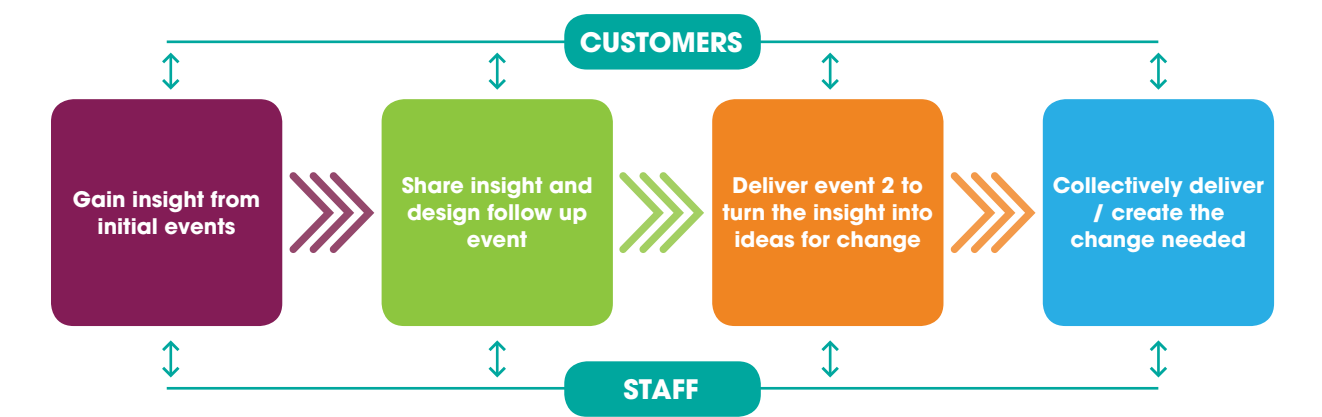
Learning About Physical Activity

- The majority of customers aren’t doing the activity they enjoyed as children
- Activity levels of males not in employment is in line with PL average, not worse
- Most customers are active through necessity and not for enjoyment
- A lot are active alone
- Less females are active and less females want to be more active

Learning About What Customers Need

- Customers need people to motivate them and people to be active with
- Customers need advice, perhaps from a GP, on balancing health and being active
- Customers need activities to be low cost or free
- Customers need the Jobcentre to be a more welcoming environment

The Plan for What Next



- The above is how we want to involve DWP customers but also how we want to involve DWP staff
- We want to gain insight and involvement, share what we learn and bring people together to create solutions and improve things for everyone
- We’ve started the journey with this first event which is just the beginning

How the Event Looked and Felt

To get a feel for the flow of the event and how the activities worked, watch this video:

<https://www.youtube.com/watch?v=yqEofs9wVLc&t=2s>

For a couple of personal stories from the TaAF team about the event, watch the following:

<https://www.youtube.com/watch?v=Y6ppn3EYK08>

<https://www.youtube.com/watch?v=XVaTUfKDJBM>

DWP Customer Feedback

Customers on the day were asked before they left if they would be happy to tell us how they found the event. It is worth noting that these customers have some form of anxiety and mental well-being challenge and this type of event could/will have been challenging for them. This feedback will be used to help shape the ongoing involvement of DWP customers with TaAF as well as being utilised to explore how DWP could improve their practices and processes.

What did you think about today’s event?

“ I think it’s helpful. If I came to something like this every day, my mind would start working better again. ”

“ I think it’s been good for me because getting out and being around people, building my own confidence. ”

“ I’ve found it enjoyable. I like the people I’ve met on the way round. And there was a lot to look at visually. ”

“ this is more open and everyone’s nice. You don’t feel like you’re being forced to give your views, it’s just in a really nice, relaxed way. Especially for me because I’ve got depression and sometimes anxiety. ”

“ I’ve never been to an event like this and I find it quite interesting, quite relaxed. I think it’s a really good way of collecting information about what people want, so yeah, I’m quite impressed. ”

Would you like to see and come to more things like this?

“ Yeah. When people have learning difficulties and are depressed, it’s hard for them and this has helped. The Job Centre’s helped by inviting these people to do this. I think it’s helped everybody. ”

“ Yeah (...) It’s better in a group. You don’t feel as on your own. ”

“ it’s more relaxing. You’re not getting pushed into anything (...) Everybody’s talking to you and explaining everything. ”

Has today helped you?

“ Yes, it’s put me back in a teamwork mode. ”

“ It makes you think about how much you don’t do in terms of exercise. I know how good it does make you feel when you’re down.....It’s shown me that I can, that the swimming’s more regular than I thought it was. ”

“ Yes, because I’m putting my opinion into the Job Centre (to change things), to make it more comfortable, basically. ”

5. Strategic Investment Framework

Purpose

To articulate the strategic investment approach, agreed by Pennine’s Partnership Leaders Forum on 27th March, 2019 which supports the development and implementation of Together an Active Future (TaAF), Pennine Lancashire’s Local Delivery Pilot (LDP). This investment approach contributes to TaAF’s commitment to increase levels of activity through system transformation and prevention in order to accelerate improved health and wealth outcomes.

The rationale for investment reflects Sport England’s Investment Guidance issued in January 2019, builds on the existing transformation model and provides assurance through a clear framework to support local planning. Working closely with our evaluation partner, detailed spend proposals will be informed by essential insight and developed alongside our target audience to bring forward co-produced test and learn proposals.

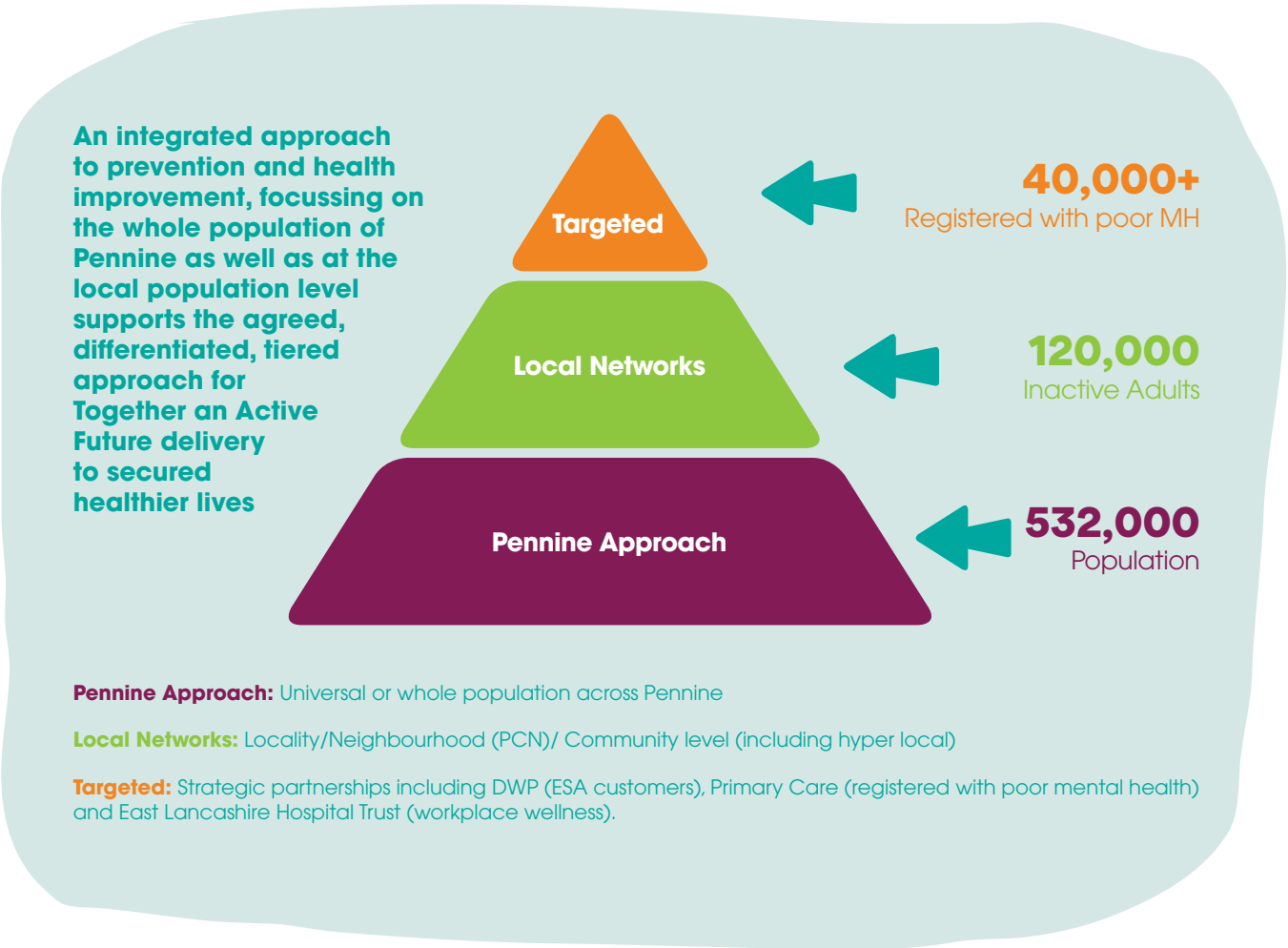
Context

Pennine Lancashire’s submission documents clearly defined the health and wealth challenges that the c. 532,000 people living in our place experience. They also identified the increased inequalities of c. 120,000 people who are not physically active and quantified the number of people who, through poor mental health are registered with their GPs or accessing support allowances through the Department of Work and Pensions.

Through Pennine Lancashire’s health and social care transformation the population across the six Local Authority areas has been geographically divided into neighbourhoods of c. 30,000-50,000 residents. These Primary Care Networks or Neighbourhood (PCNs) areas bring together integrated teams of organisations and partners who, by being focussed on the needs of residents and maximising local assets are strengthening working together to support happier and healthier lives.

The table below shows the 13 PCN areas within Pennine.

Locality	Number of Neighbourhood Areas
Blackburn with Darwen	4
Burnley	2
Hyndburn	2
Pendle	2
Ribble Valley	1
Rossendale	2



Delivery, innovation and interventions within our Local Delivery Pilot will support learning through the ten domains for action identified within the Pennine Prevention Framework:



Resource Apportionment

Resourcing and delivering of universal services at a scale and intensity proportionate to the degree of need (Marmot’s principle of Proportionate Universalism) and a population health model strongly supports the opportunity and rationale for a differentiated approach to investment and resource apportionment across Pennine Lancashire.

Sport England has clearly communicated that Pennine Lancashire has access to a guaranteed £3 million at the Pathfinder (test & learn) phase with the potential to draw down a further £7 million Accelerator funding, based on clear demonstration of need. Guidance from Sport England confirms that the awarding and commitment of funding (Pathfinder and Accelerator) will run up to March 31st 2021. However, they recognise that spending of the committed budget will go beyond this date, but cannot exceed March 31st 2025.

The agreed apportionment of the £3 million Pathfinder resource reflects the agreed, differentiated delivery channels and is aligned to the principles of the Pennine Lancashire Prevention Framework. The core focus of investment is into communities and will be supported by whole system enablers, including a core team and academic evaluation; crucial to developing robust business cases to access Accelerator funding. These universal functions will be coordinated and managed at a Pennine level but will add value to localities, communities and neighbourhoods.



The programme management and core team provides necessary capacity and support to the Pennine pilot overall, to help facilitate localities and specific functions to contribute to learning and to strengthen the pace and ability to scaling up effective interventions. This is an important function as further funding will be dependent on identifying and demonstrating successful approaches and impact that could be scaled up across Pennine. The core programme team has been initially funded through the Capacity Award previously approved by Sport England. However, with clarity that pilot delivery is expected beyond 2021 there is a need to include future core team costs within the Pathfinder resource.

The following tables highlight the key functions and deliverables expected within each tier resource apportionment for each.

Tier & % Pathfinder	Pennine Lancashire Together a Healthier Future Transformation Key Priority	Together an Active Future	Increasing Activity by Investing Through
Pennine Universal Approach 20% £600,000	We will develop a comprehensive health promotion and well-being programme focussing on community resilience, disease prevention, citizen empowerment and the development of volunteering, through a single public sector approach working with the VCFS	In Pennine Lancashire we know that a significant proportion of our population of over half a million experience high inequalities, poor health outcomes and poor wealth. Therefore, the LDP will take a universal approach to increase everyone's choices and access to an active lifestyle. Key thematic delivery strands can best be coordinated and delivered at a Pan-Pennine level	Centrally coordinated & managed investment at a Pennine level underpins the principles of innovation and 'doing things differently' and strengthens Pennine's ability to access future Accelerator funding. Evaluation – An important principle of learning for all Local Delivery Pilots. Developing an evidence base around what works to achieve population scale change in physical activity behaviour. This is best coordinated and managed at a Pennine level Themed Networks – Opportunities to connect Pennine's people and places through shared interests e.g. walking & cycling, football etc. Engagement & Insight - Creating a good understanding of community assets and how to help people connect to them. Small Scale Digital Innovation – A key facilitator strand that will benefit all tiers. Central coordination ensures clear linkages and dissemination from key work streams including the Lancashire and South Cumbria digital programme, Pennine digital health board and leisure open data developments. Marketing & Communications /Physical Activity Promotion - utilising mass media to strengthen existing activity and increase awareness of the benefits of increasing physical activity and how it can improve mental and physical well-being; changing social norms

Tier & % Pathfinder	Pennine Lancashire Together a Healthier Future Transformation Key Priority	Together an Active Future	Increasing Activity by Investing Through
Local Networks 75% £2.25m	We will create an effective, integrated, person and family centred Locality Services Model, incorporating NHS; Social Care; Primary Care and the Voluntary, Community and Faith Sector (VCFS). This will be capable of managing the escalation of demand in neighbourhood and community settings, keeping people safe and well in their own homes	Active Lives estimates c.120,000 adults in Pennine Lancashire are inactive. They live in streets, use local services & shops, are connected to schools etc. therefore a wider, multi-agency community and neighbourhood approach fits well. This tier links closely with the Primary Care Network structure across Pennine and also enables the development of hyper-local interventions based on need.	Working together to develop innovative ways of encouraging healthy lifestyles from bump, birth and beyond, which includes improving life course skills to support healthy choices and emotional health and well-being. Place Based Prevention / Healthy Communities – people and places working together to promote active lives. Healthy Choices - to support people to take more exercise and see this as part of their lives. Residents, community groups and public and private sector working together to promote physical activity for good health A Vibrant Social Movement for Physical Activity - Healthier, active lifestyles seen as normal behaviour; Public sector partners who understand and are passionate about their role in actively supporting a citizen-led movement; people have a greater voice and are co-designing changes and taking responsibility for local leadership and delivery

Tier & % Pathfinder	Pennine Lancashire Together a Healthier Future Transformation Key Priority	Together an Active Future	Increasing Activity by Investing Through
Local Networks 5% £150,000	The costs of poor mental health across Pennine Lancashire is significant; prescription drugs associated with poor mental health are c. £2 million, DWP employment support allowances in excess of £80 million and hospital admission costs over £41 million. Developing an enhanced offer provided to people with existing long term conditions or experiencing life events, bringing additional support to the neighbourhood led health and well-being plans.	There are at least 40,000 adults with poor mental health registered with GPs and c.13,000 receiving employment support allowances through DWP Life events such as becoming parents, losing loved ones and starting a new job affect us all at some stage. Working closely with these target cohorts gives opportunities to better understand their specific needs and barriers and look to community social prescribing alternatives; building on and accelerating good practice. Understanding how to prevent demand escalating.	Focussing on a few test and learn interventions, coordinated by the core team to demonstrate impact and share across the wider networks. Pathway to Employment (DWP) – to ensure people feel well and able to access learning, skills and training to progress towards work. Primary Care - Supporting those who are at risk of or who already experience poor mental well-being by developing specific links with GPs Personalised Support Pathways/Life Course Events – to ensure people receive the right support and encouragement and are able and confident in managing their own physical and mental well-being at key stages in their lives e.g. starting a family, starting a new job, following the loss of a loved one.

Resource Allocation

Sport England awarded the Local Delivery Pilot area to Pennine Lancashire. In doing so they recognised the opportunity to test and learn across it’s six Local Authority areas, each with different demographics and geography. It is therefore appropriate that the Local Network allocation is made across all six Local Authorities in the spirit of our partnership with Sport England principles. It is then at the discretion of each Local Authority area, through their Health and Well-being Boards / Partnerships and locality networks to co-design interventions with residents based on evidenced needs, local infrastructure, partnerships and assets to support access to opportunities leading to increased levels participation.

Through the submission and assessment process Sport England referenced the data from the Active Lives survey. The allocation across the six borough localities is based on the reported prevalence of adult inactivity (Active Lives 2017).

Local Network Investment: Options for Borough Resource Allocations

	Burnley	BwD	Hyndburn	Pendle	Ribble Valley	Rossendale	Total
Population*	87,705	148,772	80,410	90,696	59,504	70,365	537,452
Population 16+	69,515	114,110	63,737	71,602	49,266	56,550	424,780
Population 5+	81,773	137,946	74,962	84,400	56,922	66,235	502,238
Inactivity - less than 30 mins** - 16+	18,900	32,400	19,000	19,100	11,800	17,900	119,100
Allocation based on inactivity	15.87%	27.20%	15.95%	16.04%	9.91%	15.03%	100%
	£357,053	£612,091	£358,942	£360,831	£222,922	£338,161	£2,250,000

*2017 mid year estimates
** Nov 2017 Active Lives survey
Calculation uses 16+ population to relate directly to inactivity data from Active Lives

On awarding pathfinder/accelerator funds Sport England will issue the Accountable Body (Blackburn with Darwen Council) with a Lottery Funding Agreement (LFA). Approved resource allocations will be transferred from the Accountable Body to District Councils, as partner agents under Sport England’s Delivery Partnership Agreement, part of the legal LFA arrangements.

Investment and Design Planning Timeline

Following the issuing of Sport England’s Investment Guidance in January 2019, the local agreement of Pennine’s Investment Framework in March 2019 and the emerging audience insight and engagement intelligence the timeline below has been developed to secure resources into Pennine Lancashire to deliver for the benefit of people who are inactive and with poor mental well-being.

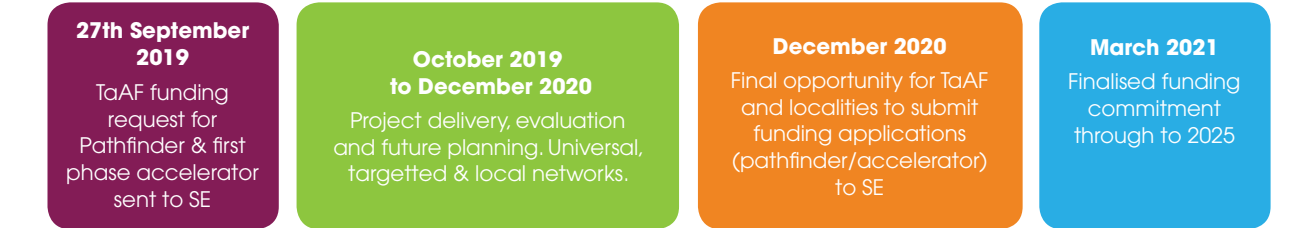
The timeline reflects local actions required to meet key decision dates for Sport England and in doing so provides a clear plan for localities to work towards.

Together an Active Future | Next Steps...

Planning Phase 2019



Delivery and Evaluation Phase 2019 - 2021



Summary

The above Investment Framework and Design Principles provide a robust, transparent and strategic structure for LDP resource investment. It’s deliverable universally and across 6 locality areas, and supports and facilitates the development and implementation of Together an Active Future’s ‘test and learn’ phase. It reflects the need to learn fast, fail rapidly and secure strong evidence and demonstration of effectiveness in order for Pennine to secure Accelerator funding for improved health and wealth outcomes.

Together an Active Future

6. Solution Finders Partnership Agreement



Together
an Active
Future
»»»»»



TOGETHER
A HEALTHIER FUTURE

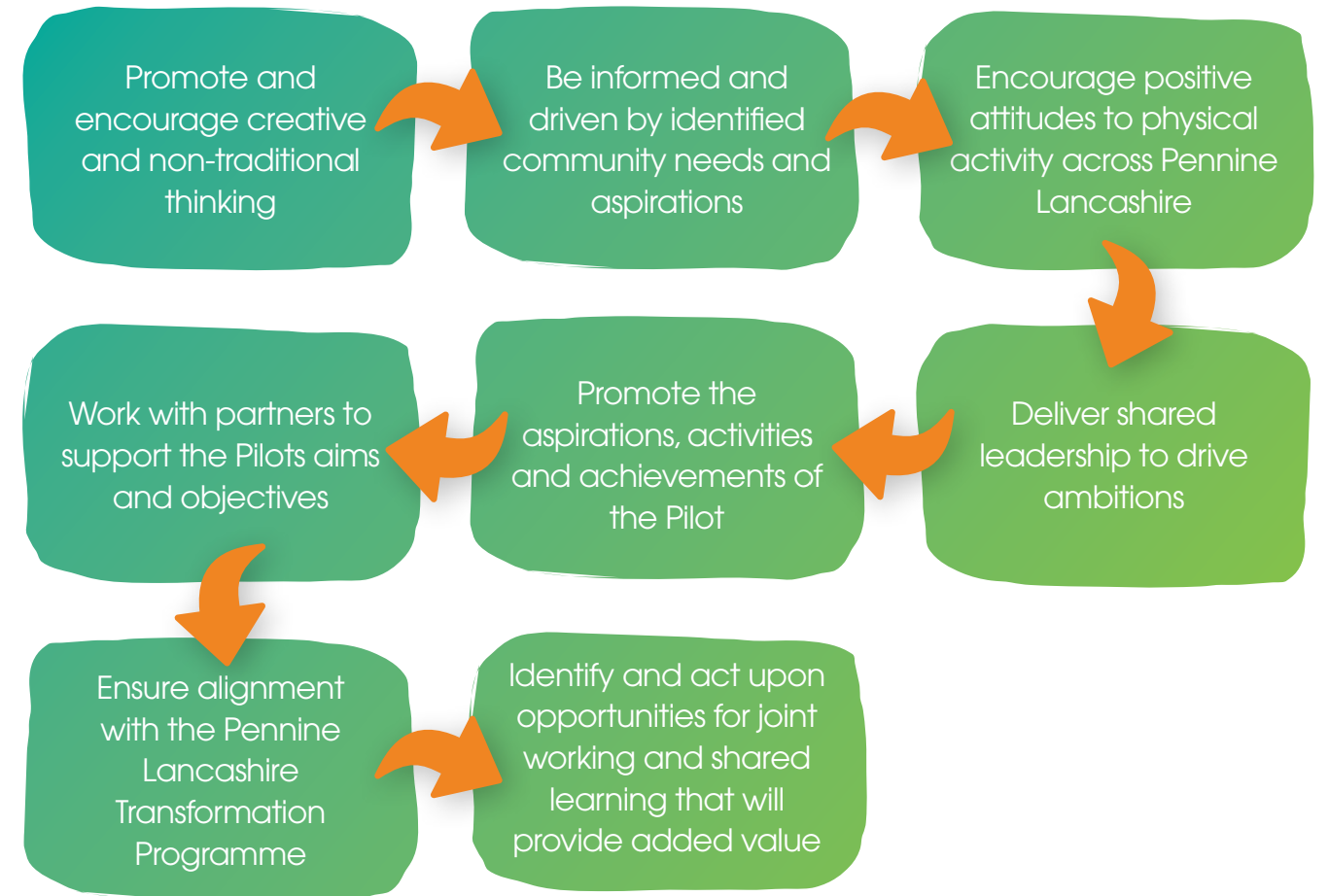
1. Background

The Pennine Lancashire Local Delivery Pilot, Together an Active Future (TaAF), is a Sport England funded initiative to address health and wealth inequalities in Pennine Lancashire by supporting the least active to become more active.

The Pilot will test and learn from a variety of practices, processes and projects with the ultimate goal of supporting people to move from doing 'nothing to something and something to more'.

2. Solution Finders Partnership Group

The Solution Finders are a team of key partners whose valuable skills and expertise will be utilised to enhance, develop and inform the delivery of the Pilot and to collaborate on solutions to challenges identified. They will inform and support the effective management, co-ordination and delivery of the Pilot and will work together to:



The Solution Finders Partnership Group is accountable to the core project team who will report directly to the Pennine Lancashire Partnership Leaders Forum (PLF). Relevant members will also ensure that other appropriate groups, Active Network (Pennine Leisure Providers) and Pennine Leaders and Chief Executives (PLACE), are kept up to date with the work of the Pilot. Governance and accountability structures are outlined in Appendix B.

3. Roles and Responsibilities

The ultimate responsibility for the delivery of the Pilot lies with the Pennine Lancashire PLF and with Blackburn with Darwen Council as the Accountable Body, in accordance with Sport England terms and conditions.

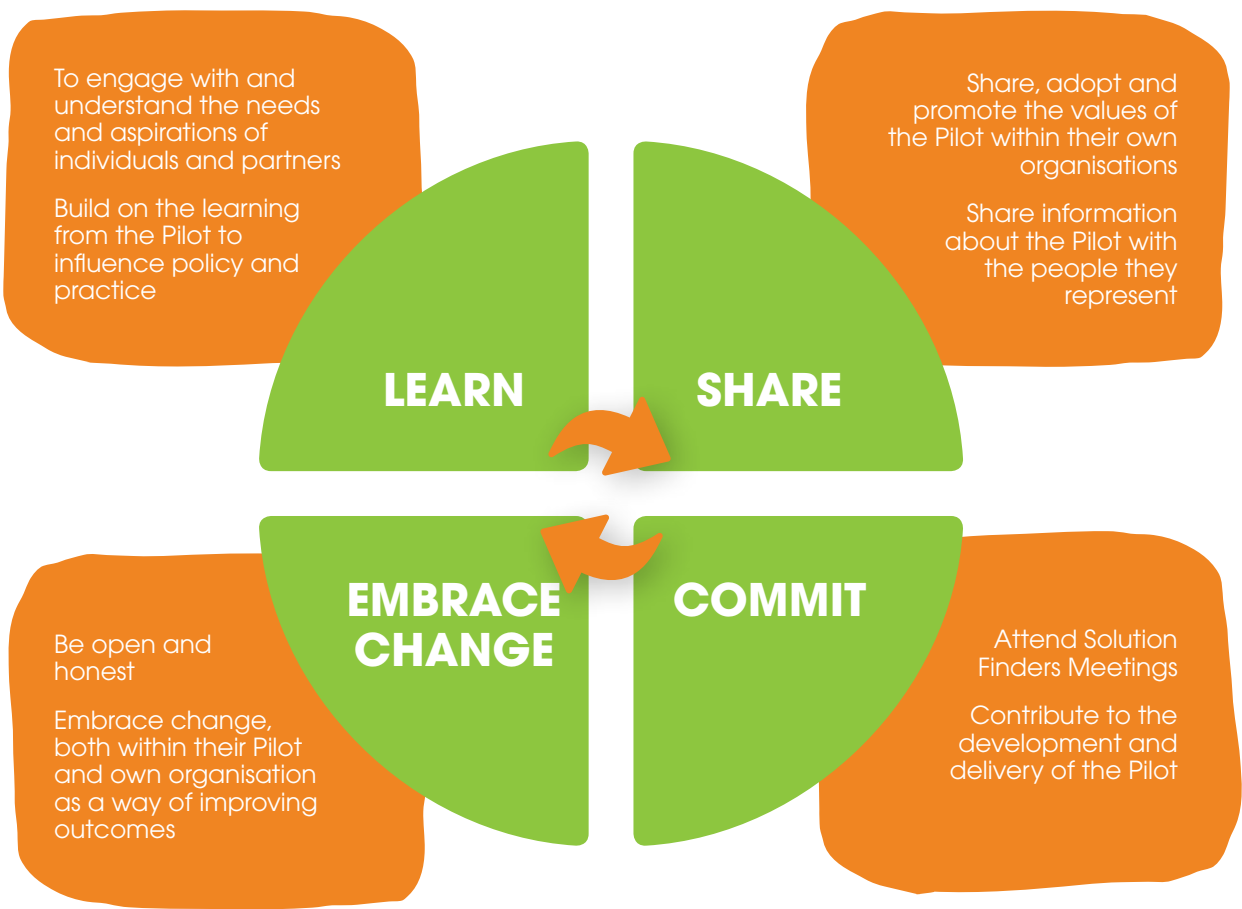
The Pilot will be managed and led by the Core Team, made up of individuals and representative organisations with the necessary skills and abilities to contribute to the delivery of the Pilot (Appendix A).

