

TRAFFORD LOCAL PILOT: SUBMISSION

In 2017 Sport England confirmed 12 Local Pilots across England that encompasses different geographies and communities. The aim was to harness local assets to do things differently and in doing so increase the activity levels for different target groups in all 12 pilots.

The Local Pilot in Greater Manchester has received £10 million to deliver this type of lasting change in physical activity behaviour. £8 million of this amount has been allocated to locality led projects, building on the ethos of a placed based approach. Each of the 10 localities in Greater Manchester has received an allocation based on its population size and inactivity levels as determined by the Active Lives Survey. This has meant that Trafford as a locality has received £620,000.

Principle 1

- Describe the journey to propose the areas of focus, activities and budget plan.
- What data and insight has been gathered and used? What decisions has that led to, in terms of the focus and why?
- What areas of need does the proposal specifically address? This should include the target audiences that the locality is focusing on (or not) and why that decision has been made?
- How do the plans connect to social prescribing, asset-based community development and walking and cycling behaviour change?

The journey from confirmation of audience and allocation has focused on developing the right approach for Trafford. The stakeholders in attendance at the Local Pilot Live event held in July 2018 were empowered to begin discussions at pace about where and how the investment would be used to shift behaviour in the audiences being targeted across GM.

The initial Working Group included representation from the Council, Public Health, Trafford Leisure and the VCSE sector. Using insight and knowledge from their respective fields these partners were able to identify the MSOA of Bucklow St Martins (Partington and Carrington) as a community of focus, given the numerous health and socio-economic inequalities present in the place as evidenced in appendix B. Partington is also the most inactive ward in Trafford, according to Active Lives data, and its stubborn inequalities span all three of the Local Pilot's target audiences.

Given the locality approach, the work already being undertaken in Partington and Carrington and the existing community networks within the place, it was felt that there is the combination of circumstances and intelligence to enable the work to start. It was also agreed that in Trafford we would adopt a three tier approach:

- Tier 1 - Community led place based interventions in Partington and Carrington (Partington Moving);
- Tier 2 - Broader 'test & learn' approaches
- Tier 3 - Whole systems interventions across the locality.

The rationale for this was to allow the project to compare and contrast outcomes and be flexible enough to react and take advantage of opportunities to multitrack our approaches to engaging with the target audiences.

Organisations and institutions across Trafford are, and have been, developing a place based approach as part of Trafford's Public Service Reform framework. The place based approach is respectful of the people and places within a community and focuses on developing and building on strengths and assets whilst being mindful of the issues that affect them.

For those involved in delivering a place based approach it's a way of working that develops collaborative engagement with communities. In adopting this approach the Local Pilot can build on established community networks whilst also being considerate of what has not worked historically.

As stated Partington and Carrington is the most 'inactive' ward in Trafford and has significant needs in terms of health, employment, social care and deprivation as highlighted in the Vision 31 infographic on page 2. These inequalities are also spread across the three target groups of the Local Pilot, so in Partington and Carrington the pilot will focus on all three of the target audiences, which may lead to the engagement of whole and extended family units.

The information below highlights the collective inequalities in Partington;

- Highest level of inactivity 34% compared to 25.9% for Trafford
- Highest rates of obesity at Year 6
- Lowest levels of Good Level of Development and School Readiness
- Highest rates of Early Mortality (highest quintile nationally)
- Highest rates of Early Mortality (All Cancers)
- Highest Prevalence of Long-Term Conditions
- Highest level of deprivation
- Highest Prevalence of worklessness

Data doesn't tell the whole story. Partington and Carrington has proud and passionate community groups, residents and stakeholders all determined to improve the outcomes for people that live there. This passion led to the development of Partington and Carrington Vision 31, which began in 2017. The Vision 31 is led by community leaders determined to improve a number of outcomes for those that live in Partington and Carrington. The infographic included above gives a snap-shot of the issues that Vision 31 is trying to address and highlights some of the inequalities that they are trying to address.