The Solution Finders Partnership Group will consist of:

- Members of the Core Team
- Sport England
- Partners from public, private and voluntary sector organisations which can contribute to the Pilot aims and ambitions.
- Evaluation Partners

The Solution Finders will be enthusiastic and motivated champions who are willing and able to do things differently. Together they will adopt and deliver against the following 4 principles:

In addition to the areas listed above, as part of the Partnership Agreement, Solution Finders will also offer additional individual contributions specific to their organisation's role.



In addition to the areas listed above, as part of the Partnership Agreement, Solution Finders will also offer additional individual contributions specific to their organisation's role.

4. Formalities - How will it work?

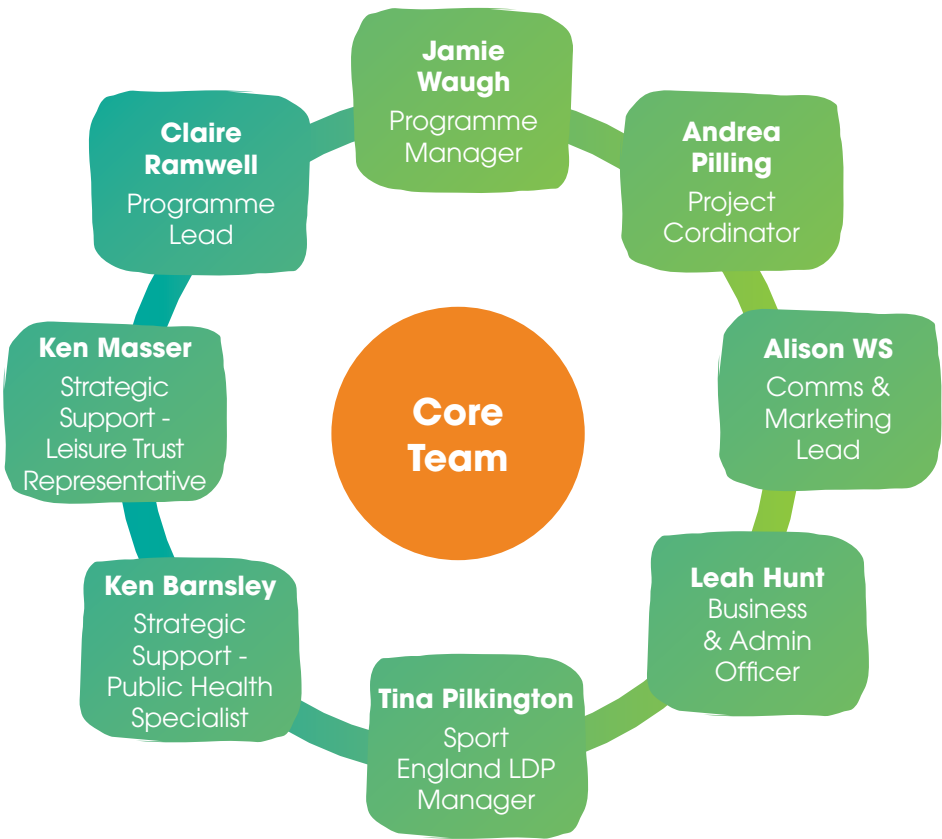
- Meetings will be held approximately every 6 weeks in the initial phase of the Pilot. This will be reviewed as the Pilot develops and amended as and when required
- The Chair of the Solution Finders Partnership Group will be a member of the TaAF Core Team.
- Solution Finders are expected to attend meetings regularly on an agreed basis. A schedule of meetings will, as far as possible, be provided in advance by the Core Team. If Solution Finders cannot attend meetings, it is requested that they provide a named substitute.
- Monthly video updates will be circulated to all Solution Finders to keep them updated with progress.

5. Anything Else?

An essential element of the Local Delivery Pilot is capturing the learning. The learning will be gathered through an evaluation process applied at both a local and national level. All Solution Finders are expected to contribute positively and promptly to the evaluation process as and when requested,

The Communications Officer will work with Solution Finders to raise the profile of the Pilot and engage as wide a cross-section of audiences as possible in its work through the development of a Communications Plan. All Solution Finders are asked to contribute positively to communications as and when appropriate/requested and to promote the Pilot to people, other organisations and in the media, including social media.

APPENDIX A: KEY PARTNERS

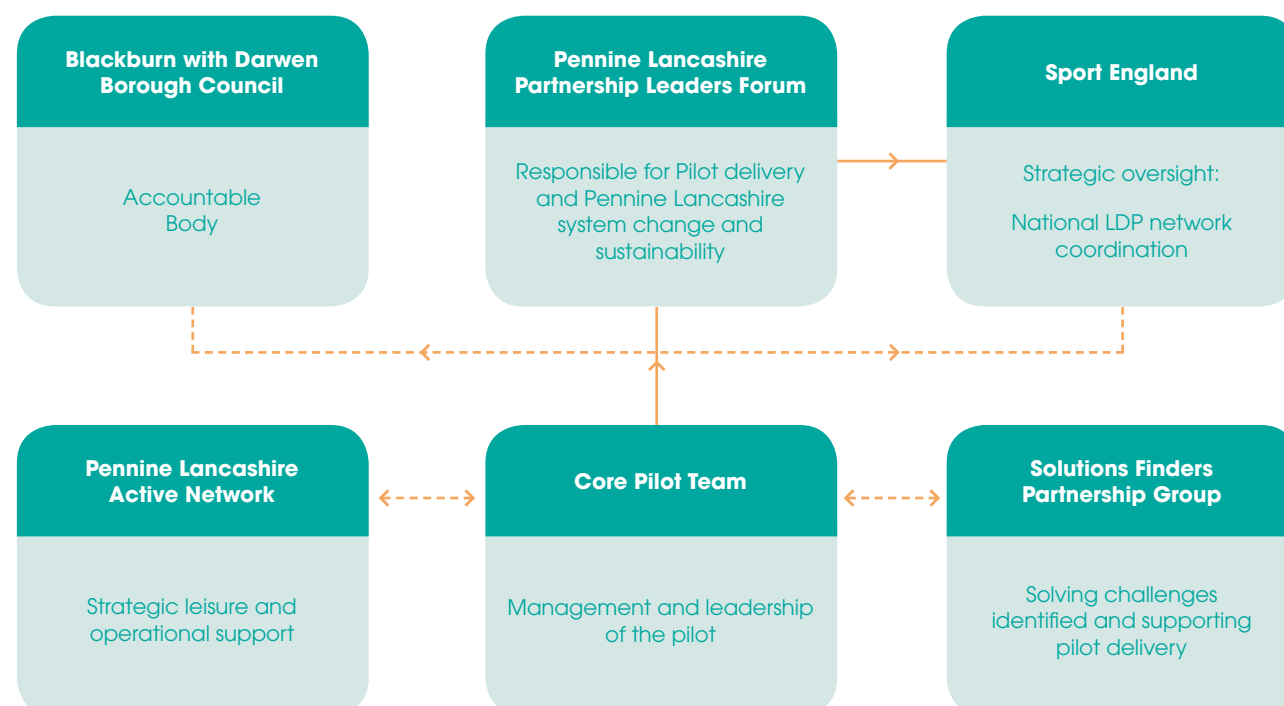


SOLUTION FINDERS

ORGANISATION	REPRESENTATIVE
Blackburn with Darwen Council	Richard Brown
East Lancashire CCG	Michelle Pilling
Lancashire Mind	Tommy McIlravey
East Lancashire Leisure Providers	Ken Masser
Community leads / members of the public representatives	To be identified through engagement activity
East Lancashire CVS	Christine Blythe
Blackburn with Darwen CVS	Abbey Mulla
Department of Work and Pensions	Fran Starkie
Active Lancashire	Mark Stephenson
Lancashire County Council Public Health	Alan Orchard
Age UK	Vicky Shepherd
Lancaster University	Sandra Varey

APPENDIX B: GOVERNANCE STRUCTURE

Together an Active Future Governance Structure



7. Design Principles

To support the development of local interventions that stay true to Sport England's outcomes for all Local Delivery Pilots and to deliver the aims of Together an Active Future, a framework of design principles have been agreed to inform.

These principles will enable Together an Active Future and Sport England to make informed investment into places and people who would benefit most. The principles are also intended to provide flexibility so that places and people are able to develop interventions based on their local insight, expertise, passion and plans.

Agreement to and demonstration of the design principles will form part of the considerations for securing Sport England Pathfinder investment and/ or Accelerator funding in the future.

These principles have been formed through conversations held by the TaAF Core Team, improved and refined by the TaAF Solution Finders Partnership Group (a group made up of colleagues from health, third sector, charitable organisations, leisure trusts, Lancaster University and Department of Work and Pensions) and tested with key leads from districts within Pennine Lancashire; approved, within the TaAF Investment Framework, by Together a Healthier Future Partnership Leaders.

PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

- Have you used data and insight to identify those people who are most likely to be inactive and where they are
- Have you taken time to understand why people are not engaging in existing physical activity opportunities near them
- Have you considered the different hooks and motivations that may be required to help inactive people
- Do ideas, plans and projects provide something different that could make a difference

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea / project have people at its heart

PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider:

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider:

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

PRINCIPLE 5 Willingness to be bold, try new things, and dare to be different	Things to consider: - Do you have a good understanding of what is already happening in relation to physical activity in your area of interest - Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning - What is it about the idea / project that is different to what has gone before it - Does the idea / project excite people, push people outside of their comfort zone - Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively
PRINCIPLE 6 Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term	Things to consider: - Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful - Are there existing partnerships and collaborations that you can work with - Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this - Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can delivered sustainably
PRINCIPLE 7 Demonstrates consideration of a whole system approach	Things to consider: Have you considered the below factors when looking at how to create long lasting change – Policy – local policies and laws, regulations, standards Physical environment – Streets, buildings, outdoor space, transport links etc Organisations and Institutions – schools, health and social care, clubs etc Social environment – relationships, families, social networks etc Individual – motivations, opportunities, needs, behaviours etc
PRINCIPLE 8 Demonstrate sustainability going forwards	Things to consider: - Recognising that Sport England's investment will cease, do you understand how the project / change can continue in the long term - Are you developing local capacity that can sustain the change in the future - Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future - Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining
PRINCIPLE 9 Participate in the test learn approach	Things to consider: - Do you understand how you will measure the success of a project / initiative - Have you built evaluation into your design and delivery plans - Have you identified any support you may need to help you measure and share success - Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is - Have you identified partners / networks with which you will share learning

8.Targeted Workstreams

Based on the Life Course Approach and Working with Strategic Partners

New Parents (Various Partners)	
Aims and objectives	- For more health professionals to promote and signpost physical activity opportunities for new parents in their care - Understand the true reasons new parents do not engage with physical activity and what support they would need to go from nothing to something or something to more - Understand the reality and challenges front line staff within primary care have when sign posting to PA opportunities
Who are we working with and where	- Partnership work developed with BwD Re:fresh team, Maternity Voices Partnership and Rossendale's Up and Active team - Links made to Rossendale mums matters group and partnership work developing with GP from St James's medical centre to look at engagement with mums at risk of ante- and postnatal depression - Links made to the Maternity Voices Partnership including head of Midwifery to look at strategic systems change with the health service
What we want to do next	- Explore the question - 'do we need to do more in retaining female members in Leisure services when they are pregnant and beyond?' - Upskill staff in facilities in pre and post natal and promote to members the support that can be offered to them including promoting specific antenatal and postnatal classes - Design and deliver an engagement session with females at risk of mental well being working with St James Medical Centre – Rossendale - Meet with Maternity Voices partnership to explore anything we can change with the current system and influence midwife appointments to include elements of physical activity advice
People Not in Employment for Reasons of Mental Well-being (DWP Partnership)	
Aims and objectives	- For more DWP professionals to promote, champion and/or direct customers to physical activities as part of their working practices and processes - Explore whether DWP customers receiving ESA are inactive and if they are, understand the true reasons behind this and create / test ways to address this
Who are we working with and where	- Department of Work and Pensions focussing on the Pennine Lancashire area - Significant work undertaken with the Pennine Lancashire partnership managers (Fran Starkie and Lisa Haworth) - Targeting engagement work at Blackburn Jobcentre for BwD DWP customers and staff currently, however the intention is to also work in Jobcentre sites in East Lancashire
What we want to do next	- Hold an engagement event for DWP customers in Blackburn with Darwen at Blackburn Jobcentre - Involve Blackburn Jobcentre staff to understand the challenges for them in doing more to promote physical activity and mental well-being - Hold smaller more focussed events for customers who want to be more involved to understand more about them and what they need - Begin to create and test solutions based on the above

People Starting a New Job (ELHT Partnership)

Aims and objectives

- For ELHT to promote, champion and/or direct patients and staff to physical activities as part of their working practices and processes
- Explore whether ELHT new starters are inactive and if they are, understand the true reasons behind this and create / test ways to address this
- Support ELHT and the Well team to do more to engage and involve the workforce in creating solutions for how people can be more active / look after their well-being inside and outside of work

Who are we working with and where

- East Lancashire Hospitals Trust and the Well Team
- Initially working with new staff on induction who could work at any of ELHT's sites across Pennine Lancashire

What we want to do next

- Implement a change to the new starter induction process that enable TaAF and the Well Team to engage and involve new starters and understand the impact a new job has on their physical activity and mental well-being levels
- Based on the insight gained from the revised induction process, identify opportunities and ideas for what more could be done to support ELHT staff 's physical activity and mental well-being levels

People Registered with Depression (Darwen Primary Care Neighbourhood Partnership)

Aims and objectives

- For ELHT to promote, champion and/or direct patients and staff to physical activities as part of their working practices and processes
- Explore whether ELHT new starters are inactive and if they are, understand the true reasons behind this and create / test ways to address this
- Support ELHT and the Well team to do more to engage and involve the workforce in creating solutions for how people can be more active / look after their well-being inside and outside of work

Who are we working with and where

- Darwen Primary Care Neighbourhood
- Working with a couple of specific Practice Managers to identify a patient group that could be involved

What we want to do next

- Hold an engagement event for patients registered with depression / known to have mental well-being challenges
- Involve BwD PCN staff to understand the challenges for them in doing more to promote physical activity and mental well-being
- Begin to create and test solutions based on the above

Pathfinder Apportionment

Targeted	Localities	Pennine Approach	Total
£150,000	£2,250,000	£600,000	£3,000,000

Targeted Breakdown

Funding theme	Amount
Pennine Active Lifestyle Hub	£75,000
People not in employment (DWP)	£20,000
People becoming parents	£15,000
People starting a new job (ELHT)	£5,000
People with anxiety / depression (Darwen PCN)	£15,000
Unallocated	£20,000
	£150,000

Localities Breakdown

Funding theme	Amount
Blackburn with Darwen	£612,091
Burnley	£357,053
Hyndburn	£358,942
Pendle	£360,831
Ribble Valley*	£222,922
Rossendale	£338,161
	£2,250,000

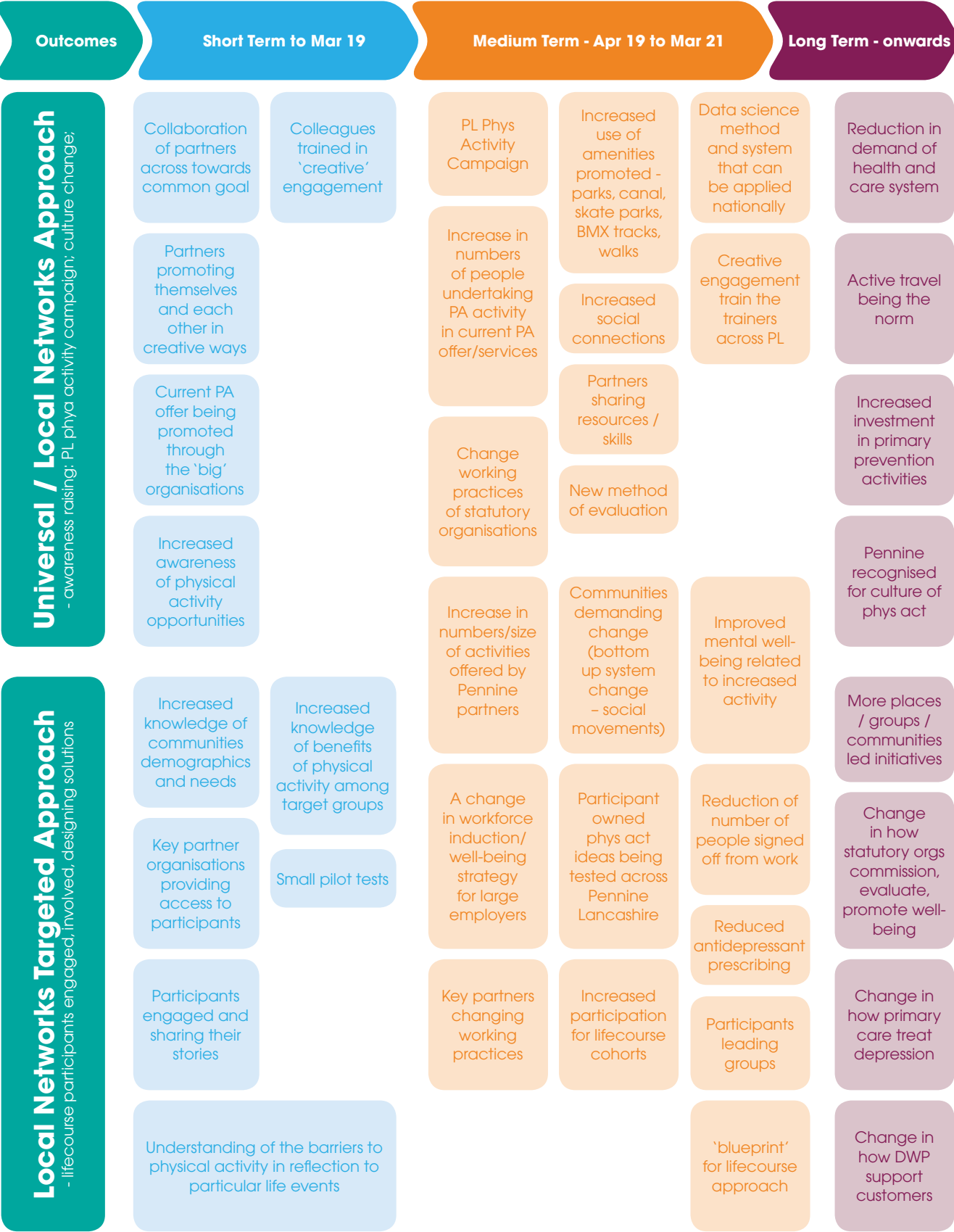
* Has requested £200,630 as in principle

Pennine Breakdown

Funding theme	Amount
Comms & Marketing	£20,000
PL Campaign	£25,000
Digital	£10,000
Evaluation (Lancaster University + contingency for small scale reactionary evaluation)	£260,000
Creative Engagement	£20,000
Funding Incubator	£40,000
Lancaster University PhD post contribution	£1,500
Football theme	£150,000
Unallocated	£73,500
	£600,000

Please note: These costings are indicative based on initial insight and may be subject to change as interventions are designed and implemented

9. TaAF Outcomes submitted to Sport England 2018



10. Lancaster University Evaluation Aims, Objectives, Methodologies and Outputs

Process Evaluation	Qualitative Evaluation	Quantitative Evaluation
Aim: To carry out a series of process evaluations on the implementation of physical activity programmes and TaAF	Aim: To gain an in-depth understanding of the choices made by individuals relating to activity engagement.	Aim: To train volunteers to take basic metrics to assess impacts of the interventions, to be implemented by the local partners.
Objectives: - Understand the processes and factors involved in the delivery/ implementation of physical activity programmes across the six Local Authority Districts (LAD) and two of TaAF's target groups; - Evaluate TaAF as a group, including understanding the potential facilitators and inhibitors of their implementation effectiveness; - Provide feedback on evaluation insights in a timely-manner to facilitate rapid shared learning and evidence-based changes within the 'test and learn'	Objective: A life course approach will be adopted in this strand of the evaluation because it is relevant for exploring 'how people make sense of their experiences and of the world around them' (Goodson, 2001, p.20).	Objective: To enable volunteers at a local level to take basic functional ability measurements and use questionnaires to obtain quantitative data. They will then use this to assess impacts of the interventions implemented by the local partners by TaAF in collaboration with local partners.
Methodologies: Mixed methodologies (i.e. qualitative and quantitative methods) will be used in this strand, drawing on the Consolidated Framework for Implementation Research and other relevant models and theories throughout the inquiry.	Methodologies: The methodological approach of focus in this strand of the evaluation will be life course interviews. As discussed below, this approach will be complemented by the use of reflective diaries and deliberative panel methodology.	Methodologies: Training will involve Development of 'standard operating procedures' for the measurements and use of a database for data entry (as this is most likely to be online, TaAF must 'house' it and have control of the database). NB This strand does not include any analysis of the data.
Outputs: Learning reports to the LADs and TaAF group; learning/training materials for local level evaluations to be taken using the proposed framework	Outputs: Learning reports to the TaAF group through action learning meetings.	Outputs: Training materials and report on numbers of people trained.

We are confident that this will deliver a high-quality evaluation with learning and dissemination of learning at all levels from projects to localities to the TaAF Team to the LDP Community of Learning and Internationally.

11.Active Lifestyle Hub Pathfinder Submission

The following template has been designed to provide clarity to each of the local TaAF delivery networks regarding the information that is required by Together an Active Future and Sport England to assess a Pathfinder plan submission.

This template also provides a structured and consistent format for each planning submission.

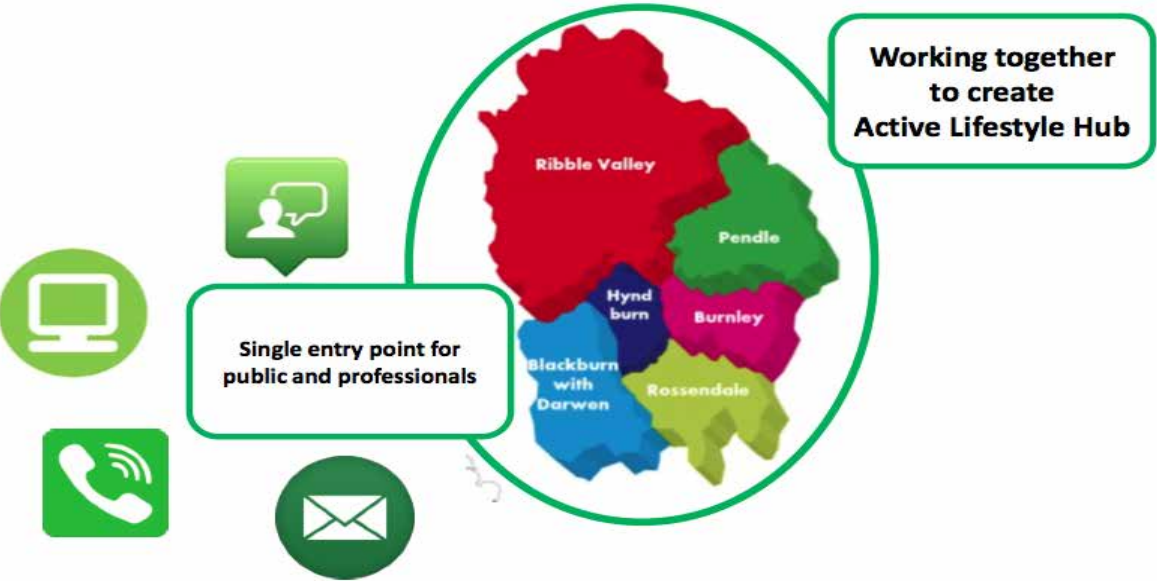
Guidance for Completion –

- The cover page only needs to be completed once for your local network/district
- There is an Executive Summary section in the cover page for you to provide a summary narrative, however you may provide some additional information in other formats if you wish to. E.g. video, presentation, audio etc.
- For each workstream within your plan, you must complete a separate submission form, provided separately
- Once your submission is ready, please submit as individual attachments in PDF format to team@taaf.co.uk

Cover Page for Pathfinder Submission	
District:	Pennine Lancashire
Title/Name of Submission:	Active Lifestyle Hub
Total Funding Request (£):	£300,000
Date of Submission to TaAF:	(10% from each localities’ allocation + £75,000 from targeted apportionment)
Named Lead:	Richard Brown
Contact E-mail:	Richard.brown@blackburn.gov.uk
Contact Phone Number:	07970 799 107

Executive Summary of Pathfinder Plans

Building on Blackburn with Darwen’s nationally recognised Wellbeing Service and integrated hub model all six localities are excited to test an approach which builds on our commitment to work together and test the feasibility of a Pennine wide active lifestyle hub; creating a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and complex area, tailored with a personal approach to help improve the wellbeing, physical activity and quality of life for local people.



This Pennine wide plan has been shaped through the work that emerged through the development of localities plans. Through the early community of learning sessions with local network leads it was clear that there were emerging common themes and desires to ensure that local areas had mechanisms in place which offered leisure services the option of providing a referral service for GPs / Primary Care Networks to connect to accessible physical activity support and guidance. Through consultation feedback there was evidence that people valued access to this support. For example:

The support received from Up & Active to begin exercising has positively impacted on all areas of my life.....

I feel more confident, have loads more energy and I have made new friends. My family tell me they are proud of me, I have left the dark place and moved

Through peer review sessions it became clear that the underlying reason for the inclusion of these social prescribing themes was Lancashire County Council’s Public Health budget review of East Lancashire’s Weight Management commission and a desire to retain the Up and Active service for the five Districts, excluding Blackburn with Darwen, which as a Unitary had developed their own evidence based physical activity and Well-being Service. The TaAF Core Team were robust in their challenge that LDP funding is not there to fill the gaps created by tough decisions resulting from public sector budget cuts and therefore a like for like service continuation could not be supported.

However, as TaAF is embedded within Together a Healthier Future we know that there is a strong commitment by partnership Leaders to drive services to ‘shift left’ and increase the pace of prevention as an important part of system change. This reflects the NHS Long Term Plan and is supported by recent investment into GP Federation Link Workers. We have always been clear that TaAF has an opportunity to accelerate the pace of prevention across Pennine Lancashire and there are ongoing live conversations to develop an updated Prevention Plan focussed on a non-clinical, community focussed, social prescribing model which seeks to better connect the variety of activities already existing into a cohesive and coordinated model which provides improved equity of access to community health and well-being services and support for people living in all areas in Pennine Lancashire. These developments give TaAF an opportunity to test a Pennine wide model in terms of active lifestyle services and use its learning to influence and shape future transformation plans.

Leisure Providers in Pennine Lancashire (two in-house and four Leisure Trusts) have an established collaboration and forum for joint working; this is called Active Network. As small operators they recognised that it was critical for them to cooperate rather than compete for the benefit of users and communities as well as their sustainability as operators. This arrangement already delivers access to 18 leisure centres across Pennine Lancashire for people by simply joining their local centre’s membership scheme.

Through this strong collaborative approach, the Active Network used the Core Team’s robust challenge, knowledge and involvement in the development of a Social prescribing prevention plan and saw the opportunity to trail-blaze a different way of working. Remove the silos and join services together. Everyone was aware of the strength of Blackburn with Darwen’s evidence based Well-being Service which strongly connects physical activity and leisure services to primary care neighbourhoods, communities and a supportive volunteer network. Shared decision making, a health coaching approach and use of Patient Activation Measure are some of the key features of how the evidence based service operates. The Well-being Service approach, delivery and outcomes have been recognised by The Kings Fund as an example of best practice for tackling multiple unhealthy lifestyle behaviours and behaviour change (Tackling Multiple Unhealthy Risk Factors: Lessons from Practice, 2018). In conversation it became clear that this successful model was itself borne out of significant budget cuts in 2012/13 and the need to do things differently. The healthy weight service in East Lancashire similarly has significant strengths, and there is now an opportunity to learn from experiences and methodology on all sides. Lessons learnt from both sides can be used, supported by TaAF’s 9 design principles to shape a different, innovative social prescribing approach for active lifestyle services across the whole LDP footprint. Colleagues realised that LCC’s decommissioning of a service offered a similar exciting opportunity to take the good bits and working together to re-model them into a new, coordinated, cross boundary approach to provide better support and access to physical activity to increase well-being outcomes. This could be tested, for an initial 12 month period across a complex system and is something that has not been tried before. This proposal is different because it involves co-operation to use a standardised monitoring and reporting system (DCRS) and standardised job descriptions as part of a universal, single point of access to physical activity services involving a unitary authority and district council, both with in-house leisure provision and four leisure trusts. If successful it has the potential to truly influence wider system change.

There is ongoing work to explore the operational details of delivery for the single point of access. However, the potential is definitely there and the proposal has received wide support from Director of Public (responsible for the Pennine Place-based Prevention Plan) and CCG commissioning colleagues in both BwD and East Lancashire who are keen to learn how this approach can inform future commissioning decisions. On 16th September Duncan Selbie, CEO Public Health England visited Blackburn. During the visit’s presentations we shared the success of Blackburn with Darwen’s current integrated Well-being Service model, its close connectivity to CVFS resources and its positive impact on people and also explained the opportunity, through TaAF to test the single point of access hub element of the model on a Pennine wide foot print. This approach received his full support and was an excellent example of **how in adversity**, when difficult decisions are needed you **shouldn’t run away** but **run towards people** and partners and **ask them for their help**.

By taking this Pennine wide approach to test across all six localities we want to embrace the challenge of doing things differently and all partners are excited to work together to support people in Pennine Lancashire to access active lifestyle services, improving their health and well-being.

Guidance for Completion

- Please complete milestone and finance sections in separate documents as shown below
- You are required to explain how your workstream demonstrates each of the design principles
- The ‘things to consider’ is there as a helpful guide, you are not required to provide a response to each and every point
- There are prompts shown in design principles if and where TaAF require certain information
- If you feel a design principle is not applicable to a workstream, please explain why
- You may provide additional information to support this submission

Workstream Summary

The executive summary provides the background and detail of this proposed Pennine wide work stream. It is important to reiterate that this is not about plugging funding gaps or funding a service that should come from public health or CCG resources – this proposal has come from a genuine commitment to do things differently in Pennine Lancashire and embraces the TaAF way of thinking to create an exciting test and learn project. It builds on a strong evidence base that has clearly demonstrated its value and positive impact to people who have accessed it in BwD, the GPs and PCN partners who are strong advocates of it and it is a model used as a national example of good practice. We all feel that this test and learn proposal has huge benefit to help more people move from nothing to something and something to more across Pennine Lancashire and influence system change going forward.

The diagram below aims to illustrate how an Active Lifestyle single point of access fits into the different levels of the transformation system in Pennine Lancashire



Timeline/Milestone Plan

Some of the milestones relating to delivery are challenging to be specific. This work is iterative, community led and more than any single organisation...and so they will help form what we should do and where. The timescales will move at the pace of the partnerships and discussions that will be formed i.e. those specifics have not yet been established, but the milestone plan covers the overarching plan and intended timescales. The organic, evolving nature of this piece of work also poses a challenge to plan how far ahead Pathfinder funds will be allocated and spent as the success and failure rate is hard to predict on each theme over the months and years ahead. We welcome Sport England's recognition for the need for flexibility and commitment to accommodate these through local agreements.

Milestones are detailed below as opposed to completing the attached spreadsheet

Q3 & Q4 2019 / 2020 – this will be a very busy and focused period of development and preparation

- Nominate lead officers in BwD to lead on and support the detailed development of a single point of access for Pennine Lancashire
- Commence recruitment to increase capacity of the existing hub team, based in BwD
- Identify key lead officers to work alongside BwD team to create a seamless operating model
- Use Pennine Prevention Manager and the Prevention Plan task group as sounding boards to ensure proposals fit with overall social prescribing thinking and to keep the test and learn pilot in the forefront of their minds and very much included in their commissioning plans for continuation investment from 2021/22
- Report regularly to Prevention Plan task group which includes Head of Commissioning (social prescribing) and Director of Public Health (BwD) & senior responsible officer (SRO) for the Pennine Prevention Plan.
- Work with BwD IT to secure telephony solution to deliver an integrated hub capturing and channeling contacts from 5 additional locality areas.
- Once Pathfinder funding approval is received recruit one Activator for each of the 9 PCNs outside of Blackburn with Darwen.
- Train locality Activators using 'in-house' modules available and delivered through Blackburn with Darwen's Healthy Lifestyle Team, who are an accredited Royal Society of Public Health training centre.
- Work through the PCNs to promote and profile the new service to ensure that the single point of access contact details are widely available with partners and in communities – could include attending patient engagement sessions, PCN information and awareness events etc
- Identify local volunteers motivated and able to further develop community physical activity groups such as couch to 5k which will be signposted to through the Active Lifestyles Hub.
- Engage with Liverpool and Lancaster Universities for evaluation frameworks as part of the PHPES population health research.

Q1 2020 / 2021

- Launch the new Active Lifestyle service
- Proactively report back to all PCNs – referrals, impacts and outcomes along with case studies and personal testimonies
- Strengthen links with CVS Community Connectors to create step down opportunities out into communities for sustainable long term support

Q2 2020/21

- Utilise early data to report update, effectiveness and early learning into CCG / Together a Healthier Future and into each PCN
- Continually seek service changes and tweaks to improve and smooth operational delivery
- Work with CCG commissioning colleagues on the long term funding details to sustain the service (if early signs of effectiveness)

Q3 – Q4 2020/21

- Present financial model to CCG investment and finance committee
- Plan continuation model based on learning, evaluation and feedback

Financial Requirement

NB: Note from TAF Core Team - For ease of viewing and to retain the financial breakdown in the format it has been submitted, please find them on the excel spreadsheets attache

PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

- Have you used data and insight to identify those people who are most likely to be inactive and where they are
- Have you taken time to understand why people are not engaging in existing physical activity opportunities near them
- Have you considered the different hooks and motivations that may be required to help inactive people
- Do ideas, plans and projects provide something different that could make a difference

Extensive data is available on the effectiveness of the single point of access model and this can be found in BwD's Leisure Health and Well-being 2018/19 Annual Report (<https://www.refreshbwd.com/wp-content/uploads/2019/09/BwD-Leisure-Health-and-Well-being-Annual-Report-2018-19-v4.pdf>). This report also provides testimonies and case studies demonstrating the positive impact and value that people have gained from accessing active lifestyle services

This single point of access model is also reference by the King's Fund as an effective way to tackle unhealthy behaviours. The Blackburn with Darwen model is used as a case study in their March 2018 publication Tackling Multiple Unhealthy Risk Factors (Page 32) <https://www.kingsfund.org.uk/sites/default/files/2018-03/Tackling%20multiple%20unhealthy%20risk%20factors%20-%20full%20report.pdf>

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

This pilot proposal has people at its heart.

A wide range of personal testimonies, feedback from consultations and focus groups across all six localities provided strong evidence that people truly valued the knowledgeable support and trusted information about active lifestyle activities available in their local area. This reinforced the importance of testing a single hub approach.

Using a standard, nationally recognised tool (DCRS) for collating monitoring and evaluation data from all those who access through the single hub individuals will not only receive personalised feedback on their progress but collectively will be contributing to the evaluation of the overall effectiveness of a Pennine wide system.

People will be contacted at regular intervals by their local Activator, giving them opportunities to share their experiences which will be used to refine the service throughout the 12 month period.

PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider:

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

Detailed data has been provided by TaAF drawn from a broad range of health, demographic and social data set from various national trusted sources which has ensured that we are clear where the health and wealth challenges are across the six locality areas. In addition to these data each PCN has a growing awareness of its own local communities, its diversity and specific local and hyper local challenges. This knowledge and understanding will be shared with the hub to help ensure they have an appreciation and awareness of the wider Pennine footprint and can advise people accordingly.

Collecting usage data and outcomes on DCRS will allow for comparison against data sources to demonstrate equity of access via a single hub or to identify where inequity may be occurring so that it is identified early and actions can be designed with local communities to address this and promote usage of the hub

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider:

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

Throughout the executive summary and in principle 1 and 2 above there is reference to the effective, evidence based model being successfully used in Blackburn with Darwen. We want to test whether this model, that is working well in one area can be expanded to cover a much wider area and retain its effectiveness and deliver positive benefits to people, partners and PCNs.

In East Lancashire their Up and Active physical activity scheme had well established and delivered aspects. However, it was not deemed an effective or efficient service to retain investment from a very pressured LCC Public Health department. Due to the design of the LCC specification it did not capture and was not able to provide data that demonstrated its contribution to health improvement (as measured by CCGs). From these criteria this is a scheme that was difficult to find relevance with CCG commissioners; that didn't demonstrate that it was fit for purpose in the demand driven and shifting health landscape. However, the strong relationships and value that had been developed with GPs and more recently with PCNs, at a neighborhood level created a momentum and desire to retain these relationships and a vision to create an alternative offer available for their patients to gain active lifestyle support in a different way.

PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider:

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

This is the art of the possible.

We are not aware of any other complex system that is successfully using a single point of access for Active Lifestyle services, that covers a population of over half a million people and includes the proactive cooperation of a unitary authority and a district council, both with in-house leisure provision and four leisure trusts working together to develop and deliver a universal offer, and one that is tied into the emerging PCN network and closely linked to community connectors within the CVFS network.

This proposal is bold, it is different and there are risks associated with it; the performance of the existing, successful model in BwD could be adversely affected or an expanded model may not be scalable across a much wider area. However, pushing new concepts beyond current boundaries is exactly what TaAF is all about, especially when it has the potential to change the wider system through its learning.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider:

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can be delivered sustainably

There are a number of key partnerships that have influenced the proposal to this stage and will continue to do so as the model develops over the next 5 months and into its 12 month delivery phase. Their local knowledge and expertise are invaluable to all aspects and will be crucial in the long term changes and sustainability of a positively evaluated test and learn pilot.

People – the single hub model is focused on ensuring that the needs of the person are met and it will be important to ensure that there are regular opportunities for their voices and experiences to be heard in order to inform service improvement. From BwD's experience people who have enjoyed their journey into and through active lifestyle support services are more likely to want to give something back through volunteering. This is a great way to grow capacity in the community in order to buddy and support more people to gain from their choice of getting active.

Active Network – the collaboration of all six leisure providers within Pennine Lancashire. Their commitment to work together, to learn from each other to cooperate across organisational boundaries to adopt standardized practices and procedures is crucial to create the foundation for a Pennine wide hub service. They also have access to a significant proportion of leisure facilities which can be used to support access to appropriate active lifestyle provision.

Partnership Leaders Forum – system leaders have given a clear directive to commissioners and finance directors to shift the system and its services left

Commissioners (Social Prescribing leads) – tasked with working with multi-disciplinary colleagues across the health, public and community and voluntary sectors to map the 'as is' position in Pennine Lancashire and to work collectively to create a fit for purpose model of non-clinical community delivery that works with the emerging PCN networks to support system transformation.

Director of Public Health (BwD & SRO for Pennine Prevention Plan) – key leader driving the prevention agenda especially around the integration of holistic, healthy lifestyle delivery across sectors to support physical and mental well-being

Blackburn with Darwen Healthy Lifestyle Team – they will provide crucial expertise and knowledge in system redesign with regard to a single hub model. They are well respected amongst Active Network colleagues as well as with Commissioners and Primary Care peers.

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider:

- Have you considered the below factors when looking at how to create long lasting change –

Policy – local policies and laws, regulations, standards

Physical environment – Streets, buildings, outdoor space, transport links etc

Organisations and Institutions – schools, health and social care, clubs etc

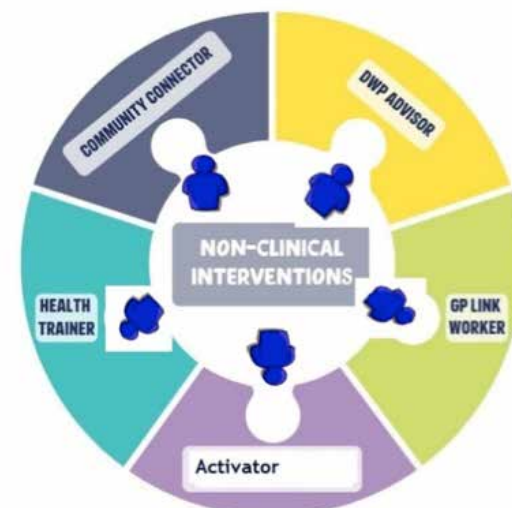
Social environment – relationships, families, social networks etc

Individual – motivations, opportunities, needs, behaviours etc

The diagram that is included in page 6 demonstrates the impact on the various tiers in the system.

Evaluation of effectiveness will influence how the system considers how to implement the learning from this pilot and embed it in a clear social prescribing framework for long term prevention; supporting the 'shift left' mandate.

The diagram to the right demonstrates the current thoughts on how the various non-clinical intervention support roles that exist in the community, including a new Activator role accessible through the single active lifestyle hub pilot should be linked together to fit the different needs of people seeking health and well-being support, advice and guidance. It is anticipated that this integrated alliance of community focussed workers would be available in each of the 13 PNCs across Pennine Lancashire and be the strong infrastructure through which the system will shift services to the left and increase the value and capacity available in community settings.



PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider:

- Recognising that Sport England's investment will cease, do you understand how the project / change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

The overarching approach is to use the 12 month delivery period to test and understand what works for people, PCNs and Pennine Lancashire with regard to a single point of access hub.

Retaining close communication and engagement with system commissioners and Director of Public Health will be crucial for making a robust case for the single hub, Activator model so that it is integrated into the non-clinical /social prescribing framework as part of an integrated alliance of community support. There is currently a business case being developed for a revised Prevention Plan that focusses on social prescribing. When this is completed it will be considered by Partnership Leaders for long term investment. The current resource being requested is £3m year on year investment.

PRINCIPLE 9

Participate in the test and learn approach

Things to consider:

- Do you understand how you will measure the success of a project / initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners / networks with which you will share learning

Test and Learn is what this proposal is all about! This is new and it takes a risk – but if it works it has a massive opportunity to significantly influence future thinking and delivery for prevention services on a Pennine footprint.

Success will be collected and measured by capturing health and well-being outcome data on DCRS, asking people, GPs and PCNs for their views and using participant journeys to explore and demonstrate how their experiences have impacted their lives and inform how things can be changed at all levels.

It will also form part of the population health research funded by PHPES undertaken by Liverpool and Lancaster Universities which will add significant weight to future sustainability planning and influence on the system.

Any creation or use of digital solutions will provide clear quantitative evidence around usage and participation and will be able to be directly measured – for instance app downloads, walking routes completed, active minutes from a range of activities.

12. Blackburn with Darwen Pathfinder Submission

The following template has been designed to provide clarity to each of the local TaAF delivery networks regarding the information that is required by Together an Active Future and Sport England to assess a Pathfinder plan submission.

This template also provides a structured and consistent format for each planning submission.

Guidance for Completion -

- The cover page only needs to be completed once for your local network/district
- There is an Executive Summary section in the cover page for you to provide a summary narrative, however you may provide some additional information in other formats if you wish to. E.g. video, presentation, audio etc.
- For each workstream within your plan, you must complete a separate submission form, provided separately
- Once your submission is ready, please submit as individual attachments in PDF format to team@taaf.co.uk

Cover Page for Pathfinder Submission	
District:	Blackburn with Darwen
Title/Name of Submission:	Together an Active BwD
Total Funding Request (£):	£612,091
Named Lead:	Richard Brown
Contact E-mail:	Richard.brown@blackburn.gov.uk
Contact Phone Number:	07970 799 107

Executive Summary of Pathfinder Plans

We want to do this differently. We don't have all the details. We don't know where we will end up...but it will be interesting, we'll have fun and we'll learn lots together along the way. We don't have time for shortcuts.

From the outset Blackburn with Darwen has bought into the ethos and approach of Together an Active Future, and we aim to carry on those principles with our own work as part of the Pennine TaAF plan. We want to take this opportunity of momentum, resource and shared interest to support ideas and projects that matter to people and communities. We want to form lasting partnerships and relationships to help create stronger, more connected communities.

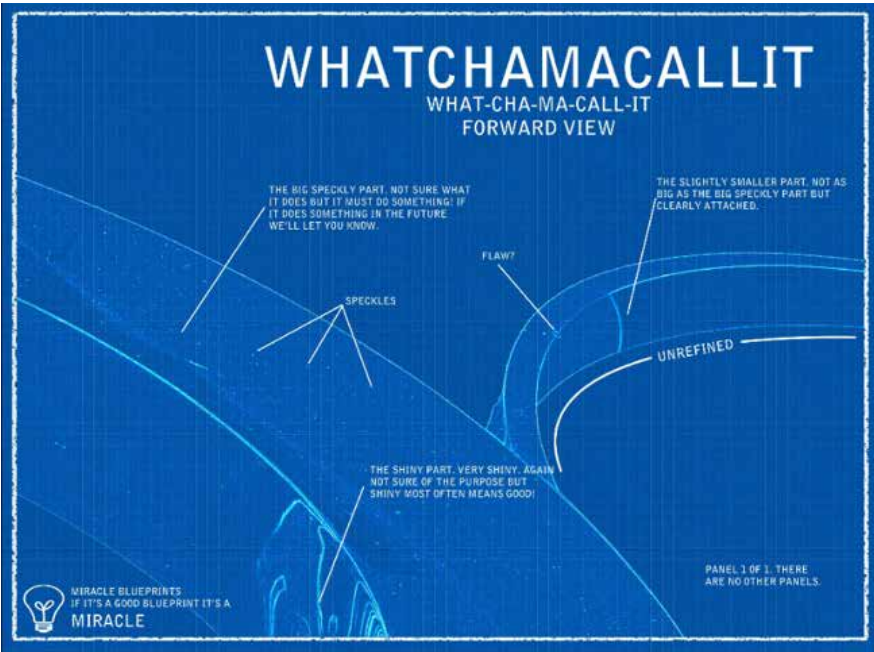
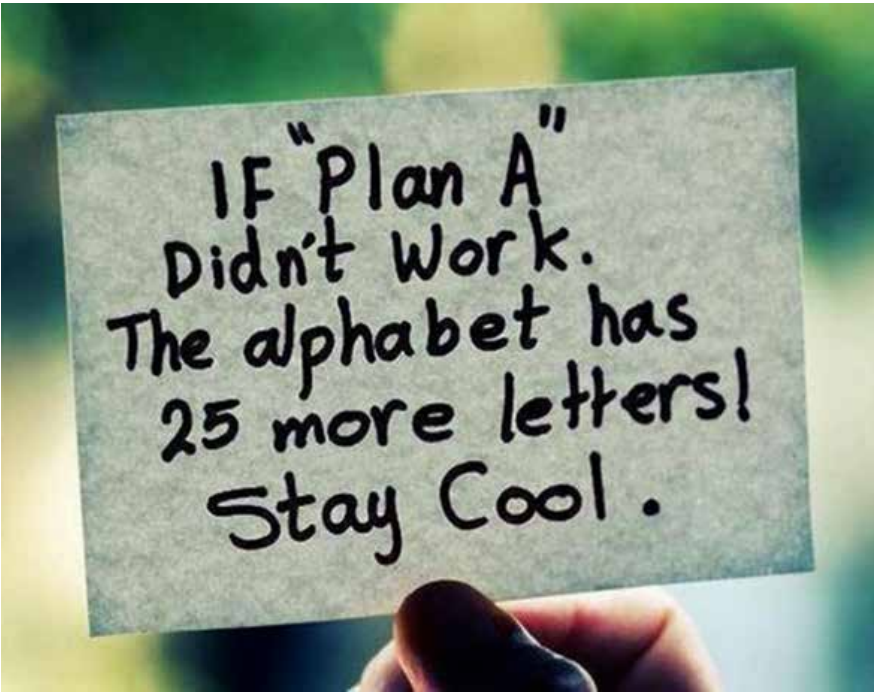
We have taken our time, engaged with individuals, groups, partners and different organisations to gather their thoughts, ideas and feedback to formulate our approach and ensure our locality plan is led by the people of Blackburn with Darwen. Key themes have emerged and been refined based on genuine feedback from a wide range of stakeholders. Plans have been shared with the Eat Well, Move More, Shape Up strategic group which reports into the Health and Well-being Board as well as attendance and presentations at BwD Transformation Group (Adults, Hospital, CCG and BwDBC staff in attendance), CVS forums and with all four Primary Care Neighbourhoods as well as in a range of 121 meetings and digital surveys with partners across BwD to get feedback and input to further refine plans.

Residents have been key in helping shape ideas in these early stages. This will continue; before we transition into delivery a pre-requisite for any activity will be engagement of local people to establish needs, understand barriers and ensure that their voices are heard and that they steer things from the start, which includes how everything will become sustainable in the longer term.

Our themes are intended to provide a high level framework so that there is a clear sense of shared purpose and a firm reference point as ideas, projects and delivery plans are developed locally. Through engagement events and shared conversations we have confidence these themes are robust, relevant, well thought out and have high levels of support from partners across all sectors and at all levels. This is not about physical activity for the sake of physical activity – importantly this is about improving mental health and well-being, social mixing and integration, reducing worklessness, reducing social isolation, improving the awareness and accessibility of physical activity and...much, much more. This is a very different approach; for all these reasons a huge range of partners and organisations are excited to be a part of this and really want to make this work.

This is bigger than any single organisation and will be led by communities. One size will not fit all. We want to share leadership across a range of sectors and communities as needed i.e. we will not be using resources to grow teams to deliver 'things' to people.

It is worth highlighting that this application process has been a challenge! Our plans have evolved from where we started and will continue to do so; finding our way in this Pathfinder phase is iterative, meaning that this document is always changing and so some parts may appear a little disjointed...it's because we're piecing it together as we go! We are embracing Sport England's challenge of 'saying yes to the mess' and 'starting somewhere and following it everywhere'. The more we learn and understand, the better sense of direction we get and that means pushing some ideas to the back, or totally off the table to make way for something which fits better and meets the needs of what people and our engagement is telling us. This submission describes the core of our approach, what it's about and why. The details of what we'll do, when and with who will come next and will evolve as we have more conversations and enjoy communities steering this with us.



This blueprint image has been used a lot in Blackburn with Darwen when speaking with different partners and organisations; we know this is not about bums on seats and delivery of some set outputs, this is about trying to get to a point where we have a magic recipe of ingredients of things that really work in a place. We'll only learn what they are and how to best mix them together after a good number of tries (and possibly failures).

Blackburn with Darwen doesn't expect to find the overall 'blueprint of what works for physical activity' but we are 100% confident we can contribute with our lessons learned from a range of smaller things that will add value to a bigger picture across Pennine Lancashire and nationally.

Name of each workstream included within this submission

- 1. Create Positivity & Momentum: Share, Engage & Inspire
- 2. Creating Sustainable Capacity, Real Engagement, Collaboration & Championing our Champions!
- 3. Creating Active Places, Spaces and Facilities: Where this movement will happen.
- 4. Adding Value to other Developments in BwD
- 5. An Active Lifestyle Hub for Pennine Lancashire

Guidance for Completion

- Please complete milestone and finance sections in separate documents as shown below
- You are required to explain how your workstream demonstrates each of the design principles
- The 'things to consider' is there as a helpful guide, you are not required to provide a response to each and every point
- There are prompts shown in design principles if and where TaAF require certain information
- If you feel a design principle is not applicable to a workstream, please explain why
- You may provide additional information to support this submission

Workstream Summary

All of the themes below have been built from direct feedback and engagement – the words used reflect what people have said with some level of consistency.

People describe connecting the dots – not system change. They say we need to change engrained culture and share some positivity about being active – they do not talk about creating a social movement.

A brief overview of engagement work in Blackburn with Darwen is listed below – all of which have directly informed the themes within this submission

- Women & Girls dance event 11th April 2019: 75 people follow up on evolving plans
 - Library Craft Group: 29th April 2019: 11 people
 - Community Playgroup 16th May 2019: 16 parents/carers
 - BwD Family Walks online survey: 273 responses
- 14th June 2019 engagement event: 65-70 attendees, including
 - BwD Carers Service Event 15th May 2019: 9 people
 - BwD TaAF survey responders: 789 happy to be contacted
 - BwD Exercise and Pregnancy online survey: 105 responses



Additional to these more structured forms of engagement the evolving plans have been shared in a range of formal and informal meetings and 121 's to ask a few simple questions, such as: Do these make sense? Do you feel we're missing anything? Would this support your work area/organisation/group? Do you feel you can support this piece of work? These conversations have been overwhelmingly positive and increased confidence levels the themes are well positioned.

- The BwD multi-agency meeting Eat Well, Move More, Shape group which reports into the Blackburn with Darwen Health and Well-being Board
- A presentation has been made at each of the four Primary Care Neighbourhood meetings
- BwD Transformation Team: Senior Management Multi-Disciplinary Team meeting
- CVS Forum presentation
- A whole range of 121 meetings which organisations such as Bootstrap, Blackburn Rovers Community Trust, Blackburn Youth Zone and BwD Strategic Youth Alliance, Canals and Rivers Trust, Street Games along with a range of volunteers and groups.

Theme 1: Create Positivity and Momentum: Share, Engage and Inspire

This is all about raising the profile of physical activity, making being active attractive, interesting and the 'new normal' and encouraging people to think differently about being physically activity. A key part of raising the profile of physical activity is making it easier to find out what's on and for people to know where to find out.

This can be further broken down into two main sections:

Public Engagement and Profile Raising

- 1 Engaging events and festivals of physical activity to bring people together, increase visibility and awareness. Drive interest and create the demand. Fun, interesting, appealing and relevant.
- 2 Shout about what's happening, share good news and keep being active on people's radar
- 3 Create networking opportunities for all people sectors, groups and organisations

Making it easier to find out what's on

- 1 Where and how to find out what's happening in a simple and easy way (for public and professionals)?
- 2 Digital platform, open data, single source of information. Collation of activities, systems and database sharing.
- 3 Tracking and evidencing physical activity across the borough – how can digital help? Note: Don't forget the digitally challenged

Theme 2: Creating Sustainable Capacity: Real Engagement, Collaboration and Championing our Champions!

This is about stopping ourselves from rushing off. A prerequisite before any activity has to be community involvement, understanding the role of volunteer and development of assets in communities to support sustainability. It's also about linking different things together (groups, organisations, people, professionals) and try get people pointing in the same direction.