PARTINGTON & CARRINGTON
VISION 31

WHAT WE LOVE ABOUT OUR AREA

- BEAUTIFUL RURAL SURROUNDINGS
- STRONG COMMUNITY LIFE AND ASSETS
- AFFORDABLE HOUSING

SIGNIFICANT NEW DEVELOPMENTS

WHAT'S THE VISION?

- WE ARE LOOKING GOOD
- WE ARE FEELING STRONGER
- WE ARE ON THE MOVE

SOME KEY CHALLENGES

- 45% OF CHILDREN LIVE IN POVERTY
- 16% NOT IN EDUCATION EMPLOYMENT OR TRAINING
- 30% OF RESIDENTS HAVE NO QUALIFICATIONS
- 23% OF RESIDENTS ARE UNEMPLOYED

WE'RE ALL WORKING ON

- STRONG RELATIONSHIPS BETWEEN PARTNERS
- IMPROVED LOOK AND BRANDING FOR THE TOWN
- STARTING CONVERSATIONS ABOUT TRANSPORT
- RAISING ASPIRATIONS FOR OUR CHILDREN
- DEALING WITH ANTISOCIAL BEHAVIOUR
- MAKING CHILDREN SCHOOL READY
- INCREASING EMPLOYMENT OPPORTUNITIES

WHAT ARE THE BIG GAME CHANGERS?

- 600 HOUSES TO BE BUILT BY TRAFFORD HOUSING TRUST
- 5,000 HOUSES IN CARRINGTON
- £2M SOCIAL INVESTMENT FUND

VISION 31 IS A COLLABORATION BETWEEN:

- RESIDENTS
- TRAFFORD COUNCIL
- THE FUSE
- NATIONAL TRUST
- TRAFFORD HOUSING TRUST
- TOWN COUNCIL
- LOCAL BUSINESSES
- COMMUNITY GROUPS
- SCHOOLS
- CHURCHES
- TRAFFORD LEISURE
- EARLY HELP HUB
- CHILD CARE PROVIDERS
- YOUR HOUSING GROUP

The alignment with the locally led vision has meant engagement with the community has happened at a pace that wouldn't be achieved in other communities in Trafford. It has also allowed the project working group to expand to include representatives working closely with the project's target groups in Partington and Carrington.

The arrangement has also enabled the project to navigate through mistrust in the community and use the Vision 31 Steering Groups kudos to establish stronger relationships with community groups in Partington and Carrington.

The Vision 31 steering group had already undergone a process of collating activity in the locality, and using this data has allowed the project to be more targeted.

The primary focus of the pilot in Trafford to date has been regular and consistent engagement with all parts of 'system' in Trafford. The existing infrastructure of the Health and Wellbeing Board (the sub-boards across the Life Course), Sport and Physical Activity Partnership and Vision 31 ensures the outcomes of this plan are focused on the target audiences.

In Partington and Carrington specifically, the working group have engaged in numerous community and stakeholder conversations all designed to inform the direction of the Local Pilot in Trafford. This has allowed the working group an opportunity to confirm directly with communities, what has worked and what hasn't, to ensure lessons are learned and the failings of previous projects are not repeated.

The working group have also been engaging in regular conversations with different stakeholders across parts of the system, to understand and align their current priorities with the issues raised at these engagement opportunities, and to help stakeholders understand their role in supporting the delivery of the Local Pilot through the tiered approach adopted in Trafford.