Below are some brief statements which give an overview of what this is about:

- Lead by example – no matter WHO you are or WHERE you are - professionals, elected members, community members, volunteers
- Connecting the dots and understanding what's already there – not duplicating, greater understanding and awareness from organisations and partners
- Creating lasting networks, partnerships and volunteer skills and capacity: Long-term, sustainable capacity baked into everything
- Genuine community engagement to understand stories, barriers, assets, needs and wants of people and communities
- Explore if digital has a role to play

Community Engagement: True engagement & collaboration, reaching and working with people who matter, being responsive, flexible and accommodating. Build on the assets we already have; communities can drive the development process by identifying and mobilising existing, but often unrecognised assets. Encourage & support communities to love the place where they live.

Volunteer Development: Identifying passionate people in all places, sectors, communities and demographics (with capacity and understanding how to engage and support into volunteering). Peer mentors; "people like me". Build strength and depth of capacity and create community-led momentum.

Connecting the dots. Active Partnerships, collaboration & championing others: Uncover, understand, coordinate and utilise what's already happening in BwD (don't rush to create something new). More meaningful partnerships and collaboration between existing organisations, share best practice, reduce duplication and enhance resources. Creating sustainable networks, linking services, partners, organisations, leaders, groups and projects to increase awareness & understanding of what's happening.

Theme 3: Creating Active Places, Spaces and Facilities: Where this movement will happen.

- Being creative with where this could happen – places where people live or any social space where people congregate in local areas
- Demographic and geographic insight data will further influence where and why for any delivery.
- Ensure awareness of what facilities we have & open up their use. Viable, sustainable and accessible for all.

Green and Blue Spaces: Parks, outdoor and open spaces: Parks and green spaces; big, small, obvious and hidden. Utilise what's there and improve as needed. Canals, reservoirs, water space and its surrounding environment.

Facilities: Sports clubs, Community Centres, Leisure Centre, Pubs, School facilities, Churches, village halls, day centre, Hospital grounds, Health Centres, community pharmacies, Youth Zone, Libraries and more. Open up what's there for the community to use

Other Places & Spaces: Housing estates, roads, streets, homes, car parks, supermarkets. Shared resources – Utilise each other's space and collaborate more effectively.

Theme 4: Adding Value to other developments in BwD

This is to ensure that TaAF capitalises on other significant programmes of work in Blackburn with Darwen and Pennine Lancashire and takes the opportunity to influence and embed Physical Activity across all plans and activities – amplifying impact of each area of work.

Childhood Obesity Trailblazer:

- 1 Commitment to collaborate and support evolving work; making the most of opportunities as they arise for cross cutting themes.
- 2 Big Junk Food Debate to be developed. Expand / support with physical activity, provide insight and engagement. Creating the dialogue.
- 3 Early Years physical literacy - fundamental movement skills (0-4 years)

Social Integration: Our Community, Our Future:

- 1 Blackburn with Darwen has been working closely with central government as one of only five Integration Areas in England, with significant investment and resource to support that. A wide range of partners are already engaged in this work – great opportunity to link work areas together.

NHS/Healthcare System Change: Increased Prevention Focus

- 1 Increased prevention focus as a result of the NHS Long Term Plan – role of community physical activity and well-being within that agenda; especially for those who may not engage well with conventional healthcare provision.
- 2 Emerging role of 'Social Prescribing' to get more people involved with community based activities/interventions has clear relevance

Theme 5: An Active Lifestyle Hub for Pennine Lancashire

Building on Blackburn with Darwen's nationally recognised and evidence based Wellbeing Service and integrated hub model all six localities are excited to test an approach which builds on our commitment for working together and test the effectiveness of a Pennine wide active lifestyle hub; creating a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and more complex area, tailored with a personal approach to help improve the wellbeing, physical activity and quality of life for local people.

Timeline/Milestone Plan

Q3 2019 / 2020

- October – finalise and share delivery focus areas with partners. Begin to form more focused 'working groups' to build and shape plans.
- Start to agree process of how to collaborate and fund local partners – how do we engage with local groups and pas over funding to gain their support?
 - This is a critical element to get right. The Social Integration team (Our Community, Our Future) have been open and shared their lessons learned from the work they have done so far and the importance of getting grassroots collaboration. The tendering/ procurement process they engaged in with the 3rd sector resulted in outcomes that were not aligned with the core values of the project. Local, smaller third sector organisations and groups were bypassed which has presented challenges for local engagement and involvement
- November Confirm funding drawdown from Sport England
- Utilise development funding to continue this work

Q4 2019/2020

- Both staff support and coordination roles to start
- Start local TaAF marketing and awareness raising
- Hold 2-3 community events to begin engagement work
- Further develop collaboration and funding process to allow engagement of partners in engagement, insight, delivery and test & learn on larger scale.
- Outline comms plan to be developed

2020/2021

- **Theme 1: Create Positivity & Momentum: Share, Engage & Inspire**
 - Additional capacity in place to support this theme.
 - Engaging events and festivals of physical activity to bring people together – 4 larger ones to take place over the year
 - Investment in digital test and learn - tracking and evidencing physical activity across the borough – does this have a positive impact?
 - Local comms and marketing plan to be developed and delivered to provide structure and purpose and a clear voice for physical activity in BwD
 - Communications and engagement plan will be heavily linked to developments in Theme 3

• **Theme 2: Creating Sustainable Capacity: Real Engagement, Collaboration & Championing our Champions!**

- o Additional resource in place to support greater community engagement & volunteer development: take the time to identify and mobilise existing community assets.
- o Community engagement and insight will be a prerequisite for any work in Theme 3 – so much of this work would be guided by those developments. Get out, speak to people, organize events, find out what people want, their views, opinions, ideas and collaborate on building plans together.
- o Attract, recruit and support development for 35 additional Peer Mentors; “people like me” to help build strength and depth of capacity and create community-led momentum.
- o Commence engagement work across different sectors, groups and organisations – how can we create lasting, effective networking opportunities?
- o Investment in Social Value digital platform to test impacts on engagement and participation
- o Explore and test the role of different professional and volunteer ‘Systems Leaders’. What forms of engagement and upskilling can have a positive impact to support TaAF in Blackburn with Darwen?

• **Theme 3: Creating Active Places, Spaces and Facilities: Where this movement will happen**

- o Investment will be focused in this area to continue test & learn and scale and pace.
- o Development of activities, projects and schemes with partners. Scale and number TBC

• **Theme 4: Adding Value to other developments in BwD**

- o Some targeted engagement expected in this area to support Childhood Obesity Trailblazer
- o Support plans and work in these areas – which will be led by others.

• **Theme 5: Pennine Prevention Plan – Test Learn**

- o BwD will actively support this work. Milestones dictated by wider TaAF team.

2021/2022

• **Theme 1: Create Positivity & Momentum: Share, Engage & Inspire**

- o Engaging events and festivals of physical activity to bring people together – 4 larger ones to take place.
- o Continue to prominent local comms and marketing plan to shout about what’s happening & share good news
- o Communications and engagement plan will be heavily linked to developments in Theme 3

• **Theme 2: Creating Sustainable Capacity: Real Engagement, Collaboration & Championing Champions!**

- o Community engagement and insight will be a prerequisite for any work in Theme 3 – so much of this work would be guided by those developments
- o Further develop engagement work across different sectors, groups and organisations; embed robust and effective networks which are sustainable after additional capacity is removed
- o Attract, recruit and support development for 30 additional Peer Mentors; “people like me” to help build strength and depth of capacity and create community-led momentum.
- o Deliver a series of engagement, upskilling and training to improve support and competency of different ‘SystemLeaders’

• **Theme 3: Creating Active Places, Spaces and Facilities: Where this movement will happen**

- o Investment will remain high in this area to continue test & learn and scale and pace.
- o Development of activities, projects and schemes with partners. Scale and number TBC

• **Theme 4: Adding Value to other developments in BwD**

- o Support plans and work in these areas – which will be led by others.

2022/2023, 2023/2024 & 2024/2025...

Challenging to add details at this early stage. Milestones, focus areas and developments will depend on the success and failures of Pathfinder work in previous years.

Financial Requirement

- The two strongest areas of feedback from engagement revolve around genuine community engagement, the role of volunteers (Championing our Champions), sustainability and also awareness of what’s already happening, connecting the dots of what’s out there and what role digital could play to improve things. To that effect additional resource is planned to facilitate much more activity across these areas and provide clear focus and dedicated time. To provide capacity to drive these key strands and make an impact over the initial two-year Pathfinder period acting up and fixed term back fill arrangements are proposed. The rationale for this is by creating a wider remit for 2 existing posts that the partnership acknowledges already have valid discrete roles, skills and experience around volunteer coordination, digital engagement and awareness we are building a sustainable legacy. The increased knowledge, connections and learning gained over this period will be retained in the local infrastructure. We are not establishing new posts for the sake of it. Being very clear from the start that the back filling is with fixed term contracts ensures a clear exit plan and means additional roles aren’t required long term.
- o It is expected that two members of staff will step up into an expanded, specific TaAF role aligned to their existing responsibilities. There is no request for funding these extended roles as minimal salary investment will provide clear value long term.
- o The existing roles will be backfilled at a lower grade to support and ensure day-to-day business needs are met. Funding has been included for these fixed term posts
- o This approach provides opportunities to recruit from the wider BwD community, sharing the learning gained through TaAF which will benefit individual post holders and their future employers going forward.

NB: Note from TaAF Core Team - For ease of viewing and to retain the financial breakdown in the formats they have been submitted, please find them on the excel spreadsheets attached.

PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

Have you used data and insight to identify those people who are most likely to be inactive and where they are

Have you taken time to understand why people are not engaging in existing physical activity opportunities near them

Have you considered the different hooks and motivations that may be required to help inactive people

Do ideas, plans and projects provide something different that could make a difference

Extensive data is available and has been reviewed with regards to physical activity participation, disease prevalence, deprivation, mental health and worklessness. This data can be included as appendices if required.

Messages in any engagement work with a wide range of partners has been explicit that anything associated with this work has to make a difference to local people and add to our understanding of what works and what doesn’t to support our test and learn approach.

The themes Blackburn with Darwen has created with a wide range input provide the clear direction, sense of purpose and core values of any work that will take place. We have deliberately avoided creating specific delivery plans for activities, demographic groups or geographic places/locations. This will form the next phase of work with local partners, starting in September 2019 to begin to form delivery plans which are created and owned by communities...not the author of this submission.

Principle 2 covers local engagement work to gain further insight and understanding of local views, issues, barriers and suggestions of what could interest people in becoming physically active.

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

engagement events which have given people a voice, influenced plans and ensured that this is led by communities are listed below. All of the events below have fed into the development of our key themes and will continue to act as a guide when forming delivery plans with local partners, groups, individuals and communities:

- Women & Girls dance event 11th April 2019: 75 people
- Library Craft Group: 29th April 2019: 11 people
- BwD Carers Service Event 15th May 2019: 9 people
- Community Playgroup 16th May 2019: 16 parents/carers
- BwD TaAF survey responders = 789 happy to be contacted (804 responses in total)
- 14th June 2019 engagement event: 65-70 attendees
- BwD Online Surveys = Family Walks online survey: 273 responses, Exercise & Pregnancy online survey: 105 responses

The next phase of work commencing autumn 2019 will be focused on community engagement to gain genuine insight and understanding. This will inform any developing plans moving forwards – this will be an integral part of any activity or delivery throughout the TaAF delivery plan.

PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider:

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

As referenced in principle 1, detailed data and evidence has been collated by the TaAF team at both a Blackburn with Darwen level down to Lower Super Output area on a broad range of health, demographic and social drawn from various national trusted sources. Principle 2 also highlights community engagement and understanding is a fundamental part of any work that will happen and will be definition take into consideration the diversity of local communities.

Evidence suggests there are some identifiable groups where physical activity is a challenge. It is expected that as planning moves into the next phase specific demographic groups will emerge as 'target groups' with further thoughts and detail on where and what the end solution would involve. These target groups will be referenced against all available data and local knowledge to ensure they are valid and well placed.

The above plan ensures that local needs, target audience co-design and partner feedback will shape plans, then cross referenced with evidence, insight and data to ensure they are well placed. This methodology will ensure that data is not the sole driver of what will happen, but used to guide and shape.

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider:

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

Previous principles have covered local insight and intelligence which has been gathered to inform plans to this stage and the intention moving forwards. We have extensive insight from local people and another key theme for Blackburn with Darwen is about genuine community engagement and understanding in everything that happens – it will inform and improve any plans but is also a key part of ensuring sustainability.

Inherent in all plans, discussions and engagement to date is that anything that happens must add value to our knowledge and understanding i.e. what would we learn from doing anything, how could it be sustainable and how is this different than anything that already exists.

In Blackburn with Darwen we have evidence from a range of interventions and activities which have been evaluated and suggest they are effective; re:refresh and the Well-being Service delivered by Blackburn with Darwen Borough Council, Eurofit by Blackburn Rovers Community Trust as examples. Desktop research has been conducted to increase awareness and understanding of what evidence exists from delivery across the region and nationally.

How will we know we've made a difference? In the future we will see sustainable partnership collaboration networks that work, increased social media activity, changes in physical activity participation geo-demographics & see more activity happening locally.

PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider:

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

What's different about this compared to anything else? We're purposely not rushing into delivery of 'things'. We're being bold by going slow, engaging as many partners as possible, forming new relationships, gathering insight and understanding and developing a clear vision and purpose to our plans to ensure we have a clear reference point over the coming months and years to base decisions from.

Feedback from all agencies and partners has been overwhelmingly positive with excitement at the prospect of being able to try new things, dare to be different and learn as we go. We have excellent support and understanding locally that this is about being different, learning, trying, failing, developing, growing and learning along the way to end up in a very different place to where we are now as a borough.

How will we know if this has been achieved in the future? We will have a track record of many failures and insightful lessons learned from each one, we will have tried interesting, weird and wonderful ideas...and some of them will have got amazing results and we'll have lots of evidence of engagement work to inform every plan along the way.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider:

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can be delivered sustainably

Our first formal partnership event to discuss plans, share ideas and views was held on 14th June 2019 with over 65 attendees. These ranged from NHS professionals, Council (Social Integration, Adult services, Transport team, Public Health), Active Lancashire, CVS, Lancashire Mind, Canals and River Trust, Wildlife trust, Blackburn Rovers, Blackburn Youth Zone, sports clubs, friends of parks groups, councillors, Night Safe, New Ground, Lancs Womens Centre, Blackburn College, Age UK, Department of Work and Pensions...and many more! We have been consistently clear; although there are real investment opportunities – we want partners with purpose, who are in this for the cause...not the cash.

Emerging plans have been shared at Primary Care Neighbourhood meetings, Integrated Health and Social Care planning groups with NHS and council transformation colleagues, Blackburn with Darwen's Eat Well, Move More, Shape Up subgroup of the Health and Well-being Board.

The June event was the start of the local conversation and planning. As plans have evolved they have been shared with surveys for gaining feedback easily. A follow up open invite event is planned for 20th September 2019 to further shape the emerging themes, identify gaps in provision, underrepresented groups, sharing examples of excellence to build on and progress plans towards what delivery may look like in Blackburn with Darwen.

Lessons learned from discussions with 3rd sector commissioning: a large VCFS contract negotiation has been ongoing within BwD and how to effectively engage and commission 3rd sector partners of all sizes has been a challenging part of those developments. We have been engaged within that process to ensure that when the time comes TaAF can engage with the 3rd sector in the most effective way possible. Additionally, active discussions and partnership working is well established with the Social Integration work in BwD (Our Community, Our Future). They have shared feedback around their approach Vs. TaAF and feel the slower speed of our work and development of key principles is extremely beneficial and may avoid some of the pitfalls they have experienced, particularly with respect to engaging and commissioning across the 3rd sector – the prescriptive model/approach they followed resulted in some unintended consequences.

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider

- Have you considered the below factors when looking at how to create long lasting change –

Policy – local policies and laws, regulations, standards

Physical environment – Streets, buildings, outdoor space, transport links etc

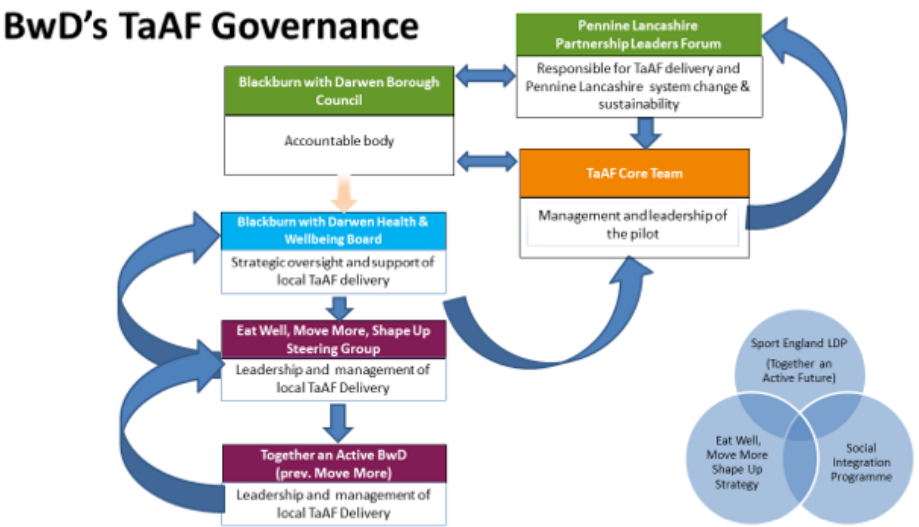
Organisations and Institutions – schools, health and social care, clubs etc

Social environment – relationships, families, social networks etc

Individual – motivations, opportunities, needs, behaviours etc

All themes when considered together for Blackburn with Darwen cover all aspects of the whole system, 'onion' diagram approach and take into consideration all the factors listed above. The proportionate focus of different factors has a greater or lesser prevalence in each of the different themes depending on their relevance.

Actions are not purely focused on testing and learning about delivery. The value of learning from the process/the journey is a key aspect too. As well as a broad range of partners testing new ideas and working with communities to co-create interesting solutions time and resource will be focused on developing skills, knowledge and capacity for communities, volunteers, professionals, creating lasting and effective networks, identifying and upskilling systems leaders, supporting significant local strategic developments to ensure TaAF is embedded across a range of changing circumstances.



TaAF standing item on HWBB agenda to receive updates

This is not about changing policies; this is not about delivery; this is not about workforce development; this is not about changing attitudes, beliefs and values of healthcare professionals or elected members; this is not about supporting and developing community assets...it's about all of them and more!

To avoid duplication and to ensure this is linked into the wider, embedded system we have tapped into existing governance structures locally and embedded TaAF right from the start by using the existing Eat Well, Move More, Shape Up steering group with a 'refreshed' Together an Active BwD operational group with a concerted effort to ensure the unusual suspects are a part of that. The chart to the left illustrates those changes.

PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider

- Recognising that Sport England's investment will cease, do you understand how the project /change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

The overarching approach is not to rush into delivery, but engage and understand what communities need or want, but more importantly what assets they already have that can be supported and grown – all with the aim of maximising the chances of sustainability and ownership from communities.

Sustainability is a primary focus of theme 2 to underpin all planning and delivery in Blackburn with Darwen – there is a need to create lasting, effective networks between organisations, groups and providers. Communities need to be supported and encouraged to develop and own solutions that are sustainable in the long run – this will be a key prerequisite for any work that takes part in BwD. Theme 2 is also about community engagement, understanding people and increasing community volunteers and champions, which is where sustainability will come from.

Theme 1 is about creating the conditions for culture and attitudinal change around physical activity, raising the profile of physical activity and making it the 'new normal', this will require resource and effort in the short to mid-term. Making it easier to find out what's happening locally is a key part of this change and creating better networks locally to improve understanding and awareness will improve things and provide sustainability if they are done effectively.

Theme 4 highlights the requirement to link into other large scale, longer term changes locally to ensure that physical activity is built into all developing plans, again maximising the opportunity to ensure positive changes are built into the long term – not just about participation numbers and delivery.

PRINCIPLE 9

Participate in the test learn approach

Things to consider

- Do you understand how you will measure the success of a project / initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners / networks with which you will share learning

Test and Learn is integral to this whole submission! Specific delivery plans and details are absent, because we don't have the insight, engagement and feedback to form those plans yet – we will test assumptions, collate information and develop plans together with communities and partners. Throughout that process we will be committed to continuous process evaluation and learning, as well as the evaluation of whatever activities or developments evolve from plans.

The partnerships and networks being cultivated locally have been covered previously. The spirit of test and learn is already engrained and part of that is stopping or changing things that may not be working and being responsive and adaptable.

Success will be collected and measured by asking people, communities and partners the same questions we have done so far and measuring any change; views on physical activity, awareness of what is happening, where to find things out and any changes in actual participation rates from any target audiences to assess effectiveness along with personal stories and case studies to inform how successful any delivery/intervention/plans could be deemed.

13. Burnley Pathfinder Submission

The following template has been designed to provide clarity to each of the local TaAF delivery networks regarding the information that is required by Together an Active Future and Sport England to assess a Pathfinder plan submission.

This template also provides a structured and consistent format for each planning submission.

Guidance for Completion –

- The cover page only needs to be completed once for your local network/district
- There is an Executive Summary section in the cover page for you to provide a summary narrative, however you may provide some additional information in other formats if you wish to. E.g. video, presentation, audio etc.
- For each workstream within your plan, you must complete a separate submission form, provided separately
- Once your submission is ready, please submit as individual attachments in PDF format to team@taaf.co.uk

Executive Summary of Pathfinder Plans

We have been clear from the start that this is a place-based approach, and not an organisation based approach, and at this stage it is more about the general themes and less about the detail. It is also an on-going process of engagement and learning across Pennine Lancashire that will continue throughout TaAF. The group decided that the best approach was not necessarily to look to provide more schemes, as there is already a lot on offer locally and plenty of opportunity to be physically active, but to do something to support current provision, to fill in the gaps and work to raise the profile, understanding around, and importance of physical activity within the current system. The broad theme therefore is one of collaboration to help more people become physically active; joining up the dots within existing networks and increasing knowledge about what is already available.

Our submission reflects the journey we have been on so far with the support from the TaAF core team, which has allowed us to identify common themes, look at local insight and not make assumptions about what might be needed in certain areas, but take a few steps back and plan to learn more:

 <https://www.youtube.com/watch?v=n4YfhQ5inb4>

We will work with primary schools to provide mental health interventions alongside sport and physical activity to help with wellness amongst identified children. We will carry out an extended period of in-depth neighbourhood engagement in the deprived areas of Burnley, starting in South West Burnley, working with groups and individuals so that we can learn more about people’s motivations, their barriers and what influences their decision making, also bringing in marketing specialists to work with inactive people to develop ‘personas’.

Name of each workstream included within this submission

Together an Active Burnley:

- 1. Young children
- 2. Neighbourhoods
- 3. Developing inactive ‘personas’
- 4. An Active Lifestyle Hub for Pennine Lancashire

Cover Page for Pathfinder Submission	
District:	Burnley
Title/Name of Submission:	Together an Active Burnley
Total Funding Request (£):	£357053
Named Lead:	Paul Foster
Contact E-mail:	pfoster@burnley-leisure.co.uk
Contact Phone Number:	07973162269

Guidance for Completion –

- Please complete milestone and finance sections in separate documents as shown below
- You are required to explain how your workstream demonstrates each of the design principles
- The ‘things to consider’ is there as a helpful guide, you are not required to provide a response to each and every point
- There are prompts shown in design principles if and where TaAF require certain information
- If you feel a design principle is not applicable to a workstream, please explain why
- You may provide additional information to support this submission

Workstream Summary

We are proposing 3 broad themes for the Pathfinder phase:

- 1 Primary school aged children, childhood obesity, poverty, and the links between physical and mental well-being. Focussing on Physical activity and mental health in primary schools - The development of physical literacy, mental health intervention, family support. We held a workshop earlier in the year with head teachers to find out what the issues are and what is needed. We then trialed a series of sessions in a school, combining healthy eating education, physical activity, and therapeutic psycho-education, with physical activity staff working alongside mental health practitioners. The school was able to identify 10 children straight away who were struggling with mental health issues, demonstrating the scale of the problem. The plan is to further develop this programme, working with the primary schools that are serving the most deprived areas of Burnley.
- 2 Neighbourhoods. The aim is to support the current system and make it more joined up. We will champion the role of physical activity and help to communicate local existing programmes and opportunities amongst groups, organisations and individuals. We will continue to carry out in depth community engagement, which will influence design and delivery, and there is an opportunity to ‘test and learn’ any new approaches, with a group or community, following creative engagement.
- 3 Research by marketing professionals
How do you sell your product to someone who has absolutely no interest in it?

Up to now all marketing tends to assume that the target audience has at least some desire or motivation to take part: A desire to lose weight; to feel better; to learn a new skill; meet new people; improve their health etc, so we create groupings to help us reach different types of people, often based on age, gender, socio-demographics, common interests etc, and we put them into:
 - User profiles
 - Market segmentation
 - PersonasTo help us be more effective, more targeted with our marketing, for instance, which media to use, key messages, incentives, what to say, what not to say.

So what if we could carry out a similar process, but with the aim of creating personas for people who, for whatever reason, are not interested in being more physically active – would that give us insight into the inactive population and help us engage with them better to move them towards being active?

This work stream will be embedded within the neighbourhood engagement workstream (2)
- 4 An Active Lifestyle Hub for Pennine Lancashire
Building on Blackburn with Darwen’s nationally recognised and evidence based Wellbeing Service and integrated hub model all six localities are excited to test an approach which builds on our commitment for working together and test the effectiveness of a Pennine wide active lifestyle hub; creating a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and more complex area, tailored with a personal approach to help improve the wellbeing, physical activity and quality of life for local people.

Timeline/Milestone Plan

We aim to start to formulate primary school proposals in conjunction with New Era Enterprise, Head Teachers and the School Sport Partnership (SSP) in October/November. The aim will be to embed #TaAF work with a 12 month programme planned by SSP /Youth Sport Trust around workshops in mental health and physical activity for teachers, to provide maximum impact and sustainable outcomes. November 2019: Initial discussions with community groups in South West Burnley, (South West Burnley Together); set up task force and creative engagement process to include specialist marketing research focusing on inactive people.

Financial Requirement

A strategic lead will provide 2.5 days per week on pathfinder, whose time will then need to be backfilled, along with an assistant position, again for 2.5 days per week. We have included provision for a full time or equivalent pathfinder support worker for neighbourhoods, however the nature of this will be influenced by the engagement work. The professional marketing researcher, although conducting a stand-alone piece of work, will in practice form an integral part of the engagement team.

NB: Note from TaAF Core Team - For ease of viewing and to retain the milestone plan and financial breakdown in the formats they have been submitted, please find them on the excel spreadsheets attached.

PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

- Have you used data and insight to identify those people who are most likely to be inactive and where they are
- Have you taken time to understand why people are not engaging in existing physical activity opportunities near them
- Have you considered the different hooks and motivations that may be required to help inactive people
- Do ideas, plans and projects provide something different that could make a difference

The aim with our Pathfinder phase will be to increase the knowledge levels of what is actually available locally that is suitable for inactive people. This could be within existing networks, informing and advising about opportunities. We know from our own personal experience, that the knowledge level of professionals, away from their area of work is limited. We also know that consistent themes across Pennine Lancashire, from engagement events and surveys, tell us that people say they need more information about what is already available. Through very localised public engagement we will find out about people and communities, and their values and motivations. We are not making any assumptions that people want to be active, instead we will carry out a study of inactive people, using marketing professionals as part of the engagement process, to explore further what makes someone inactive.

Data and insight tells us that 26% of the adult population in Burnley is inactive, or doing less than 30 minutes per week of moderate physical activity. This equates to 18,100 people. There are distinct and significant areas of deprivation within Burnley that suffer inequalities in health, life expectancy, and other deprivation indicators. Evidence shows that people living in deprived areas are less likely to reach the recommended physical activity levels, will have higher susceptibility to poor mental health and other conditions, contributing to low healthy life expectancy, and our intention therefore is to focus attention on these areas as a priority.

Despite high levels of deprivation there are still many opportunities for people to be active, particularly outdoors, and it is somewhat an irony that many of Burnley’s parks are either in or on the doorstep of some of the most deprived areas of town. We will therefore take time during the engagement process to find out if people in those areas make use of the parks, and if they don’t what are the underlying reasons behind that.

Some of Burnley’s parks (and the immediate areas they serve):



Fig 1. Thompson Park (Bank Hall)



Fig 2. Scott Park (SW Burnley)



Fig 3. Towneley Park (Burnley Wood)



Fig 4. Queens Park (Bank Hall)

Inactivity is a contributing factor to obesity: 64.6% of adults in Burnley are overweight or obese.

25.4% of reception aged children are overweight, with 10.9% classed as obese or severe obese. 36.6% of year 6 children are overweight, with 22.7% classed as obese or severe obese.

Our proposed early intervention plans will work with identified children with low level mental ill-health, to link enjoyment, activity and emotional well-being. Children will develop physical literacy through fun sporting activities combined with therapeutic psycho-education to raise emotional resilience and social trust. In Pennine Lancashire an estimated 7,600 children and young people aged between 5 and 16 are experiencing mental ill-health. The impact of deprivation within families is that children lose their ability to join in activities as they become less confident, less resilient and develop anxieties which impact on the functioning of their daily lives. For example, sleeping, socialising behaviour, concentration, developing positive relationships and social trust. 21.7% or 4,610 dependent children are living in relative poverty, and evidence shows that children who live in poverty are exposed to a range of risks that can have a serious impact on their mental health. For this reason, we will align our early years work stream to the same deprived areas of town as the other parts of the project.

Our starting position in terms of marketing research is that a common theme that has come out of the engagement process so far and questionnaires is that people say there needs to be more or better promotion of what is available. But how do we do this? We need first to try to understand better about inactive people's motivations, priorities and lifestyles, and not assume that people actually want to be more active.

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

We have deliberately focused on the place rather than look at what we can do in terms of programmes, activities, sessions etc. So our approach is: how can we equip the place better to involve people in the process going forward, and not pretend that we know the answers already. Our approach aims to link existing networks and organisations to get maximum coverage. We have undertaken initial community engagement through park events and online questionnaires, and will base our work around continuous community engagement to build up knowledge of what is needed in neighbourhoods.

We will use creative engagement events to gain real insight within target neighbourhoods, working with key community groups and organisations, and importantly, individuals, residents, in order to help us get local people involved in the process and find out what is needed. Rather than make any assumptions about what is needed we are using the Johari window example below as our starting point, which is 'we don't know what we don't know', or accepting that there are 'unknown unknowns', and through the process of working with communities and trusted partners over a period of time we aim to move towards 'known knowns' that will help us develop solutions. As much as possible we will hand over ownership of ideas for design and delivery to local people, and we have deliberately enrolled people with years of experience working in communities, as part of the core task group. Our engagement work will involve all different relevant people, such as schools, community groups, neighbourhood wardens, clubs, residents, tenants, parents, GPs and others.

For the work with primary school aged children we have held workshops with head teachers, to find out what they think is needed in school to help children engage more with physical activity, and ultimately become happier and more active outside school as well as during the school day. Poor mental health is a growing problem amongst young children, and is something that gets raised at the Health and Well-being Partnership on a regular basis. With children increasingly coming into school with what teachers describe as adult problems, is it possible to combine mental health interventions with physical literacy to help children become happier and physically active? A pilot we conducted earlier this year had positive outcomes, so we aim to test this further in the primary schools that serve the most deprived areas of Burnley: The pilot was to see if children become more active if they are less worried about how they look, feel, interact with peers or have other worries. As children need to be active, worrying about things can stop this and impede on their ability to enjoy the activity they are undertaking. Teaching children what they can do about their worries is a life skill, working out what and if you can do something about those worries will give them coping strategies that they can use. It had a wider impact on than expected as it benefited the children themselves, their peers, the teaching staff, their families and the wider community. Parents and schools fed back the difference they could see in the children and how they have become less anxious and more confident, worrying less and joining in more in both school activities and out of school activities.

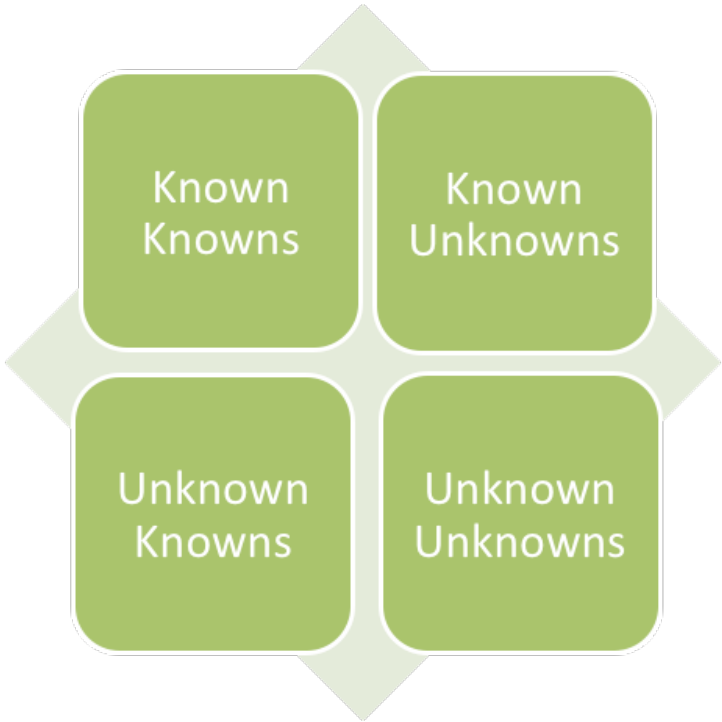


Fig 5. Johari Window

PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider:

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics you want to work with

Out of a population of around 88,000, 26% are classed as inactive (less than 30 minutes moderate activity per week), which equates to 18,000 people (adults). There is a higher proportion of women than men, who are inactive. Out of the child population, 41.9% 5-16s (over 5,000) are doing less than 30 minutes each day, and this will increase during school holidays.

Deprivation is a key focus, with Burnley wards falling into the top 10% most deprived nationally. Alarming, two LSOAs in the Trinity area and Top of the Town/Belvedere Road area are ranked 14th and 15th respectively out of 32844 LSOAs nationally.



Fig 6. Stoops and Hargher Clough Community Centre

Our Task Group is made up entirely of Burnley people, and collectively we have a really good knowledge and understanding of the makeup of the town and its local communities, and where the focus will need to be. We have representation from the Local Authority, the voluntary sector, the social housing company, and the leisure trust. In consideration of the diversity of the local community, we also know however, where our knowledge is considerably weaker, and that is in areas of the town where deprivation is high and there are significantly more issues and potential barriers to people being physically, so our challenge is to discover and learn more about the people in these areas; new partnerships and networks need to be established with Pathfinder work focusing on engaging with those communities and linking up existing opportunities with new initiatives as the programme develops. We already have the connections we need for some of the areas of deprivation, through the task group members, and this will save time in setting up initial conversations. Our start point will be in South West Burnley (Trinity ward), in the Stoops area of town, where we know there is an existing, thriving community group, community centre, and networks (South West Burnley Together) that we can engage with to carry out creative engagement. We will learn from working within the Stoops community and apply this to other deprived areas, however we also appreciate that other areas such as Daneshouse with Stoneyholme which has a high BAME population presents additional challenges, and strategic leads are aware of this.

The marketing study will be part of the engagement work and whilst we don't want to pre-empt what methods will be used, we fully expect the research to be conducted in the specific deprived areas, as an integral part of the community engagement.

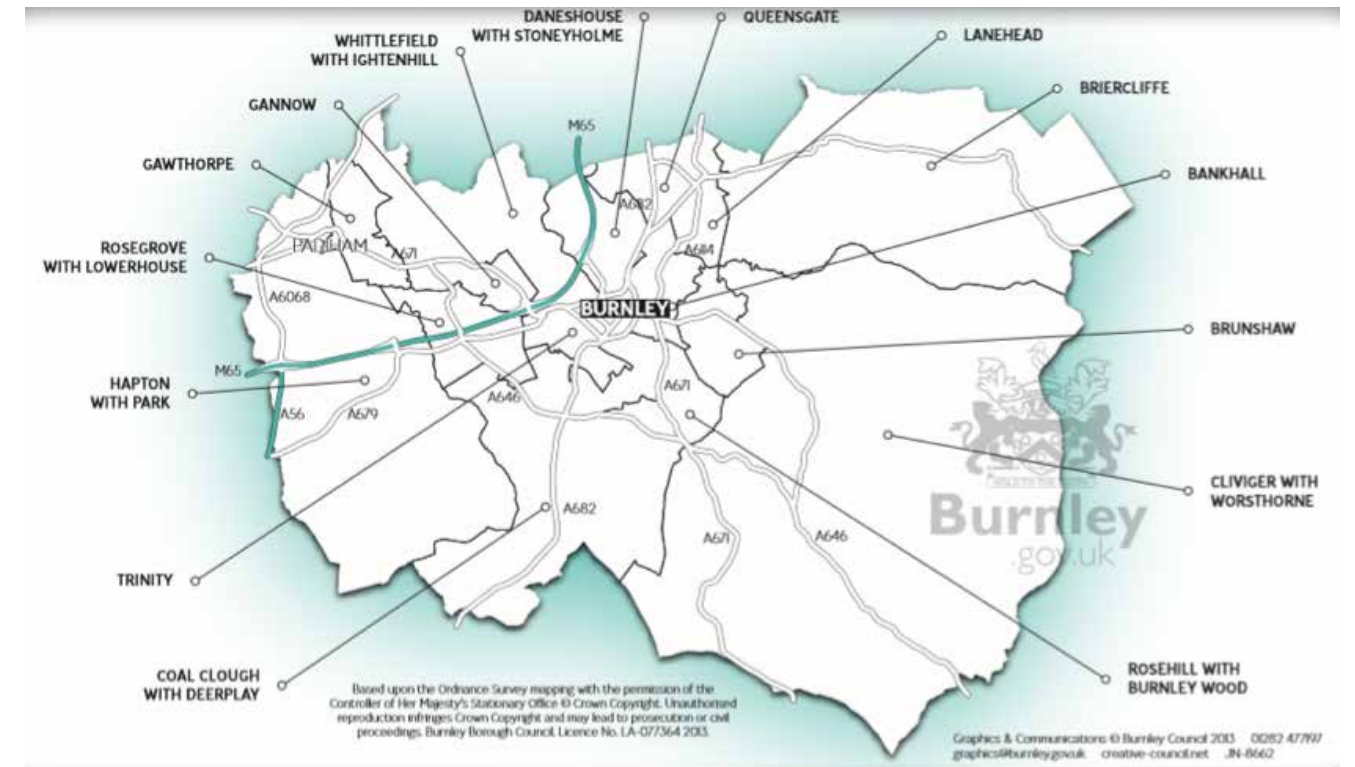


Fig 7. Burnley wards map

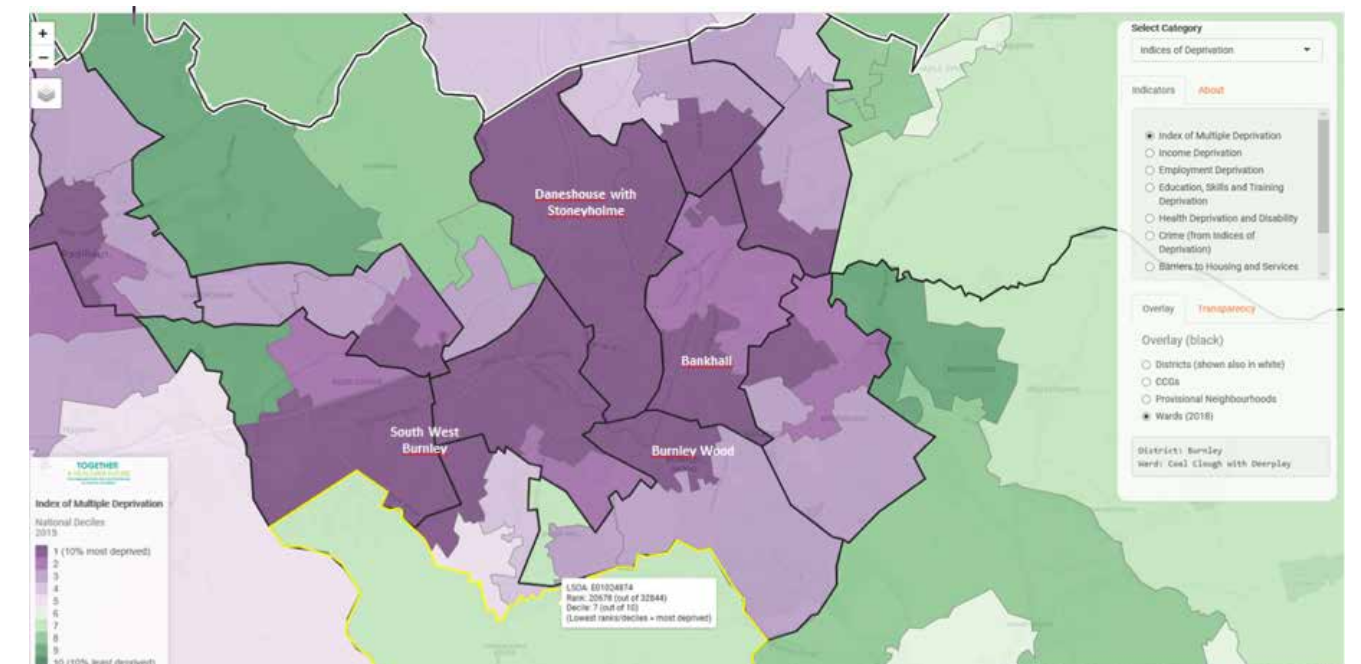


Fig 8. Areas of high multiple deprivation

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider:

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

A mapping and scoping event, held in late 2018 at Helmsore Mill, demonstrated the vast array of facilities, clubs, groups and opportunities for people to be active in Burnley and across Pennine Lancashire. We also have many years of experience of delivering projects designed to get specific groups active. Many of these were successful but have little or no impact on overall physical activity figures. We understand though that projects can no longer be delivered in isolation if we are to make a difference, and this will not happen overnight, it will be a slow transition to influence the whole system.

This is why our approach is different. We need to delve deeper into what makes people make the decisions they do, their lifestyle choices, whether they are forced or influenced by circumstances etc.

We need to remove organisational boundaries and concentrate on the place and its people.

Our insight so far tells us that the most popular sports or activities are Cycling, walking and swimming, however other activities are widely put forward too, including running, use of parks and open spaces, dancing, team sports, with barriers such as cost, not feeling safe, lack of confidence also reported.

We will delve far deeper at a neighbourhood level through Pathfinder, to explore hyper local issues, barriers, or other pressures and motivations in the towns most deprived communities.

PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider:

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

Through our task group discussions we have continuously challenged and tweaked our proposals, testing their validity with Pennine colleagues and the core team, to the point where our submission is very different to what we thought it might be when we set out. We think this journey is very important, and it has led us to the conclusion that the bulk of Pathfinder will not be in the form of delivery at all, it will be to continue the journey, but within our target communities, working with partners, and being brave enough to let residents shape the way forward. This approach is completely different to any funded work that has gone before, as we are not making assumptions about what is needed and what will be delivered. We are allowing time for further discussion with stakeholders, as this is what our pathfinder is based around, and have factored in the reasoning that this will take place over a period of time.

In Burnley we have some great assets to build from. These include the traditional 'hotbed' of community sports clubs and voluntary led activity such as parkrun; the strengths of our school sport and physical activity offer; the leisure facilities infrastructure we have in place; the natural environment providing a great place to be active; through to Burnley FC as a successful Premier League club with its roots firmly in the communities of the borough.

The strategic lead will need sufficient time to engage with existing groups and relevant organisations in the initial area, plan and set up engagement opportunities through events, get-togethers etc and get the right people on board. Our approach is different to what has gone before; we are not making any assumptions and we are not, at this stage offering a solution. Our approach will challenge people and organisations to work differently, they will be required to leave their organisation loyalties behind and work collaboratively and creatively with the neighbourhoods involved. We propose to apply creative engagement techniques to learn much more than we already know from previous project work, statistics etc, and we will integrate this with professional support around marketing research. We have challenged our thinking during the period leading up to this submission; working alongside colleagues from across Pennine Lancs and with the TaAF core team, through workshops, training, meetings and informal discussions. Our approach will allow us to further test and challenge any developments that arise through our pathfinder stage.

The Locality lead feels now he has the freedom to work away from the pressures or restrictions placed upon him through his responsibilities to his organisation, and encourage others to do so in order to achieve more for the place. This will be an additional challenge going forward and it requires the continued support of the locality lead at a strategic level to move it forward.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider:

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can be delivered sustainably

There are specific localities we intend to target, based upon local demographic statistics. We will start in South West Burnley as there are already good networks and partnerships in place in that locality that are trusted by the local community and that we want to build on. We need to make best use of those with the best in depth local knowledge and who are already trusted in a particular area, and work with them in a creative way to engage with residents, those with access to facilities, and those organisations who are stakeholders in the community. We will bring in expertise where it is needed, where we don't have the knowledge or expertise either within the task group or within local networks, and this will be a key feature in the marketing research aspect of the project, where we will bring in marketing specialists to work alongside local partners with groups and individuals.

There are other areas we have identified that would benefit from this pilot; Daneshouse with Stoneyholme, Burnley Wood, and Bank Hall, which are all areas with high levels of deprivation. So once we have tested and learned from our approach in South West Burnley the intention is to apply the same approach to the other areas. We are working on the understanding that following the extended period of consultation and engagement, areas may need further support, in the form of a physical activity worker, or 'Pathfinder' to help put in place and deliver arrangements or programmes that have been decided upon. This has been factored into Pathfinder, with the understanding that, if successful it could be expanded upon into other areas of need through Accelerator.

- Training
- schools,
- New Era,
- Streetgames,
- establish new networks,
- ways of working,
- volunteers

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider:

- Have you considered the below factors when looking at how to create long lasting change -
 - Policy – local policies and laws, regulations, standards
 - Physical environment – Streets, buildings, outdoor space, transport links etc
 - Organisations and Institutions – schools, health and social care, clubs etc
 - Social environment – relationships, families, social networks etc
 - Individual – motivations, opportunities, needs, behaviours etc

Reversing downward trends in physical activity requires us to commit to a combination of strategies aimed at the individual, social-cultural, environmental and policy determinants of inactivity. Physical activity is influenced by policies and practices in education, transportation, parks and recreation, media, and business, so multiple sectors of society need to be involved in the solutions. There is the clear need to inform, motivate and support individuals and communities to be active in ways that are safe, accessible and enjoyable. There is no one single solution to increasing physical activity, an effective comprehensive approach will require multiple concurrent strategies to be implemented.

Ours is a research based approach, as we want to learn more about the barriers people have to physical activity, the physical barriers, psychological barriers, social, actual and perceived barriers, influences or fears or whatever.

Our approach takes into consideration the whole system approach as much as we can at this stage, but we understand that over time we need to influence a much broader spectrum, from the built environment, to policy making, and we can only do this through continued collaboration. Everyone has a role to play. This includes public sector bodies, the health sector, sports clubs (professional to voluntary), national governing bodies of sport (NGBs), the education, voluntary and private sectors, communities across the borough, through to the personal responsibility that each and every one of us takes for our lifestyle choices. This needs organisations to come together around a common vision for Burnley independent of organisational boundaries to collaborate and co-produce. This isn't always easy and needs the system leadership to create an environment of trust recognising that together we can help improve lives of residents in Burnley.

At Pathfinder stage we aim to influence and involve people at a hyper local level, schools, the school community, teaching staff, parents; then community groups and taking into consideration the built and natural environment such as parks and open spaces, and whether these play a part in people's decision making around physical activity; whether they are perceived to be safe places to visit and make use of. Similarly, the supply and location of indoor and outdoor facilities – whether people know about what's available, and if they are suitable for their needs. Also the partner organisations around the table, how we do or don't work together currently.

Marketing research will help us to gather further insight and hopefully learn more about personality types, or personas linked to physical inactivity.

We will factor in consideration of the whole system approach when designing the creative engagement events and programme, and the approach will also be used as the basis for the marketing research around personas.

PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider:

- Recognising that Sport England's investment will cease, do you understand how the project /change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

Many people in Burnley want to be more active. 57.7% of adults want to be more active than at present. However, saying that you want to do more and actually being more active are two very different things. TaAF will drive us to better understand the barriers to a more active lifestyle to help people to overcome the intention-action gap, whether this be about resources (time and money), the environment (facilities, workplace, physical environment), provision of information, or about personal confidence.

By using TaAF as a mechanism for new ways of working, by establishing new networks and new working relationships we will be better equipped in Pennine Lancashire as a place to provide a sustainable solution to improving activity levels.

At a very local level our approach aims to strengthen social networks within neighbourhoods, demonstrating the positive impact of physical activity through trust, ownership and social capital.

- Aim to maximise use of local facilities to aid future sustainability
- Model of collaborative leadership/working that will eliminate duplication and waste of resources, which will help sustainability.

We know that Burnley faces a number of challenges that contribute to increasing demands for service provision and means that local people are more likely to experience ill health than people living in other areas of the country. TaAF is not going to be delivered in isolation however, in Health, the Draft Pennine Plan sets out Health and Well-being Improvement Priorities where Pennine Lancashire is performing poorly compared to other similar areas for these issues, either in terms of population outcomes, quality of care, or spend on services. A Prevention Framework has been agreed which will embed prevention right across every aspect of future plans and a New Model of Care which aims to improve the health and well-being of all who live and work in Pennine Lancashire. This puts people, their families and communities at the heart of everything, aiming to put them in control of their own health and well-being, so they can remain as healthy as possible for as long as possible.

Physical activity and sport is positioned as a great prevention tool to help support this new approach, and through TaAF we have a good opportunity to raise the profile of physical activity within the system. Our model of investment will influence not only the future work of those individuals and organisations closest to it, but will also have a huge impact on the system, and the way networks operate, particularly at a neighbourhood level, with physical activity a key factor.

PRINCIPLE 9

Participate in the test learn approach

Things to consider:

- Do you understand how you will measure the success of a project / initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners / networks with which you will share learning

Our approach is different to what has gone before; we are not making any assumptions as to what might or might not be needed; we are not, at this stage offering a solution. Our approach will challenge people and organisations to work differently, they will be required to leave their organisation loyalties behind and work collaboratively and creatively with the neighbourhoods involved. We propose to apply creative engagement techniques to learn much more than we already know from previous project work, statistics etc, and we will integrate this with professional support around marketing research. We have challenged our thinking during the period leading up to this submission; working alongside colleagues from across Pennine Lancashire and with the TaAF core team, through workshops, training, meetings and informal discussions. Our approach will allow us to further test and learn from any developments that arise through our pathfinder stage.

- **Case studies**
- **Research reports**
- **Creative Engagement results**
- **Monitoring progress**

The creative engagement may lead to community led initiatives that we will be able to support on a test and learn basis. These small scale projects will allow us to monitor and evaluate their success with the potential for upscaling or learning from parts that either work or don't work.

14. Hyndburn Pathfinder Submission

Cover Page for Pathfinder Submission	
District:	Hyndburn
Title/Name of Submission:	Together an Active Hyndburn
Total Funding Request (£):	£358,942
Named Lead:	Lyndsey Sims
Contact E-mail:	Lyndsey.sims@hyndburnleisure.co.uk
Contact Phone Number:	07867 784845

Executive Summary of Pathfinder Plans

Together an Active Hyndburn

The Together an Active Hyndburn partnership was established in 2018 following a request from the Health & Well-being Board to address the borough's high levels of physical inactivity and to create a vision for the borough, which will support and inspire More People to Move More.

Over the past year, we have reviewed the challenges faced by our community utilising national and local intelligence, including creative engagement feedback to develop the pilot themes for this project. We have also identified the strengths that exist across the borough, including our greenspaces, voluntary organisations and employer networks and recognise the opportunity to build on this.

Hyndburn has a rich history of collaboration and the public and voluntary sector have successfully worked together on a range of projects to improve the health and well-being of the population. For the Local Delivery Pilot (LDP) we will combine the expertise, skills and innovation of a wide range of locally-based organisations. Hence, these pilots will be led and supported by people who really know the Hyndburn community and are already working together towards building a better future here.

All partners are committed to bringing creativity and constructive challenge, as each is a leader in their own field. Together we will work with our community to test new approaches to improving well-being in Hyndburn, integrating best practice from across the Pennine Lancashire pilot and nationally to create real innovation to engage and support people across Hyndburn to achieve well-being.

The LDP has also been identified as a priority for the Central Primary Care Network and we are working with colleagues from Health & Social care to deliver a shared Neighbourhood Vision.

We recognise that people are often the most important ingredient when designing community services and delivering effective behaviour change. Therefore, our pilot themes focus strongly on identifying, engaging and developing people. The Partnership will work alongside the local Community to design and deliver test and learn pilots. We aim to identify innovative models and new ways of working which will achieve real sustained outcomes for people living, working, studying or staying in Hyndburn, and be able to evidence those outcomes.

We will create environments where innovation is encouraged and celebrated. There will be an open-minded approach to testing new approaches where traditional interventions are unsuccessful. Forums for all involved to share experiences and learn from each other will be encouraged, including the use of electronic platforms and social media. We will encourage the use of this approach across and between all partners, stakeholders and communities. Our ethos will be one of mutual learning to develop the best possible outcomes.



The Hyndburn Pilots will have the following four key principles at their core:

1. Build on our strengths

Our partnership is currently made up of over 20 organisations, who represent thousands of people living and working in the area. Throughout our LDP journey we aim to grow engagement significantly. Our test and learn projects will build on the **great places** and **great people** in our community. We will involve local people in the co-production of each pilot and will deliver these in the heart of our communities. For example, we want to explore ways to make it easier for people to volunteer and make a positive contribution where they live. We also aim to maximise uptake in walking and cycling across the borough utilising the wide range of routes that have already been mapped out.



2. Create Community Ownership

Creating community ownership and buy-in is vital to delivering effective pilot projects. Following training received from Lancaster University, a small team from Hyndburn Leisure has led a number of 'Creative Engagement' events in a range of settings to engage with difference audiences including: Wetherspoons Pub in Accrington, Hyndburn Youth Committee, Aawaz community group and a Diabetes service user group. The engagement sessions have increased our insight into the barriers and opportunities that our communities experience and have enabled us to reach a wide audience.

Throughout the LDP we will continue to test methods of creative engagement and ways of working with the aim of making a difference in communities where the needs are greatest, and health is poorest. We will work alongside our community, enabling local people to participate, shape and control the pilots.



We will use our combined footprint to maximise the opportunities to engage people in the pilots. We share an inclusive approach and are keen to break down the barriers, which may prevent some people from accessing services and support that could improve their health and well-being.

3. Put people of the heart of everything we do

Well-being is essentially about people and we have the personal needs and aspirations of our residents and communities at the heart of everything that we do, and we share a set of core values:

- A deep commitment to make a difference in Hyndburn
- Ensure opportunities to engage communities themselves in the delivery system is fully realised
- Treat people with respect, integrity and compassion at all times
- Work in a person-centred way, agreeing individual goals and supporting them to live the life that they want to live



4. Collaborate to Innovate

Our Partnership Board will guarantee that the value of our combined organisations and community involvement is brought together in a creative meeting of minds. Under the leadership of Hyndburn Leisure the Partnership Board will set the delivery strategy, monitor performance and provide partner challenge. The Partnership Board will be responsible for continual overview of the national and local political, economic and social environment to ensure that changes which may impact on the well-being of Hyndburn residents is factored into the pilot at both strategic and operational levels. The Partnership Board will report regularly to the Hyndburn Health and Well-being Board.

Sitting alongside the Partnership Board will be an Innovation Group. This group's most important function is to develop best practice and drive innovation. The ambition is to make this much more than a partnership group, in fact to be more like a think tank to inspire and test new approaches. The Innovation Group will act as a critical friend to the delivery team.

In addition to formal meetings there will also be visioning sessions, pop up consultation events and creative engagement sessions to ensure that we are involving the wider community - not just services and service users (the engaged), to reach far 'beyond the usual suspects'.

Theme 1: Active Workplaces

Hyndburn has a localised labour market, with 51% having journeys to work of less than 5km (compared to 40% nationally). This may be related to some cultural attitudes, whereby residents with low wages, poor skills and low aspirations will only travel limited distances for employment opportunities. The strongest commuting flow is to and from Blackburn.

We have identified local workplaces as a focus for our Pathfinder bid, as we recognise the impact they can have on motivating and supporting people to be more active. We also note that many of our residents work in the local area, which will enable us to impact on the health & well-being of Pennine Lancashire residents. The Active Lives data shows that 22.8% of employed adults in Hyndburn are inactive, compared to 21.6% across the North West and the national England average of 19.9%. We aim to narrow this gap and also recognise that people who are in work in Hyndburn are more likely to be active, so we aim to build on this positive correlation.

We will invite local workplaces (of varying sizes) to test and develop an approach(s) that can be embedded into Human Resources & Organisational Development policy and practices to support their employees and the wider community to move more. We will also encourage workplaces to focus on providing additional support to employees during major life-course events e.g. new job, new family, retirement and bereavement.

What's different?

- We're not going into workplaces with a standard 'workplace health award' approach or 'doing to them'
- We are resourcing workplaces (up to 10 days) to release a member of their team to be part of a task group, who will work together over a 12-month period
- The pilot lead will guide the task group, but the actions and learning will come from workplaces and their employees
- Workplaces will be encouraged to come together as a network with the common goal of reducing inactivity



What do we think success will look like?

- Employees (and the wider community) are supported to move more!
- We gain new support from business leaders and Human Resources/Organisational Development leaders to promote physical activity as a tool to enhance productivity, reduce absence and to improve overall well-being
- Organisations are motivated to review and update their HR policies and processes to include physical activity promotion & behavior change support
- Workplaces are working together to share their experience and findings, so that we can produce guidance and support for other workplaces to utilise
- We'll have an improved insight into employee's health & well-being at work by using creative engagement techniques
- There will be better connections between the partnership and private business networks
- We will make lots of noise about this pilot through gaining positive marketing exposure and delivering a celebration event for Pennine workplaces to attend

Theme 2: Game Changers

Our Game Changers are the people who inspire, motivate and support others to move more. We want to empower and encourage more people to make a difference to the community they live and/or work in.

Through creative engagement, informal interactions and formal meetings with our community, we have identified the following:

- Many of our clubs and organisations are struggling to attract volunteers and have sustainability challenges
- Members of the community generally don't know how to volunteer, unless they are already involved in another capacity e.g. parents at a scout's group
- Professionals working in the health & well-being sector don't always know what each other are doing and relationships are generally formal, built in a meeting with a set agenda. It is felt that this is preventing people from really understanding how they can work together more effectively for the benefit of the local community
- Connections with other service professionals e.g. hairdressers are limited or non-existent
- There are hundreds of people in Hyndburn who have improved their health & well-being through becoming more active. Some of their stories have been shared, however the impact of campaigns hasn't been as effective as it could be

To address these issues, we aim to:

- Explore ways to enhance and expand existing volunteering pathways
- Support the third sector network to boost sustainability and grow participation
- Bring professionals together to enhance partnership working
- Expand networks, through engaging other service professionals e.g. hairdressers, beauty therapists, taxi drivers and bar and catering teams
- Identify & celebrate local ambassadors for exercise, sport and mental fitness



What's different?

- We will be delivering large-scale 'Creative Engagement' Summit-style events for our community to attend
- Our community networks will determine the test and learn activities that they feel will have the most impact
- A wide range of people will be supported to come together as a community with the common goal of supporting the local community to move more
- We are broadening our networks to include hairdressers, taxi drivers and beauty therapists

What do we think success will look like?

- People are supported to move more!
- More organisations & people are engaged in volunteering
- Partners are working together even more to connect; services, training, activities and volunteering opportunities
- More people champion being Active
- People find it easier to volunteer and to find out how to join in with third sector club activities
- We'll have a better understanding of why people do/don't volunteer using creative engagement techniques

Theme 3: Active Places

We aim to deliver pilots that are owned and delivered with local people from our communities. We believe this will support people into activities because ‘they’re for people like me’. We are going to focus on the great places, people and achievements in each area, such as our wonderful parks, voluntary networks & schools and build on these strengths!

We aim to create positive change by enabling individuals, communities, local non-statutory organisations and the statutory sector to work together. We will strengthen Community networks in three distinct areas of Hyndburn (Accrington Central, Springhill and Great Harwood) and develop relationships that provide caring, mutual help and empowerment, to inspire and support communities in each Pilot Neighbourhood to move more.

We have reviewed the Healthy Life Expectancy of people living in different areas of the borough and have chosen to focus on the two areas with the lowest healthy life expectancy – Accrington Central and Springhill. Both areas have a diverse population and health outcomes are generally much worse than in other areas of the borough and the national average. We have also identified one of our rural areas, Great Harwood due to the health inequalities that exist in this area of the borough and the diverse population mix residing in the town.

As a borough our Active Lives data shows that our population is generally more inactive than in other areas of the Region and Country and is currently 6.6% more inactive than the England average. Inactivity levels are also higher in; areas of deprivation, with our older population, in our male population and in Black and Minority Ethnic communities. The three areas of the borough we have chosen to deliver this pilot with will provide us with an opportunity to test out new ways of working to identify ways to overcome barriers to participation.



What’s different?

- We’re not going into communities with a ‘ready-made’ physical activity projects, based on what ‘we think’ people want
- Our focus will be on partnership building and defining the local vision with each community
- We will build on existing strengths
- A community development worker will aim to provide the right conditions for social action to thrive, but pilot activity will be defined by the interest generated by the community network
- We will use mapping software to plot and analyse individual ‘assets’ which will enable us to make connections and help identify opportunities and gaps and make this available for local people and professionals

What do we think success will look like?

- Our communities move more!
- Local networks are strengthened/created which can be sustained in the long-term
- It’s easier for people to find out about ways to move more
- It’s easier for people to contribute to their local community
- Our pilot communities will share their experience and findings with other communities
- We have improved insight into our communities through using creative engagement techniques
- We will make lots of noise about this pilot through gaining positive marketing exposure and delivering a celebration event for the whole community to attend

Theme 4: Mental Fitness

We will bring together local like-minded agencies and the community to co-design a pilot that incorporates physical activity, alongside therapy and other specialist support as a tool to improve mental health and resilience.

Hyndburn is currently carrying out work with professionals and the general public to communicate the impact that having Adverse Childhood Experiences (ACEs) such as growing up in a home where domestic violence is occurring can affect young people during childhood and in adulthood.

We have spoken to a number of people who have first-hand experience of being in ‘services’. This feedback suggests that there is a need to design and trial, an offer for young people and families which can aim to address to gaps, connect the dots more effectively and provide support to strengthen mental fitness & resilience for people who are most in need.

What’s different?

- We’re not going into our community with a ‘ready-made’ project, based on what ‘we think’ people want
- Our focus will be on working with young people and their families to design a local service to support mental health issues and build resilience
- We are adopting an ACE-informed Approach
- We will use physical activity as part of a holistic service
- We will come together to share resources and build on existing strengths

What do we think success will look like?

- Our communities move more!
- Our communities recognise the positive impact exercise can have on managing mental health issues
- It’s easier for people to access young person/family mental health support
- We will evidence the impact of the service and next steps for scaling-up/sustaining
- We will identify how the service contributes to existing mental health care pathways
- We have improved insight into the needs of our community using creative engagement techniques
- We will make lots of noise about this pilot through gaining positive marketing exposure and delivering a celebration and sharing event for participants and service professionals

Theme 5: An Active Lifestyle Hub for Pennine Lancashire

Building on Blackburn with Darwen’s nationally recognised and evidence based Well-being Service and integrated hub model all six localities are excited to test an approach which builds on our commitment for working together and test the effectiveness of a Pennine wide active lifestyle hub; creating a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and more complex area, tailored with a personal approach to help improve the well-being, physical activity and quality of life for local people.

Name of each workstream included within this submission

We have 5 themes within our Pathfinder bid:

- **Active Workplaces - £39,858**
- **Active Places - £131,216**
- **Game Changers - £112,653**
- **Mental Fitness - £34,500**
- **An Active Lifestyle Hub for Pennine Lancashire - £35, 894**

PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

- Have you used data and insight to identify those people who are most likely to be inactive and where they are
- Have you taken time to understand why people are not engaging in existing physical activity opportunities near them
- Have you considered the different hooks and motivations that may be required to help inactive people
- Do ideas, plans and projects provide something different that could make a difference

How can Physical Activity contribute towards improving Health Outcomes for people in Hyndburn?

In Hyndburn people have worse health and lower life expectancy than the England average, two of the top causes of this difference are heart disease and respiratory disease - conditions that can be improved by increases in physical activity. Levels of health inequalities are also high across Hyndburn - the difference in healthy life expectancy between the least deprived and most deprived wards is 15 years (49.1 in Accrington Central versus 64.1 in Baxenden).

Who is most likely to be inactive?

31.7% of the Hyndburn population are currently deemed to be inactive, 6.6% higher than the England average. The most popular activity for the Hyndburn population is Walking (for health & travel), which is consistent with the regional and national picture. Other common activities include; cycling, swimming, running, gym exercise and fitness classes. Hyndburn's Active Lives survey results also show a number of other trends including;

- Males are more inactive than Females
- People who Volunteer are more likely to be active
- People who are not in work are more likely to be inactive
- People become less active as they get older
- People with a disability or long-term condition are less likely to be active

How will we engage our inactive population?

The partnership is committed to targeting and engaging people who we have been unable to engage in the past. We have gathered the insight from Active Lives and the feedback from our Creative Engagement sessions and the Together an Active Future public-wide consultation that was carried out earlier this year to design our pilots.

We also have an ongoing commitment to involve our community in the design of each test and learn pilot. One of our next steps will be to invite the Hyndburn-based respondents from the Pennine-wide survey to engage in further online and face-to-face sessions. They will also be given the opportunity to become Community Champions. Throughout the pilot we will deliver a wide range of Creative Engagement sessions to co-develop each project and to grow our learning and insight around barriers and motivations to being active. For example, for the Mental Fitness theme we will be coordinating a Creative Engagement event to gain insight into the needs and wants of people. Participation in this event will be gained by reaching out to our community through targeted promotion and general public communications. Following the event, a smaller group of participants will be invited to co-design the service alongside professionals during a residential experience.

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

Our Creative Engagement journey so far

Creating community ownership and buy-in is vital to delivering effective pilot projects. Following training received from Lancaster University, a small team from Hyndburn Leisure has led a number of 'Community Engagement' events in a range of settings to engage with different audiences. We value the involvement of people who are already engaged in support services, but also aim to collaborate and learn from people who we don't currently engage. For this reason, we've set up sessions in a variety of settings. Our most insightful engagement event took place at Wetherspoons Pub in Accrington - the participants at this session provided extremely useful insight and the session provided important learning from the team. Overall the engagement sessions have been found to increase insight into the barriers and opportunities that our communities experience.

Some learning to date

We have engaged with a diverse group of people. During the Wetherspoon's sessions we met with reluctant individuals who regularly spend every morning in Wetherspoon's drinking around 8 - 10 pints to non-drinkers and people who are already very active. The majority of people had one thing in common - they went to Wetherspoon's for the social environment. It was somewhere to go - and although lots of people were sat on their own, the physical environment and the friendly staff prevented them from feeling isolated. This engagement session allowed the participants to engage in open and honest conversations, informing us of life changing events which have now prohibited them from reengaging with physical activity. The session particularly highlighted how communities have changed.



Experience alongside learning from our creative engagement sessions and the Pennine-wide survey has found that people often want to get information from friends and family, which has meant that recruiting Well-being Champions and Peer Mentors is a priority for our partnership. These volunteers will be empowered and supported to engage and consult local people.

Our ongoing commitment to community ownership and engagement

All of our themes will be co-designed with the community. To support this approach further training and development will be delivered to ensure that we maximise the impact. Throughout the pilots we will continue to engage individuals and communities in meaningful discussions about what 'being active' really means to them and harness the experience and ideas of the voluntary sector and partners, in order to build personalised, imaginative and responsive community physical activity pilots that meet people's needs and aspirations. We are keen to learn and create new and innovative models of engagement that target those most in need of our services. Throughout this we will establish regular feedback/communication pathways to partners and communities including community reporting, online (e.g. social media), word of mouth and written updates.

PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider:

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

Our Community

Hyndburn is an authority in Pennine Lancashire that covers 73 square kilometres, has 16 wards, and the number of people per km² is around three times the England and Wales average. From an historic point of view there have been dramatic changes and the pace of future change is liable to increase.

The population in the authority has over recent years been affected by negative migration that is experienced in other authorities in Pennine Lancashire. The authority has a tendency towards a younger population and fewer people of pensionable age than is the average for England and Wales. The ethnic mix is similar to other authorities in Pennine Lancashire predominantly white. The largest minority ethnic group is Pakistani.

Our key health challenges

As a borough our health outcomes for the following are worse than the National Average:

- Rates of Mental Health/Depression
- Obesity (Adults and Children)
- The % of people claiming ESA
- Prevalence of Cardiovascular deaths
- Percentage of children living in low income families
- Inactivity levels (higher for Males than Females)
- Percentage of children age 5 meeting expected development
- Healthy life expectancy
- Percentage of adults living with a long term illness

Health behaviours

In a recent health behaviours questionnaire completed by Hyndburn residents, results showed that more respondents were classed as 'live for todays', and fewer were 'health-conscious realists' when compared to the rest of Lancashire. This suggests that residents are less likely to invest in their future health by adopting positive behaviours such as; being active, eating well, not smoking and drinking in moderation, as they may not believe or recognise the positive affect this could have on their well-being and quality of life.

It is recommended through our local needs assessment that to make improvements to population health, an increased focus should be placed on; Increasing health enabling behaviours and increasing health literacy.

Addressing key health outcomes in our pilot Themes

The focus for our Primary Care Neighbourhood is to turn these negative health outcomes and messages of deprivation into positives. For this reason, we are taking an asset based approach to developing our communities - building on our strengths. We recognise that the people who live our borough to be one of our greatest assets, therefore we've chosen to deliver a 'people-focused' theme to build on and strengthen voluntary networks and to grow and develop partnership with health & social care professionals and other service professionals, including hairdressers and café workers.

We have also reviewed the Healthy Life Expectancy of people living in different areas of the borough and have chosen to focus on the two areas with the lowest healthy life expectancy – Accrington Central and Springhill. Both areas have a diverse population and health outcomes are generally much worse than in other areas of the borough and the national average. We have also identified one of our rural areas, Great Harwood due to the health inequalities that exist in this area of the borough and the diverse population mix residing in the ward.

Hyndburn has a localised labour market, with 51% having journeys to work of less than 5km (compared to 40% nationally). This may be related to some cultural attitudes, whereby residents with low wages, poor skills and low aspirations will only travel limited distances for employment opportunities. Strongest commuting flows are to and from Blackburn.

We have identified local workplaces as a focus for our Pathfinder bid, as we recognise the impact they can have on motivating and supporting people to be more active. We also note that many of our residents work in the local area, which will enable us to impact on the health & well-being of Pennine Lancashire residents.

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider:

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

Creating Community Ownership and 'buy in'

Throughout the pilots we will focus on building on the strengths of our partners, the local community, our environment and the wider-Pennine partnership. Together we have lots of experience of things that have worked well and not so well and we will take the learning from this into the pilot. For example, Hyndburn Leisure delivered an Active Women programme for three years funded by Sport England. During this period, inactivity levels for Women across the borough went from 31.9% (5.2% greater than the England average) to 25.6% (0.8% lower than the England average). This programme successfully engaged participants by focusing on overcoming barriers, working with the community to develop activities and by training and developing local champions to deliver and volunteer at sessions. A smaller, full cost-recovery programme has been sustained, but participation levels have reduced, and the most recent Active Lives survey shows that inactivity levels for Women in Hyndburn has grown back out to 30.3% (4.2% higher than the England average). Learning from the impact of our transition from the funded programme to a sustainable model will be taken into the LDP.

The pilot will test new ways of working, approaches that have been trialed in other areas and creative new ideas developed alongside our community. We will also draw on existing service experience gathered from across the partnership and our shared understanding of the local area.

Throughout the delivery pilot we will work with local people, the voluntary, and community and faith sector (VCFS) and other key partners with local knowledge and/or an enthusiasm to trial new things.

Our test and learn pilots will maximise and celebrate providing service users and the wider community with the conditions and support to influence service design and delivery.

We are uniquely positioned to ensure that local people are at the heart of the service and will genuinely shape delivery. We will build on our track record of community development, co-design and partnership with local people.

Putting people at the heart of everything we do

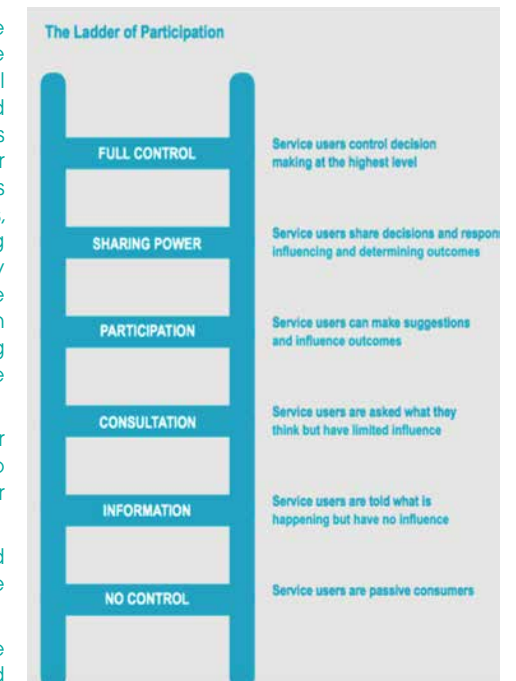
All of our partners bring a wealth of valuable experience in delivering additional local economic, social and environmental benefit. The pilots provide a great opportunity for us to strengthen our combined impact, to further enhance people's lives. Hyndburn has a rich history of collaboration and the public and voluntary sector have successfully worked together on a range of services to improve the health and well-being of the population.

We combine the expertise, skills, innovation and evidence based interventions of a wide range of locally-based organisations. Hence, these pilots will be led and supported by people who really know Hyndburn and are already working together towards building a better future here.

Affecting System Change

Collectively we have extensive existing partnership arrangements with local partners from GP's, VCFS Organisations, to employment support agencies. Together we already add value to what we do through working collaboratively with local delivery partners – academics, local people and organisations who understand cultures and neighbourhoods in Hyndburn and have a detailed knowledge of challenges and opportunities and niche providers of expertise.

Working in a more integrated way with health and social care partners through the recently established Primary Care Neighbourhoods will also bring many benefits and the realisation of this will be a focus for the pilots. They can provide appropriate service marketing and delivery points, champion cultural change by promoting exercise advice and are ideally placed to make brief interventions and give encouragement to access services. They are also important 'touch points' for some of the most vulnerable people in Hyndburn who will attend frequently but have a range of non-medical needs.



PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider:

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

Collaborate to Innovate

Everyone involved in the LDP will be encouraged and supported to think creatively and innovate to achieve improved outcomes. There will be an open-minded approach to testing new approaches where traditional interventions are unsuccessful. Forums for all involved to share experiences and learn from each other will be encouraged, including the use of electronic platforms and social media. We will encourage the use of this approach across and between all partners, stakeholders and communities. Our ethos will be one of mutual learning to develop the best possible outcomes.

Without pre-judging what will evolve from these mechanisms we are confident that the following will be core elements:

- Clear mechanisms built in for local people to influence the service delivery model. Include a wide variety of feedback and engagement methods, including community champions
- Flexibility in reacting and adapting to meeting local demand
- Testing and use of new technologies

The Partnership Board guarantees that the value of our combined organisations and community involvement is brought together in a creative meeting of minds. Under the leadership of Hyndburn Leisure the Partnership Board will set the delivery strategy, monitor performance and provide intra-partner challenge. The Partnership Board will be responsible for continual overview of the national and local political, economic and social environment to ensure that changes which may impact on the well-being of Hyndburn residents is factored into the pilot at both strategic and operational levels. The Partnership Board will report regularly to the Hyndburn Health and Well-being Board.

Sitting alongside the Partnership Board will be an Innovation Group. This group's most important function is to develop best practice and drive innovation. The ambition is to make this much more than a partnership group, in fact to be more like a think tank to inspire and test new approaches. The Innovation Group will also provide continual service oversight and quality assurance through monitoring and evaluation and will act as a critical friend to the delivery team.

In addition to formal meetings there will also be visioning sessions, pop up consultation events and creative engagement sessions to ensure that we are listening to the wider community not just services and service users (the engaged), to reach far 'beyond the usual suspects'.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider:

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can be delivered sustainably

Hyndburn has a rich history of collaboration and the public and voluntary sector have successfully worked together on a range of services to improve the health and well-being of the population. Following a request from the Chair of the Health & Well-being Board 10 months ago, the Together an Active Hyndburn partnership was established. During this time, we have reviewed the challenges faced by our community utilising national and local intelligence and have developed the pilot themes for this project. We have also demonstrated a collaborative approach to; identifying additional opportunities to bring resource into the borough, trialing services for young people with a disability or additional needs and have shared and promoted each other's services.

Collectively we have agreed to:

- Lead by Example
- Build on our strengths
- Create Community ownership
- Put people at the heart of everything we do
- Collaborate & Innovate
- Share & Inspire

All partners are committed to bringing creativity and constructive challenge, as each is a leader in their own field. Together we will test new approaches to improving well-being in Hyndburn, integrating best practice from across the Pennine Lancashire pilot and nationally to create real innovation to engage and support people across Hyndburn to achieve well-being. Partners will be invited to contribute towards one or more of the pathfinder themes based on their expertise, assets and experience of working with the people and communities the theme is aiming to engage.

A key focus of all of our Pathfinder themes is 'Creating Community ownership and building on our strengths'. Therefore, the people in our local community will play a major role in shaping the 'how'.

Our partnership is committed to supporting local people to come together to help improve their lives and solve the problems that are important in their communities. Our strength-based approach will focus on the positive resources and skills that already exist in our 'People' and 'Places'. We aim to strengthen the things that are already working and build on this, such as social networks, rather than targeting a specific health problem. We want to develop an environment where community members and partners are equal partners in designing and delivering services.

Throughout the pilot we will:

- Ensure that the pilot is responsive and builds upon local assets
- Focus on relationship building, community capacity and mobilising people-power
- Empower communities, creating the right conditions required for social action to flourish
- Support communities to develop their collective well-being, as well as that of individuals
- Engage local people and partners in the development and evaluation of services
- Recognise and celebrate the value of the Voluntary, Community and Faith Sector (VCFS)
- Make it easier for people to find information on how to move more!

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider:

- Have you considered the below factors when looking at how to create long lasting change –
 - Policy – local policies and laws, regulations, standards
 - Physical environment – Streets, buildings, outdoor space, transport links etc
 - Organisations and Institutions – schools, health and social care, clubs etc
 - Social environment – relationships, families, social networks etc
 - Individual – motivations, opportunities, needs, behaviours etc

We aim to deliver pilots that are owned and delivered with local people from all of our communities. We believe this will create equity of access and support people into the service because 'it's for people like me'.

Our approach will:

- Build on the existing statistical data, further develop understanding about people's resistance to engage (identify barriers, stigma)
- Use our extensive local links within areas of greatest need to get into 'the cracks' between services (especially focusing on marginalised groups)
- Use the reach of our Partnership to significantly increase awareness of the pilot
- Have 'real' conversations with people (not talking at them) to identify social, cultural and environmental factors affecting their well-being & lifestyle choices.
- Utilise opportunities and places in which to "start the conversation" and change the conversation towards co-design/production. This will enable cultural sensitivity and tailored support so that a greater proportion of our communities can be involved
- Prioritise the development of a strong Volunteer/Community Champions base of local people to share basic information, advice and guidance in communities across a range of settings including; GP Surgeries, pharmacies, pubs, hairdressers, schools etc.

- Develop peer mentors/buddies to share experiences and support/motivate others. This is crucial to overcome suspicion of agencies, professionals and any perceived patronising service delivery and will form part of our work with volunteers and with VCFS organisations.
- Create a number of opportunities to encourage engagement in the design and delivery of this service including; taking pop up 'Move More Lounges' into community settings; building strong online and social media tools; traditional methods of engagement e.g. focus groups

In parallel to these approaches The Partnership Board and Innovation Group will:

- Provide leadership and oversight to a shared intelligence approach which will consider population health profiles and existing care pathways, alongside a range of performance and delivery data
- Create opportunities for local people to feed in and receive feedback from this board, particularly where they have made a contribution

Embedding this twin approach into service design will ensure delivery retains the flexibility to meet particular needs of our communities

PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider:

- Recognising that Sport England's investment will cease, do you understand how the project /change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

The Pathfinder grant will enable us to test a range of approaches that can be replicated for other communities who also experience high levels of deprivation and poor health outcomes. We are working on the basis that by taking into account people's motivations, abilities and limitations as well as other factors, such as; their cultural differences, caring responsibilities, language and disability barriers we will be able to create a more accessible offer for all sections of our community.

We aim to learn how best to combine individual support for people and community development approaches in order to release community capital and create sustained solutions for our community. Our range of test and learn pilots will help us to evidence our impact.

The pilots will enable us to develop a range of resources and learning including:

- Volunteer processes and training
- Workplace HR policy guidance to promote a physically active workplace
- A clear methodology for effective community engagement
- A range of strategic approaches that could be mirrored in other areas

Sustainability will come from the following:

- Embedding approaches learnt into future delivery models
- Training professionals and volunteers across our partnership
- Sustainable community organisations and partnerships
- Focusing on behaviour change, to ensure that we follow a person centred approach to deliver long lasting behaviour change and adherence to an active lifestyle
- Sharing the learning across Pennine Lancashire and nationally and looking for scalable opportunities to 'accelerate'
- We will look to access additional funding for pilots through our new Primary Care Networks for Hyndburn, through our links to strategic partnerships
- Identifying opportunities to generate income to sustain pilots on a 'not-for-profit' basis
- Collaborate with the private sector to secure sponsorship packages

PRINCIPLE 9

Participate in the test and learn approach

Things to consider:

- Do you understand how you will measure the success of a project / initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners / networks with which you will share learning

This Pilot provides an opportunity for Physical Activity to feature more prominently across local Hyndburn Council and Health strategies and policies. It is proposed that the pilot will be associated with making positive contributions to a number of Public Health Outcomes Framework indicators. However, it is recognised that improvements in these outcomes and reductions in health inequalities may take years, even decades. It is also recognised that other local and national public health interventions also impact upon these outcomes and a challenge in delivery will be in being very clear when and how the Pilot's contribution is properly ascribed.

Hence, proxy measures will also be identified for each theme. These indicators will demonstrate how effective the pilot projects are at driving forward improvements, contributing towards a population shift to moving more and improve well-being.

For example, for our Active Places theme, we have set out a clear outcome, objectives and methods for measurement.

Outcome:

- Strengthen Community networks and develop relationships that provide caring, mutual help and empowerment, to inspire and support communities in each Pilot Neighbourhood to move more.

Objectives:

- Social networks - community development workers will spot and broker relationships connecting people in a place as part of our approach. We will use mapping software to plot and analyse individual 'assets' which will enable us to make connections and help identify opportunities and gaps and make this available for local people and professionals.
- Informal networks (can be individuals and organisations) - we will foster informal networks and support their establishment to strengthen capacity
- Formal networks (multiple stakeholders) - we will develop formal networks between local people, agencies and VCF groups to get together on a neighbourhood and thematic basis. Bringing people together will help to build relationships and system understanding. We will support the facilitation of these networks to define priorities using the combined intelligence we all hold and identify and work towards solutions. The areas we take forwards in the pilot will be defined by the interest generated by them (AI and Open Space principles).

Measurement:

- We will know if we have improved social networks by conducting journey maps on a random sample of the participants, developing insight and evaluating the difference the connections have made to individual capacity, confidence, and positive perception of communities.
- We will measure the impact of informal networks by analysing several networks over the life of the pilot and collecting network member feedback through surveys or focus groups.
- We will measure the impact on the formal networks through participant evaluations at key stages of the network development. We will capture the impact and 'result' of the network through case studies focussed on projects resulting from these networks.

Performance Management

The Partnership Board will be the mechanism for reporting performance, highlighting exceptions, addressing issues and implementing changes to pilot plans and operational delivery. One of its most important functions will also be to provide challenge to maximise the health impact and reach of the pilot not solely to accept the pilot is delivering against target but going as far as it can to maximise health and well-being gains.

Sharing our Learning

We will also work together to share learning from our pilots. Collectively, our partnership has a significant reach, with a combined total of over 30,000 interactions with local people every week. This includes over 10,000 face-to-face interactions in a variety of settings, high levels of website and social media interactions, and a range of direct marketing activities.

Expert Marketing leads from across the partnership will work together to ensure that the Pilot is widely recognised across Hyndburn and that public awareness of this exciting project is maximised through effective promotion. We will also work with local communications networks to ensure that key messages and campaigns are reinforced by a wide range of partners including local companies and voluntary sector organisations, who we will encourage to display 'Proud to support' campaign materials.

The Pilot will publicise case studies on local people who have an inspiring 'Move More' journey to share. Individuals featured in the inspiring stories will also be shared on websites, social media and in local community newsletters.

15. Pendle Pathfinder Submission

The following template has been designed to provide clarity to each of the local TaAF delivery networks regarding the information that is required by Together an Active Future and Sport England to assess a Pathfinder plan submission.

This template also provides a structured and consistent format for each planning submission.

Cover Page for Pathfinder Submission	
District:	Pendle
Title/Name of Submission:	Together an Active Pendle
Total Funding Request (£):	£360,831
Named Lead:	Gill Dickson/Clive Escreet
Contact E-mail:	Gill.dickson@pendle.gov.uk
Contact Phone Number:	01282 661361

Guidance for Completion -

- The cover page only needs to be completed once for your local network/district
- There is an Executive Summary section in the cover page for you to provide a summary narrative, however you may provide some additional information in other formats if you wish to. E.g. video, presentation, audio etc.
- For each workstream within your plan, you must complete a separate submission form, provided separately
- Once your submission is ready, please submit as individual attachments in PDF format to team@taaf.co.uk

Executive Summary of Pathfinder Plans

We wanted to ensure that the identification of the themes and areas of focus for Together an Active Pendle (TaAP) were based on data, insight and local knowledge and experience. To do this we have taken a number of key steps to give ourselves the confidence that we were setting off on this journey in the right way and giving ourselves and the people of Pendle the best chance of making a positive difference -

- Undertook desktop research which included analysing Public Health profile data and utilising the data and insight packs provided to use by the TaAF Core Team
- Explored previous insight work across Pendle which has already sought views from both the public and professionals
- Sought the views of the Pendle Health and Well-being Partnership, which includes a number of health and local authority leads as well as leads from education, the voluntary and community and faith sector and leisure
- Held discussions with Primary Care and key GP leads

All of this data and insight analysis started to provide some key information about the challenges that we have in Pendle and where we may be best to focus our attention.

- Pendle is one of the most disadvantaged areas in the country, with high levels of inequality, high levels of childhood poverty, poor attainment rates with low aspirations
- There are a significant number of residents with long term health conditions which are exacerbated by a number of other factors such as inactivity

The TaAP Task Group turned all of this local data, insight and intelligence into a rationale for focusing on two key themes – people with long term health conditions and children living in some of the most deprived Pendle wards.

However, as we explored the theme around children, a slightly different approach began to emerge. We recognised that to solely focus on children was missing the fact that children are part of a bigger family and that it’s often the values and behaviors that exist within that family dynamic, that shape the child’s behavior. This led us to broaden our focus to be on families with a view of this being the best way to reach children.

The following are the workstreams of TaAP that have been agreed based on all of the above:

- Seat to feet - those living with or at risk of long term health conditions in 2 Pendle PCN areas, Pendle East and Pendle West
- Feet to street - families in a neighbourhood setting with a particular focus on those living in the Wards of Bradley, Whitefield, Walverden and Brierfield.



Through the next phase of the Pathfinder, we want to dive deeper into existing insights as well as gaining new insight to really understand the lives and the challenges of the people we want to involve. We want to involve them on a journey where we can use this shared insight and learning to begin to co-design potential suitable approaches that we can test and learn throughout the Pathfinder phase.

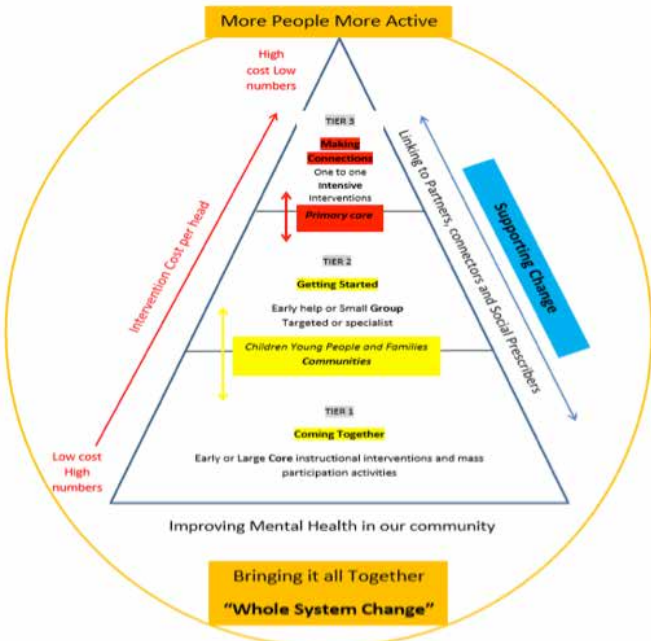
We have a fundamental principle that we are embedding throughout this journey: Supporting Change – to facilitate and influence change at all levels.

Supporting Change to enable systems, processes and mindsets to change is fundamental to our approach and reflects Sport England’s commitment to whole system change. This is an underpinning principle based on a shared vision and commitment to changing how we currently plan, deliver and integrate services and interventions and is something all partners are signed up to in Pendle.

The below details some of the approach that we feel will help us achieve this ambition:

- Making Connections – Working with health professionals and individuals to find out current systems and processes for recording and monitoring physical activity levels amongst those with/ at risk of long term health conditions and audit all the different pathways and gaps in provision and barriers to uptake.
- Getting Started – Understanding what motivates and what barriers different cohorts of people face to get started on their physical activity journey
- Coming Together – Understanding the effectiveness of large group activities and events calendar in the local communities and area, bringing communities together.
- Supporting Change – In line with the TaAF ethos, supporting a culture of change and developing sustainability. This is about working across all levels, looking at systems and influencing policy, decision making and service delivery and opportunities for change at grassroots level too to test assumptions and shape the evolving model.

We have represented this in the model below which is how we envisage applying this and testing throughout our approach.



Name of each workstream included within this submission	• Seat to feet - Target those living with or at risk of long term health conditions in the 2 Pendle PCN areas, Pendle East and Pendle West. • Feet to street - Target families in a neighbourhood setting with a particular focus on those living in the Wards of Bradley, Whitefield, Walverden and Brierfield. • An Active Lifestyle Hub for Pennine Lancashire
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Workstreams Summary

As outlines above, our target areas are -

- those living with or at risk of long term health conditions in 2 Pendle PCN areas, Pendle East and Pendle West
- families in a neighbourhood setting with a particular focus on those living in the Wards of Bradley, Whitefield, Walverden and Brierfield.

As part of embracing a different approach in helping understand what it is we want to achieve with this opportunity, we filmed a presentation that was provided by 2 of the TaAP leads to a small number of interested people. To push ourselves to do this differently (and hopefully interestingly and effectively), we applied some of the learning from Creative Engagement in how we approached this, even though it was very different to anything we'd done before.



- An Active Lifestyle Hub for Pennine Lancashire

Building on Blackburn with Darwen’s nationally recognised and evidence based Well-being Service and integrated hub model all six localities are excited to test an approach which builds on our commitment for working together and test the effectiveness of a Pennine wide active lifestyle hub; creating a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and more complex area, tailored with a personal approach to help improve the well-being, physical activity and quality of life for local people.

Timeline/Milestone Plan

Together an Active Pendle key milestones

Phase 1 (Oct- March 2020)

- Draw down Phase 1 funding – Oct 19
- Appoint / secondment 0.6 Programme Manager – Oct 2019 (to commence Nov 19)
- Appoint Community Research expert – Oct 29
- Appoint Arts leads – Oct 19
- Insight & Research co-designed – Dec / Jan 20
- Community researchers identified and trained – Dec 19
- Research & engagement delivered – Jan / Mar 20
- Small number of Test & Learn opportunities identified, co-designed by residents and partners – Jan / Feb 20
- Providers identified for Test and Learn pilots – Feb 20
- Test and learn commences – Mar 20
- Insight findings compiled – Mar / Apr 20
- Appoint/ secondment FTE Project Officer – Mar 20 (to commence Apr 20)
- Quarterly reports to Pendle Health & Well-being Partnership – Dec 19 onwards

Phase 2 (Apr 20- Mar 21)

- Draw down Phase 2 funding – Apr 20
- Test and learn projects identified from Insight findings – Apr / May 20
- Test and Learn programme co-designed and developed by residents and partners – Apr 20 onwards
- Providers identified for Test and Learn programme – May 20 onwards
- Existing infrastructure and referral systems mapped – Mar 20
- System change opportunities identified and progressed – Apr 20 onwards
- Quarterly reports to Pendle Health & Well-being Partnership – Mar 20 onwards

FINANCIAL REQUIREMENT	NB: Note from TaAF Core Team - For ease of viewing and to retain financial breakdown in the format it has been submitted, please find them on the excel spreadsheets attached.
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PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

- Have you used data and insight to identify those people who are most likely to be inactive and where they are
- Have you taken time to understand why people are not engaging in existing physical activity opportunities near them
- Have you considered the different hooks and motivations that may be required to help inactive people
- Do ideas, plans and projects provide something different that could make a difference

As outlined in the executive summary, we have taken time in our initial engagement and insight phase to identify the right workstreams that could help us reach and involved people who may be likely to be inactive. We have accessed existing public health data, demographic info and insight from recent general public consultations, as well local intelligence and expertise, to help shape where we wanted to go.

The Pendle Health Profile, published by Public Health England, reveals that the health of people in the area is generally worse than the England average. Overall Pendle has a much lower life expectancy than the national average and health outcomes are poor. A significantly higher proportion of the population suffer from limiting or long term illnesses (21%) compared to the national average of 17%. 51 deaths are estimated to be prevented per year if 75% of the population aged 40 – 79 were engaged in the recommended levels of physical activity. 35.2% of adults (16+) are inactive in Pendle, compared to the national average of 27.7%. (Sport England).

Using the insight gained from health data and discussions with GPs, we have highlighted **Making Connections and Getting Started** to help us consider what needs to change at all levels to enable and motivate those experiencing or at risk of certain long term health conditions (feedback from Primary Care and public health data shows these are heart disease, mental health, type 2 diabetes and obesity) to start their activity journey.

We know childhood poverty is an increasing issue for Pendle. A recent study by Loughborough University places Pendle 9th out of the top 20 local authorities with highest levels of child poverty across the UK (after housing costs); with 44.7% (10,293) children in poverty in 2017/18. The

Three wards with the highest levels of childhood poverty are Bradley, Whitefield and Walverden. Pendle also experiences poor educational attainment. Pendle has the lowest attainment rate in Lancashire, with the lowest attainment rates experienced in Coates, Clover Hill, Brierfield, Earby and Waterside. Brierfield has the 2nd highest overall absence from school rate across Lancashire.

The prevalence of childhood obesity in Pendle is greater than the national average, with 22.2% of Year 6 children classified as obese. This is the second highest prevalence across Pennine Lancashire. Bradley has the highest year 6 childhood obesity rate with Brierfield, Walverden and Whitefield not far behind. Brierfield has a relatively low reception childhood obesity rate but the Year 6 obesity level is the 2nd highest.

We're interested in finding out what needs to change to enable and support neighbourhoods to **Come Together** to support and motivate each other on their physical activity journey in the hope that this leads to longer term generational change.

We are targeting very specific areas which will make it easier for us directly involve the people within these Primary Care Neighborhoods and living in these wards and bring them on the journey with us, to help understand what needs to happen for them to help be more active.

We want to spend a lot of time with them to really understand the barriers and potential hooks and motivators that may help them become more active.

By having people involved from the start, we will rely on them helping us understand what needs to be different to make a difference and then working with us to help turn that into a reality for them.

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

Over recent years, Pendle has been asking the public for their views and ideas on a number of different matters related to physical activity. Whether it was asking them to help shape the physical activity strategy that was launched in early 2019 or asking them to have their say on existing leisure provision, it was important to us that we used this valuable learning as part of our insight phase. There has also been views and ideas sought specifically related to TaAP in recent months. A summary of the involvement local people have had to date includes:

- Involvement of the general public in the development of a Pendle wide Physical Activity Strategy, developed at the request of Pendle Council in conjunction with Health and Well-being Board and partners (who provide the governance to TaAP) – This strategy provides a fantastic platform for the delivery of this plan as part of the bigger picture
- Consultation with the public with regards to the leisure provision across Pendle – this includes asking for views relating to the Up and Active service currently being provided
- Four creative engagement events specifically relating to Together an Active Pendle which included engagement in market places (see pics below) and a week-long engagement approach with the Trawden community (see pictures below)
- The Together an Active Future online survey which was completed by a large number of Pendle residents

This was obviously before people arrived, after which we were too busy to take a photo as there were lots of people there!



Whilst at a high level, this reflects our ambition to use a different approach in how we involve the people who live in Pendle, going to the places they live, work and shop and asking them for their views to help shape our approach.

We recognise that the insight gained so far, whilst helping us understand some of the areas we may need to focus on, was aimed at the general public and didn't target specific groups or people to learn about their specific and particular challenges and ideas.

As we progress, we will test the findings from this research amongst the identified target groups, as well as undertake research specifically about them and their lives, to help understand specifically what needs to happen to support them in changing how active they are. This will help inform potential test and learn pilots that they will be asked to design / co-design with the right support and partnerships.

A key element of how we will ensure local people are at the heart of everything we do is how we will be providing the skills and opportunity for people within local communities to undertake their own local research. Please see design principle 3 for more information on this.

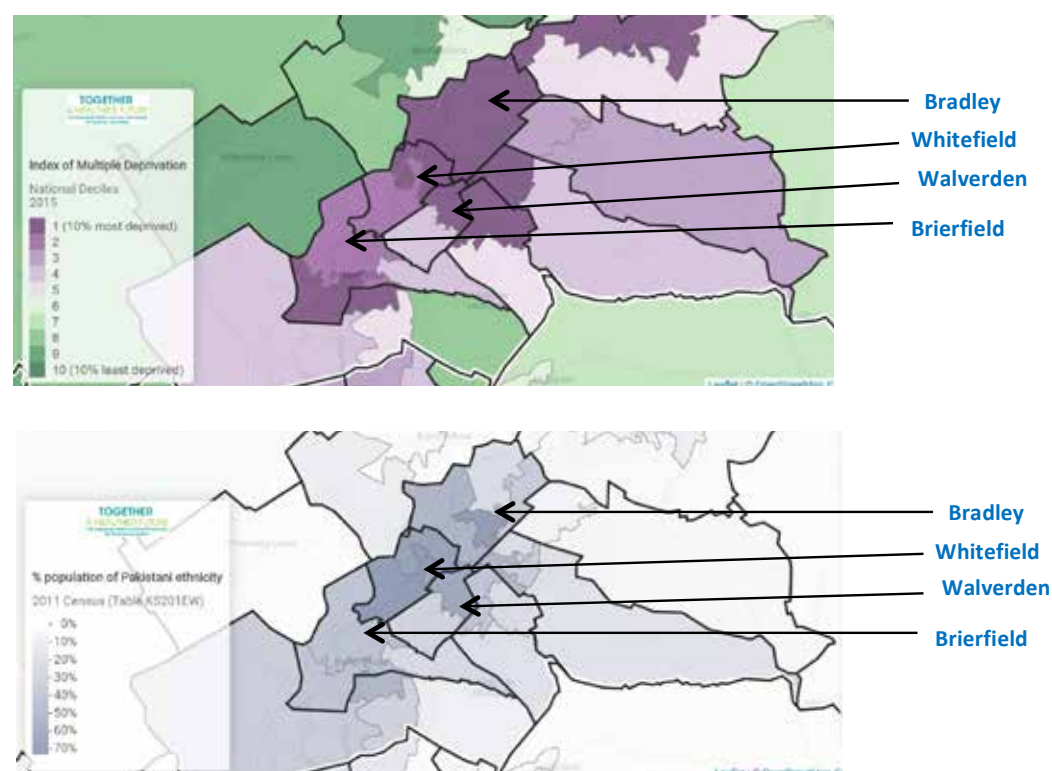
PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

As people who have lived and working in Pendle for a long time, we have a really good understanding of the makeup of local communities. We have utilised the health profile and demographic information provided alongside our local knowledge in considering where we should focus.



As can be seen from the above, all 4 of our chosen wards have a high level of deprivation compared to national averages and each one also has a high Pakistani population compared to national averages. Recognising this there are a number of ways in which we intend to ensure that our approach and the people involved are representative of the places we're targeting.

The Pendle Health and Well-being Partnership is a good example of a representative group from a wide range of backgrounds, cultures and places, all with a shared passion of providing the best opportunities for the people in Pendle. As this group will provide the governance and decision making on TaAP, it will help us ensure that we are delivering something that reflects the diversity of Pendle.

Another element that we feel is fundamental to how we will consider our local diversity is also something we're really excited about doing. We intend to bring in community research experts whose role will be to identify people, both those living in the identified wards and those with experience with long term health conditions, that could be trained up to be researchers with a view to then supporting those people to develop the skills and confidence to undertake research themselves; this could be in developing surveys, creative approaches to engagement and thinking differently about how to bring people on a journey.

We feel that this is a vital element in how we involve the people across Pendle directly and meaningfully. By supporting them to become their own researchers, we're placing those at the heart of our communities at the heart of our approach, harnessing their local passion, knowledge and influence to help involve their colleagues, friends and families.

We have a dynamic, emerging Arts presence in Pendle which is proving to have great links into lots of people and places across Pendle and we intend to work alongside them to help us learn how to engage creatively and draw upon their established links and relationships with our communities.

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

As stated earlier in design principle one, we have ensured that we are using the information and insight that our population have been giving to us over recent months and years. People have already been telling us about some of the things that need to be different and this is rich insight we can use as a basis to engage with the people and areas we are targeting.

We have worked hard in Pendle over recent years to improve how physically active people are and so have examples of things that have worked, things that worked to some degree and things that haven't worked. These provide us with valuable learning to apply as we develop our plans.

We recognised from the start, that our approach to involving people needs to be different. We are used to asking people for their views and ideas and then taking those away and turning them into plans for change ourselves. However this often loses something in translation and we have seen examples where we did what we thought was needed based on insight, only to find out it didn't achieve what we expected and needed it to.

Our approach to using creative engagement, skilling up people in local communities who can lead research themselves with the people they live and work and that fact that we are embedding an underlying principle of facilitating and influence change at all levels are all examples of how we know we can and should do things differently, to reach those we haven't reached before.

As we move into the exciting phase of working with people to turn ideas into things we can test out and learn from, we will continue to develop our understanding of what needs to be different.

PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

We want to be bold and courageous and try new ways of working. And we will do this once we have a more in-depth knowledge of barriers and motivating factors for the particular groups in our two workstreams. Through the insight work and the involvement of local people we will test different assumptions and approaches that affect both behaviour change and system change. These could include testing assumptions about the role of faith/ culture/ lived experience or it could be exploring the role of technology in motivating behaviour change. We're aware that some approaches may be contentious but it's an opportunity to embrace these challenges and push us beyond our comfort zones and mindsets.

We want to access creative support to ensure engagement for both the insight and delivery pilots is as creative and imaginative as possible, as we feel this is one of the key elements of involving people that may not usually be involved in this type of opportunity. Guided by a local Arts organisation embedded in the community, we want to encourage different perspectives to be able to challenge conventional thinking at all levels.

As can be seen in our introductory video, we are pushing ourselves to embrace different approaches and do things that we wouldn't normally do. The idea of using interactive activities, video and visual aids is not something we would have done before when delivering a presentation. But we wanted to do something that helped people feel what this is about, as well as see it and hear it. We're on a learning journey and it sometimes feels uncomfortable, but that's one way of measuring whether this is different.

The Pendle Health and Well-being Partnership are being really supportive and encouraging in this regard. They recognise that this is an opportunity we've never had before and that a traditional approach, particularly a public sector one, is unlikely to make a difference long term. They equally know the population really well, as they are Pendle's GP's, nurses, head teachers, volunteers, and so are able to consider this from that angle and see the value that this can bring to the people they care passionately about.

As part of the TaAF Community of Learning, we have a chance to come together with the other TaAF locality leads across Pennine Lancashire as well as the TaAF Core team and test out ideas and learn from each other. This is proving invaluable when it comes to being given the confidence and go ahead to push ourselves and take a risk.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can delivered sustainably

Partners have come together in this initial phase to share ideas and insights. These include Pendle Borough Council, Pendle Leisure Trust, Community Sports Representatives, Patient Representative, PCN's, BPRCVS, Newground and School Sports Partnership Representative.

Its vital we have an effective representative partnership group who can help steer this work, but equally if not more importantly as we move into this next phase is that we start to empower and support the people this is aimed at to become the local leads for this; from gathering insight and learning, to influencing local people and organisations, to designing and testing local solutions as they emerge and evolve.

Going forward we recognise that we need specialist input and resources to guide the next insight and engagement phase and we'll be appointing local providers with expertise, knowledge and skills in community research to deliver this work.

We want partners to be involved in this work for the right reasons. We understand there is a challenge for a number of organisations out there to generate income and equally we know this is a challenging time as services and projects face funding cuts. We need to work out a way where we support each other to ensure that we are able to continue this work, once the funding from Sport England ceases. This can only happen if we look to strengthen existing partnerships and build new ones that can explore the best way of delivering together, providing something greater than the sum of its parts. This will be a challenge but one we know we need to take on. We have started exploring this challenge with Lancaster University to seek some expert help and hope to continue to do so going forwards.

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider

- Have you considered the below factors when looking at how to create long lasting change –
- Policy – local policies and laws, regulations, standards
- Physical environment – Streets, buildings, outdoor space, transport links etc
- Organisations and Institutions – schools, health and social care, clubs etc
- Social environment – relationships, families, social networks etc
- Individual – motivations, opportunities, needs, behaviours etc

As outlined in our executive summary, we have an agreed underlying principle which we will hold ourselves and our partnerships to account for.

Supporting Change – To facilitate and influence change at all levels.

Our ability to be able to do this is greatly enhanced by the fact that our Pendle locality leads and task group retain their existing roles within some of the key strategic organisations within Pendle. This means that we have the ability and opportunity to influence local authorities, leisure leads, Primary Care and others when it comes to refining process, practice and policy.

Throughout Pendle's programme, we'll be investigating how the system at all levels can be changed to affect maximum impact and change. This can be about unlocking individual barriers, removing bureaucracy, addressing policy and integrating it all into a whole system change model. This will be a key responsibility of the appointed Programme Manager who will be tasked to oversee to identify key partners and influencers that can help us:

- Influence planning to support infrastructure conducive for health and well-being
- Assess training and development needs of elected members to be advocates for health at community and strategic level
- Embed physical activity as a key priority amongst frontline staff across the healthcare system
- Influence local leaders across all partner organisations to lobby for high level change

The Health and Well-being Partnership have embraced their role in using the learning and evidence from this work with a view to influencing their colleagues, teams and organisations to make changes at a strategic level.

As we move into the test and learn phase and start to identify local leads and partnerships for specific pieces of work, we will ask that they demonstrate these very same design principles in their own plans so that we have a consistency in approach running throughout our plans.

PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider

- Recognising that Sport England's investment will cease, do you understand how the project/change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the t transition from Sport England investment to a model that is self-sustaining

We believe changing policy and systems is key for sustainable, long term change. It's not necessarily about increasing the physical activity offer; its more about diversifying existing provision (based on insight findings), maximising what we already have and being more creative in how we plan, integrate and deliver interventions. It's a way of thinking that challenges conventional approaches.

As stated in design principle 7 the role of the Programme Manager will be to identify key leads and influencers who can help us understand what needs to happen to influence process and system change that can create the platform for proven physical activity initiatives (based on test and learn) to be mainstreamed.

In Phase 2 it is anticipated that, along with continued insight, communities will be supported to support themselves, providing them with the tools, resources and skills to take ownership of the interventions in the longer term. This can be seen in our intention to provide the sills and opportunities to local people to become researchers in their own community, potentially creating a team of people who could do more of this in the future.

We will keep the TaAP team as small as possible with a view to a key aspect of any roles being about identifying the existing capacity and skills that could be harnessed and brought in to support this work. Any recruitment / secondment will be on a fixed term basis with a clear expectation of creating a transition plan to reflect how these roles will no longer be needed following the initial agreement.

PRINCIPLE 9

Participate in the test and learn approach

Things to consider

- Do you understand how you will measure the success of a project / initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners / networks with which you will share learning

The success of this next phase will be in the development and measurement of small scale test and learn pilots based on hyper-local knowledge and understanding of the needs of the identified priority groups. Throughout this stage we intend to be dynamic and flexible in how we evaluate the initial test and learn pilots. This will be with a view to:

- Developing a much deeper understanding of the challenges, barriers and opportunities for each of the target groups within Pendle’s workstreams, providing a platform of insight to work from
- Identifying people in target groups to subsequently codesign and test ideas with
- Working with local providers and organisations to retain skills, knowledge and spend within the local area
- Working with a research lead to ensure learning and research findings are fed into the programme at every opportunity

Any emerging test and learn pilots will be monitored in line with the overall TaAF approach to evaluation, which will include expert input from Lancaster University, where appropriate, as well utilising a specific developed local evaluation tool which enables local and dynamic evaluation . There are also existing ways in which we will measure and capture data and information which can support evaluation, such as the existing Up and Active platform and website.

As part of the TaAF Community of Learning as well as the larger Sport England Community of Learning, we have enjoyed the opportunity to share our learning so far and to seek advice and support from others. We look forward to continuing to do this as part of Together an Active Pendle journey.

16. Ribble Valley Pathfinder Submission

Cover Page for Pathfinder Submission	
District:	Ribble Valley
Title/Name of Submission:	Together an Active Ribble Valley
Total Funding Request (£):	£22,292
	£200,630 (in principle request)
	Total £222, 922
Named Lead:	Mark Beveridge/Tracy Balko
Contact E-mail:	mark.beveridge@ribblevalley.gov.uk
Contact Phone Number:	01200 414479

Executive Summary of Pathfinder Plans

As a locality we are committed to Together an Active Future (TaAF) and are excited to have the opportunity to do something different for our residents. It is fair to reflect that we are not as far along the TaAF journey as the other five localities. There are a number of reasons for this including the geography of the borough, the rurality and wide spread community clusters. We want to take our time to speak to as many residents and organisations as we can to really understand the true reasons why some people aren’t as active as others and how their ideas can shape things going forward.

With the support from TaAF and our participation in the creative engagement training we have already started on our engagement journey which we will be continuing over the next few months. Using our new creative engagement skills which we’ve built on with an additional day at the Imagination Lab at Lancaster University and the help of Prof. Leon Cruickshank, we’ve designed events to engage with a Pre Diabetes group in Whalley and a number of parents and families at a local high school parents evening. In addition to these there have been engagement and insight events through GPs and practice nurses, talking to the local Parkrun participants and analysing the feedback from the online survey.

So far our insight is showing the following 4 emerging work streams

- Mental health
- Rural isolation
- Aging population
- Deprived neighbourhoods

We are interested to explore these more to help to identify where test and learn pilots are best placed to try different approaches to tackle these issues and cohorts.

The TaAF community of learning events have been really helpful to understand the value of the nine design principles and to see how others have embraced these through their own planning and engagement process. This has given us confidence to continue the conversations we’ve started, to bring people along the journey with us, letting them shape its direction and to see where it takes us. This will take a little more time and whilst we are not ready to submit our full Pathfinder plan we are requesting an ‘in principle’ agreement for the funding allocation which can be drawn down on the submission of our detailed plans as soon as we understand our work streams more and have developed proposals with people who will gain from their involvement.

Our final theme is An Active Lifestyle Hub for Pennine Lancashire

Building on Blackburn with Darwen’s nationally recognised and evidence based Wellbeing Service and integrated hub model, all six localities are excited to test an approach which builds on our commitment for working together and tests the effectiveness of a Pennine wide active lifestyle hub. This can create a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and more complex area, tailored with a personal approach to help improve the wellbeing, physical activity and quality of life for local people.

17. Rossendale Pathfinder Submission

The following template has been designed to provide clarity to each of the local TaAF delivery networks regarding the information that is required by Together an Active Future and Sport England to assess a Pathfinder plan submission.

This template also provides a structured and consistent format for each planning submission.

Guidance for Completion –

- The cover page only needs to be completed once for your local network/district
- There is an Executive Summary section in the cover page for you to provide a summary narrative, however you may provide some additional information in other formats if you wish to. E.g. video, presentation, audio etc.
- For each workstream within your plan, you must complete a separate submission form, provided separately
- Once your submission is ready, please submit as individual attachments in PDF format to team@taaf.co.uk

Cover Page for Pathfinder Submission	
District:	Rossendale
Title/Name of Submission:	Active Rossendale
Total Funding Request (£):	£338,161
Named Lead:	Phill Holden
Contact E-mail:	Phillip.holden@rltrust.co.uk

Executive Summary of Pathfinder Plans

Over the summer months Rossendale Leisure Trust along with the Health and Well-being Partnership have been leading the development of the Rossendale plan for the Sport England Together an Active Future pilot. One of the first problems we came across was making sure we understand what has been done before and how we can shape the pilot for the future. To co-ordinate the process we set up a subgroup with key stakeholders that have a vast understanding and knowledge of projects that have happened in Rossendale. This subgroup included an officer from the Council’s communities team, the local commissioning manager from East Lancashire CCG and a development officer from CVS. The members of the subgroup are also well connected with services and the end user. With help from the subgroup and their connections we held many consultations and creative engagement events with third party organisations, community groups, residents, G.P’s, councillors, plus many other partners and professionals within the borough. Overall, we have conducted 12 engagement events and met with many local organisations.

Alongside the consultation work with individuals and people from Rossendale, we carefully assessed public health and economic data, our population survey with over 1000 responses, and other information provided by TaAF in the Rossendale locality pack.

The insight, consultations and creative engagement events indicated that it isn’t the lack of activities within the borough that is leading to inactivity. The insight centered around the lack of knowledge/marketing of activities; a lack of affordable activities for the whole family to enjoy together; the cost of activities; and lack of self-confidence as contributing factors.

Building on the consultation, and insight gained from the public health data, population survey, the Rossendale sub-group have identified three workstreams.

In summary – our proposal is to use creative engagement, training and education and campaigns to influence the approach and behavior of inactive people, organisations and our active population. Those organisations and existing cohort of active people will in turn will reach out and connect with their inactive friends, family, colleagues and connections on a “come with me” basis to support them into a more active lifestyle. (See attached slides)

Here’s a link to a video explanation of the journey so far: <https://youtu.be/IKc0wxsmC5Y>

Reaching People

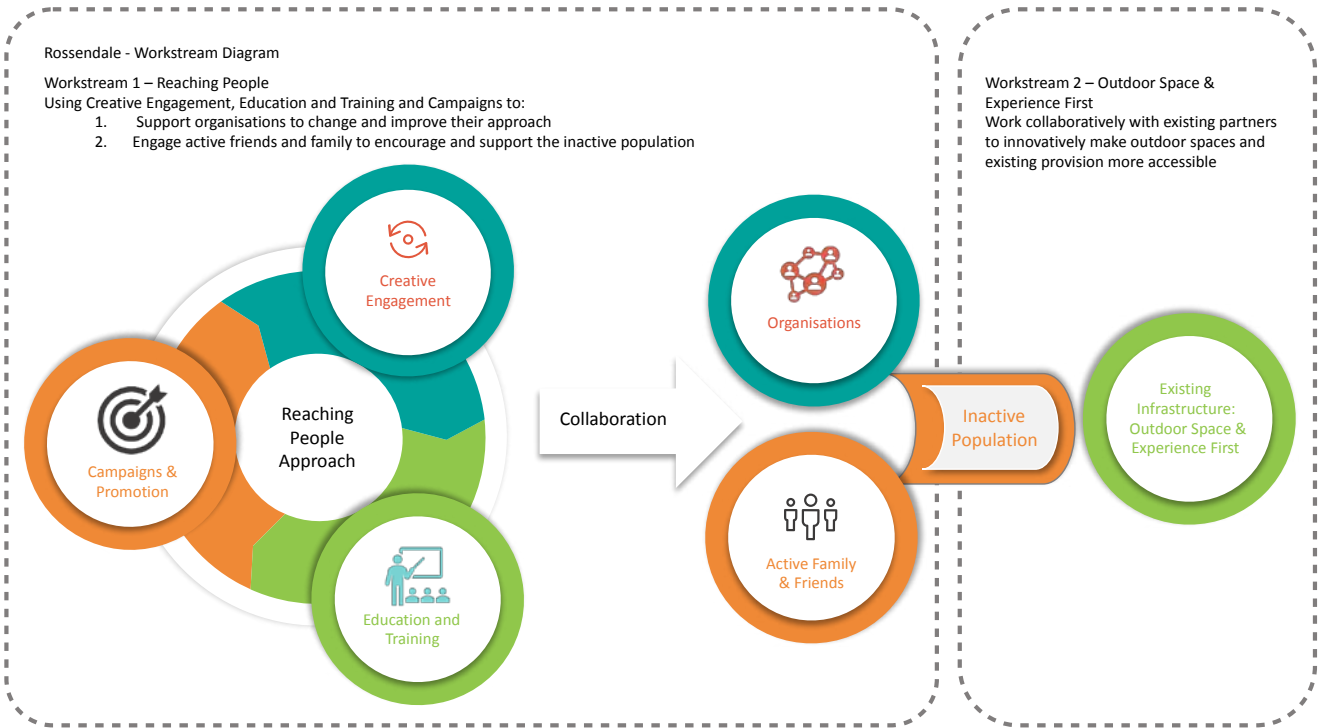
- To educate and coach people from third party organisations, small businesses, clubs, groups and individuals in Rossendale on effective ways to raise awareness of their activities.
- Develop collaborative approaches and work with groups of people and organisations to share information about opportunities to be active.
- Develop methodology and a campaign to engage those people in the community who are currently active and encourage them to reach out to, motivate and support inactive friends/family/colleagues to be more active.

Outdoor Space and Experience First

- To break down barriers for people wanting to become more active but haven’t made the first step.
- Work collaboratively with partners to provide opportunities for everybody to gain knowledge of and experience, who, what and where physical activity is provided.
- Using outdoor spaces in creative ways to give new opportunities for individuals, families, care professionals and many more to become active. Including working through local people to explore how we can make local walks and cycleways more accessible and engaging for different audiences through infrastructure improvements (benches, family activities on the route, and tech-based challenges), mapping of local walks from high traffic community spaces.

An Active Lifestyle Hub for Pennine Lancashire

Building on Blackburn with Darwen’s nationally recognised and evidence based Well-being Service and integrated hub model all six localities are excited to test an approach which builds on our commitment for working together and test the effectiveness of a Pennine wide active lifestyle hub; creating a simple, single entry point for public and professionals alike and allowing service provision to develop a shared way of working across a much wider geographic and more complex area, tailored with a personal approach to help improve the well-being, physical activity and quality of life for local people.



Name of each workstream included within this submission

Reaching People
Outdoor Space and Experience First
East Lancashire Active Lifestyle Service (information provided in the BwD pathfinder submission as this is a collaborative project)

FINANCIAL REQUIREMENT

Our financial plan includes a strategic lead on a sliding scale over a 4-year period from 3 days to 1 day. This is to help build a sustainability mindset when developing our pilot and projects. Each project will have its own staffing resource built into the specific project.

NB: Note from TaAF Core Team - For ease of viewing and to retain the milestone plan and financial breakdown in the formats they have been submitted, please find them on the excel spreadsheets attached.

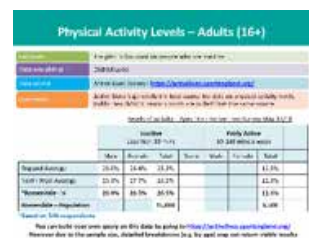
PRINCIPLE 1

Demonstrate how ideas, plans and projects will help inactive people

Things to consider:

- Have you used data and insight to identify those people who are most likely to be inactive and where they are
- Have you taken time to understand why people are not engaging in existing physical activity opportunities near them
- Have you considered the different hooks and motivations that may be required to help inactive people
- Do ideas, plans and projects provide something different that could make a difference

The ideas and plans from this workstream have come out of the insights from the pathfinder phase. The insight has been taken from Sport England Data, East Lancashire CCG data, Public Health, online surveys, creative engagement workshops within the community and local knowledge within Rossendale.



1

From the Sport England Active Lives Survey, we know that 26.5% of people are inactive in Rossendale which is worse than the national average but the same across the North West of England.



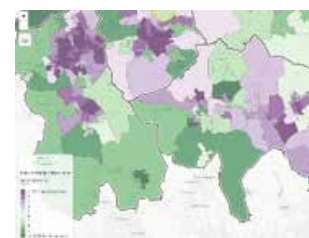
2

We know that 66.8% of adults in Rossendale are overweight or obese compared to 64.3% in the North West and 62% Nationally according to the Public Health Excess Weight in Adult figures.



3

Life expectancy in Rossendale is worse than the national average.



4

If we overlay this information on a map of Rossendale we start to get an indication of areas with high deprivation, mental health issues and obesity, we can assume these are the high areas of inactivity.

Once we understood this data we went out to creatively engage with the community to understand more about the local area, from asking questions like 'What helps people become more active in the local area?' and 'What would help you become more active?' gave us local insight into developing our work streams based on the answers we received back. By understanding the local demographics and insights it gives us an opportunity to co-create projects with the community.

Our insight and engagement highlighted that people are more likely to take up walking, jogging, cycling. We also know that the incentive for them to start physical activity would be free activities, someone to get me started and more information about activities.

Our reaching people workstream is designed to support and encourage organisations and our existing active population to focus more energy and interest in supporting inactive people and will provide training, education and campaigns to support them.

Our second workstream aims to make outdoor spaces such as walking routes, cycleways and parks more accessible and engaging to support that first step aligned with the activities people are most likely to start. We'll also work with partners to create easier access for people into existing activities and infrastructure such as facilities, sports clubs, community groups.

The East Lancashire Active Service workstream is our chance to work with an existing scheme that stands alone with in the community and embed the service within a clinical setting whilst making the service sustainable for long term benefit to the service user.

PRINCIPLE 2

Demonstrate involvement of local people in gaining insight and building solutions

Things to consider:

- What steps have you taken to ensure there are plenty of opportunities for local people to get involved and be heard
- How have local people helped you to identify the things that need to happen
- How much ownership of design and delivery will be handed over to local people who live in the place where a solution is needed
- How do you intend to ensure that local people inform the evaluation of the solutions to help determine its success
- Does your idea/project have people at its heart

The first step in Rossendale's pilot journey was to form a subgroup from third party organisations who are 'local experts' within the borough that all have great connections and experience of funded projects. This was to enable us to sense check, understand insights and push the boundaries for the pilot. From this we attended as many community meetings as possible. We held our own creative engagement workshops at community hubs, community events, council chambers, churches, leisure centres, social housing and places that are in the heart of the community. We also held creative engagement events with third party organisations, community groups, residents, G.P's, councillors, plus many other partners and professionals within the borough. Overall, we have conducted 12 engagement events and met with many local organisations.

We surveyed over 1000 people in Rossendale via several social media channels, the survey was centered around gaining information about the reasons why people are inactive and what could be done to help them become active. We also hosted many creative engagement sessions with various existing groups in the community, for a placed based insight into inactivity and what they felt could help them become active.

The Rossendale pilot aims to include local people throughout its journey, co-design and creative engagement is at the core of what the pilot and workstreams are setting out to do. For each of our workstreams we will create subgroups and partnerships to look at individual projects. For example, we will engage with local walking groups, rambling associations, walk leaders and others to identify the best ways to make walking in Rossendale more accessible and engaging.

Our ambition is to work through these community based partnerships and existing organisations rather than having an employed staff member that works on every project. Our entire project is designed to wrap support around inactive people as we know that everyone is different, and connections with organisations, family and friends that they already underpin our proposal.

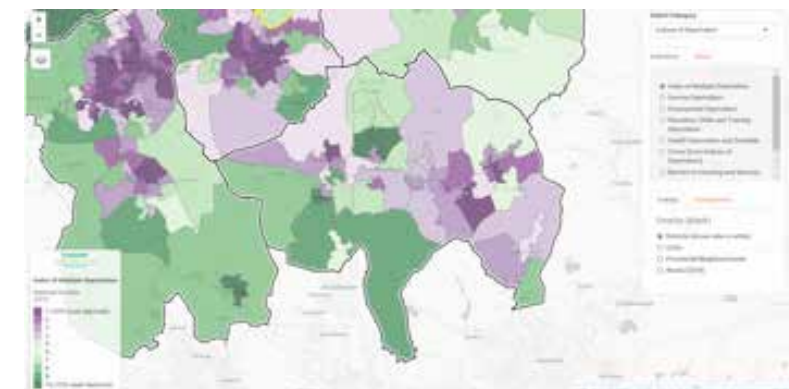
PRINCIPLE 3

Demonstrate consideration of the diversity of the local community

Things to consider:

- Do you have a good understanding of the make-up of your local communities
- Do you have hyper local demographic data to identify potential areas of focus
- Are there particular groups of people within your community for which physical activity is a particular challenge
- Do you intend to target a specific group of people based on demographics
- Is the make-up of your team / group / leads representative of the community you want to work with

The data from professional bodies, such as Sport England, has been used to give us a better understanding of the population, health issues and trends of activity levels nationally and locally. Within the data, we found pockets with similar obesity, depression and deprivation levels spread across Rossendale. Using this insight, we made the decision to make our workstreams broad so that they would impact right across our locality. We also understand that hyper local targeting will be needed to engage with the ethnic diversity of Rossendale and we recognise the differing challenges and cultural responses to activity from the different communities.



As we begin to develop projects within the workstreams, we are confident that the team for each project will be representative of the correct demographic as the process will be co-designed with the community.

PRINCIPLE 4

Demonstrate an understanding of what needs to be different to make a difference

Things to consider:

- Is there something that's working now (or has in the past) that could have a major impact if changed or improved
- Have you used insight from local people about what opportunities for physical activity there are now and what could be changed to improve how they engage with these
- Have you given time to learning from physical activity initiatives and projects that haven't worked and understood the reasons why

Our local insight is a key driver for understanding what needs to be different to make a difference. This involves public surveys, creative engagement workshops and speaking with third party organisations in Rossendale. As an example from an online survey of over 1000 participants, we know that the inactive participants when asked 'what is the activity you are more likely to do in the future?' are more likely to take up walking, jogging, cycling as the top 3 activities. However, we have learned that many local people feel that someone to get them started, someone to go with, more information about activities and free/low cost activities are key motivators for people.

This data is influencing our workstreams in Rossendale. Now we have begun to understand what barriers people have to be active, we are starting to understand what needs to be different. We don't need more activities, but it is the "how" we connect with people, and how they connect to activity that is important. Through our connections with local people and organisations we've been able to identify projects that have been successful and projects that have failed, we know that there's been thousands of pounds has been invested into a volunteer minibus scheme that struggled to be sustainable.

Our reaching people approach has key differences from things that have been done before:

- 1 Using creative engagement techniques rather than standard surveys and consultation events
- 2 Educating small community organisations to promote their activities in new ways
- 3 Using place-based insight to inform promotional strategies and campaigns has not been the norm in Rossendale
- 4 By collaborating with, and campaigning to the existing active population, this will be an indirect innovative approach to marketing.

Our approach to existing infrastructure will also have innovative elements in that we have never coordinated between partners previously or co-designed with the public. We have had failed attempts to create walking infrastructure locally (for example the shoe trail and sculpture trail). Initial engagement suggest that these projects struggled because of the lack of community engagement, ongoing promotion, reliance on a structured volunteer programme and others. Combining our approach to reaching people with more fun based, mental health and interactive elements is something we are keen to test versus the cultural/arts approach seen in these two projects.

PRINCIPLE 5

Willingness to be bold, try new things, and dare to be different

Things to consider:

- Do you have a good understanding of what is already happening in relation to physical activity in your area of interest
- Do you feel confident and assured that you have the freedom to take risks that may lead to failure and learning
- What is it about the idea / project that is different to what has gone before it
- Does the idea / project excite people, push people outside of their comfort zone
- Have you allowed the idea / project to be tested, tweaked, pushed, challenged objectively

Our workstreams have been presented to the core Together an Active Future team on several occasions and have been sense checked, questioned and refined with the feedback. The workstreams have also been presented to several third-party organisations, the health and well-being board, PCN stakeholders and health and fitness professionals in Rossendale. The feedback from these groups has been that we have an interesting, different and exciting project.

We've been given permission to be bold, creative and think differently within this project, which allows us to learn and fail to get to the desired outcome. Our workstreams have evolved as we have through this process. From using creative engagement techniques to gather information or challenge senior professionals in their meetings to think about activity and their own personal journey rather than their patients has given us great insight that has shaped our workstreams.

We believe we understand our local area at a micro level due to the strong connections through our partnerships. We work closely with groups that can help with micro knowledge.

Our reaching people work stream aims to push boundaries on how we engage with inactive people and what supports them to be active. We are unaware of any project or campaign that has specifically aimed to encourage active people to exercise a sense of social conscience and reach out and support those who struggle to exercise regularly.

We believe that by using existing strategies and principles from other professional industries we will learn lots about the ways to connect with the inactive population. An interesting example of where this has happened in other industries is the "I'm a Mormon" campaign launched by the Church of Jesus Christ of Latter Day Saints, which had an element that was aimed at existing members encouraging them to invite a friend to "Come and see. Come and stay. Come and help". We think there is something to learn from other industries and hope to test these approaches.

PRINCIPLE 6

Demonstrate collaborations and partnerships that strengthen local delivery and build capacity in the long term

Things to consider:

- Are there specific themes, localities or demographics you are targeting and if so, have you thought about which partners can work together to help this to be successful
- Are there existing partnerships and collaborations that you can work with
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need now and the partners who are best placed to provide this
- Have you thought about the expertise, skills, knowledge, facilities and capacity you'll need in the future and how this can be delivered sustainably

There is no definitive list of official partners for projects at this stage. Though what we do know is that there has already been supportive engagement from organisations within Rossendale, some of these are: Stubbylee Community Greenhouses, local council, Civic Pride Groups, Active Lancashire, Emerging Futures, DWP, local fitness professionals, G.P's, PCN's, community connectors, CVS, faith groups and many others.

The next phase within our pilot journey is to re-connect with our partners and start to co-design through a creative engagement workshop on how best to meet the aims of our workstreams. This way we know the correct partners with the correct skills will be best suited to deliver a project.

Some of the partners that will help support us with our workstreams will be: - Marketing experts with knowledge of targeting a variety of demographics - Local walking groups that can co-create walks around Rossendale - Cycling groups that can give advice on best cycling practices and developing safe cyclists - Local authority officers who can influence policy change with open spaces - Primary care networks and care navigators that can link with local people - GPs who can refer patients into services that provide physical activity

Many of these partnerships already existing and have fed into the initial phase of deciding on the key workstreams.

Something we're also keen to see through our pilot is organisations working together on external projects as we hope they can see the benefit of engaging with each other for the benefit of everybody.

PRINCIPLE 7

Demonstrates consideration of a whole system approach

Things to consider:

- Have you considered the below factors when looking at how to create long lasting change –
- Policy – local policies and laws, regulations, standards
- Physical environment – Streets, buildings, outdoor space, transport links etc
- Organisations and Institutions – schools, health and social care, clubs etc
- Social environment – relationships, families, social networks etc
- Individual – motivations, opportunities, needs, behaviours etc

A whole-system approach will sit alongside each of our workstreams and each of our projects. We understand that creating a new norm will create a new behaviour. Our projects will look at how we can work with policy makers, influence people's individual motivations and how the system can be changed to create a new norm.

Ideas of a whole system approach within our workstreams could be to,

- Create a walking infrastructure within Rossendale that focuses on the needs of the inactive population; small 30-minute walks that are interactive.
- We may work with organisation to guide them on changing company policy to include elements of the importance of physical activity.
- Another whole system approach could be to work with the local authority on prioritising the maintenance of public park spaces, that have been specifically chosen as a safe activity area. This would also include the local PCSO to do regular checks in the area to create a safe place for people to be active.
- Part of our "experience" workstream could be to add exercise classes into GP surgery spare meeting rooms
- Our reaching people element that will work to engage the active population is a key social environment initiative that we hope will lead to a cultural shift in how we interact within our communities, with walking and talking becoming the new alternative to a "drink with mates!"

Also, we want to make sure these design principles are met and that we engage with key people throughout the projects that have influence over a whole system approach.

PRINCIPLE 8

Demonstrate sustainability going forwards

Things to consider:

- Recognising that Sport England's investment will cease, do you understand how the project /change can continue in the long term
- Are you developing local capacity that can sustain the change in the future
- Are you identifying the current expertise, skills, knowledge, facilities and capacity that could provide the local capacity in the future
- Do you have a model of investment that reflects the transition from Sport England investment to a model that is self-sustaining

We feel this pilot is about long term system change and creating a new local culture - not long-term funding. Our workstreams have been developed to be able to look at system change and how this can bring around long term changes to behaviour, attitudes and approaches locally.

Part of our pathfinder plan is to allow a strategic lead to work on the pilot three days per week the first year, 2 days the second year and one day on the third year, with separate funding being allocated for any resource needed to each individual project. This separate resource will be designed with a time frame, specific deadlines and an understanding that there will be no extra funding after that period. The role of the strategic lead will embed a new approach into the host organisation, but also into other organisations and partners. It is envisaged that the decreasing resource will help to transition this role into an ongoing sustainable focus in years to come.

As each project will be collaborating with handpicked partners and the community it will ensure that the correct expertise, knowledge and skills will be used for the good of the project.

PRINCIPLE 9

Participate in the test and learn approach

Things to consider:

- Do you understand how you will measure the success of a project/initiative
- Have you built evaluation into your design and delivery plans
- Have you identified any support you may need to help you measure and share success
- Do you recognise the importance of identifying and flagging early when something isn't working, as well as when it is
- Have you identified partners/networks with which you will share learning

We've identified that there may be areas of specific test and learn with in the community's as well as elements of projects that could be part of a greater test and learn.

As an example, from our local knowledge and collaborating with partners we have insight that suggests finding volunteers is difficult but having the community working together with no infrastructure works well.

From the outset, Lancaster University has been involved in developing evaluation into our creative engagement workshops which will lead to our co-design with the community on individual projects to define what's working and what isn't and what we can learn from it.

1 Identifying key performance indicators for any given project.

2 What are the variables of the test and learn that can be learnt?

3 Which parts of the projects are working, and which are not?

It's important for each project to be able to answer some key questions around the aims and objectives of each project, these will be built into the creative engagement/co-design at every level.

This will allow us to understand what's working and what isn't and adjust as the projects develop.

18.A Pennine wide football theme targeting those with poor mental well-being and low resilience

Football as a theme came through strongly at the TaAF partners networking event held at Helmshore Mill in December 2018. There was evidence of how it had been used before and a keenness to explore how it could be used more.

Creative Support, a not-for-profit organisation which promotes the independence, inclusion and well-being of people with care and support needs, has been on the TaAF journey with us from the start. The Social Inclusion Football League was the first project that our Sport England visitors met when they spent the day in Pennine Lancashire on September 26th 2017.

Led by Paul Hardman the small enthusiastic and innovative team explained how football had been used as an anchor activity to initially explore the needs and aspirations of service users. Six players turned up for the first event session but it soon became clear that this informal activity based format worked for them and it started attracting users who were historically difficult to engage with. This informal approach became a vital way in which to hear about and support mental health related to stressors such as housing and financial difficulties. In 2009 the informal weekly sessions (which still continue) tried a formal 5-a-side friendly match with another mental health project in Darwen. The build up to this friendly match took everyone by surprise and a healthy contingent of supporters from both sides turned up to cheer their teams on. This was the start on the Social Inclusion Football League (SIFL).

Since then it has provided much needed respite for hundreds of participants as well as offering a pathway to recovery that isn't reliant on more conventional methods of support. This approach has been proving that by ensuring that you put service user's needs and preferences first, you can promote and improve their health and well-being.

SIFL has grown over the last 10 years and has offered coaching and referee training courses to users; many of which have use their increased confidence and self-esteem to go onto voluntary work, paid employment and further education.

The confidence that has grown from the success of SIFL has led to the creation of two peer lead projects – Blokes United and Girls United, formed in 2018. The main focus of these two groups is to use football as a way to bring people together, particularly those people not supported by services but who are likely to experience mental well-being challenges. It's about establishing football and social opportunities away from everyday stressors such as work and family, unemployment, social isolation and to help those experiencing early signs of depression and anxiety. From the first session at Witton Park in Blackburn the uptake was positive and within 8-weeks had attracted 43 participants. That was just the start.

To hear the story of Blokes/ Girls United in the words of the two of the people who have driven this model forward please [listen to the audio here](#).

The model that Creative Support has established and expanded from the very early beginnings in 2009 is really exciting. It has shown that it is needed, meets the needs of local people and can be expanded; based on the expansion within Blackburn into Darwen and more recently moving into Chorley.

We want to partner with Creative Support and test whether the model can be systematically rolled out over a wider network of localities to create a cohesive, sustainable model across the whole of Pennine Lancashire. This is a big ask so the proposal is to test and learn by rolling it out into 2 new boroughs over the next 18 months, developing the crucial local connections to services, communities and local business who are critical in the sustainability of the model. This takes time so we are keeping things realistic and achievable initially which could then be accelerated in the future.

**Together
an Active
Future**