This has led to the following outcomes;

- Better alignment and awareness of opportunities to engage with residents. The working group are invited into conversations because stakeholders understand the impact of the project. This has allowed the working group to establish baseline questions on physical activity to attendees of the 'Connected Club' a back to work scheme and also in a 'door-knock' to 1300 tenants of Your Housing. In a disconnected system this opportunity would typically be missed.
- The community conversation and stakeholder engagement has identified that 'communication' is a consistent issue and theme within Partington and Carrington. This has enabled the Vision 31 to commission a review of 'communication' in the locality via the Local Pilot, where previously they couldn't, due to a lack of capacity and finance.
- The project has also enabled the working group, in collaboration with Vision 31 and Trafford's VCSE provider 'Thrive', to begin building stronger relationships with community led groups in the area that in some way impact or work with the target audiences.
- Engagement across the system has also enabled the project to be aligned to major place shaping strategies and service reform. This has led to exploring the development of a Making Every Contact Framework, which currently doesn't exist in Trafford, which will be tested in Partington and Carrington. This opportunity will be used to help the role-out of Trafford's social prescribing model and the second phase of 'One Trafford Response', Trafford's model for placed based integration of public services, which is due to begin in the Partington and Carrington locality post-April 2019.

In practical terms the project has used its relationship with the Vision 31 projects and community groups to encourage them to develop small collaborative projects designed to impact the target audiences in Partington and Carrington. This, alongside our broader test and learn projects, will provide a diverse suite of opportunities to explore and evaluate what works whilst developing a deeper understanding of the motivations and behaviours of the three target audiences.

Appendix A: Details the budget plan for Trafford's Local Pilot. The budget has been weighted towards ensuring the majority is allocated to support the place based working in Partington & Carrington. Budget has also been ring-fenced to support the 'Community Challenge' approach across period 1&2 of year one.

To ensure the delivery of Local Pilot, budget has been allocated to support 1 x FTE which will be an internal appointment, this will be supplemented with the recruitment of an apprentice for Year 2 and 3 of the project. For Year 2 & 3 a budget forecast has been presented to enable flexibility based on what's learned in year one.

Principle 2

- What are the focus areas, programmes and ‘interventions’ in the next 12 months?
- What existing assets and work do they build on?
- How do they add value?
- Why do are these appropriate to the local conditions?
- Who has been involved in these decisions?
- More specifically, how do they add value to existing social prescribing, asset-based community development and/or walking and cycling behaviour change work in your locality?

Tier one is Place Based working focusing on Partington, the second tier a suite of test and learn approaches and the third are Whole System Locality wide ‘interventions’.

Tier 1: Community-led Place Based Working

The 'Community Challenges' are our opportunity to begin engaging local community groups in Partington, as part of our place based working. The aim is to support the development of small scale test & learn opportunities. Engagement has been led by the Vision 31 Steering Group. This will ensure that projects meet local need as well as the principles of the Local Pilot. We intend to regularly create these opportunities over the life course of the project so the 'system' in Trafford can better understand the needs and impact of these groups locally. The community challenge also allows the community groups to lead conversations with our target groups.

Project	Short description
Airborne	Activities for 5-18 year olds
Friends of Cross Lane Park	Improving the park infrastructure.
The Hideaway	Developing volunteers
Communications	Developing a communications hub.
Youth Hub	Consultation to identify need
Green Academies	Development of an orienteering route
Moss Lane Rovers	Girls only football
Sportworks	Using sport to engage people back into education, learning and work.

The community spirit and local venues and facilities that make up Partington are the key assets in Trafford’s Pilot. In addition the massive growth potential connected to Future Carrington and other housing developments affords many new opportunities. Aligning the Pilot to Vision 31 gives the opportunity to have a positive conversation about long-term aspirations, for residents and their children, rather than past approaches which have focused on negatives, needs and deprivation (which residents in Partington have heard too many times).

Different to this approach is the commitment to organisations and institutions working together with residents and the VCSE as equal partners. This can only be done by building relationships, honesty and trust, which takes time. But mainly, people were positive, enthusiastic, and recognised the need for partners and communities to work together.

The work also aligns and adds value to the plans to embed One Trafford Response (Trafford's Place Based Approach) in Partington.

The Vision 31 Group has had a key role in shaping and endorsing the proposals put forward for Local Pilot's Place Based working in Partington.

Tier 2: Broader test & learn approaches

This project represents the second tier of our Local Pilot Delivery, which focuses on smaller scale test and learn investments in other opportunities that benefit and affect our audiences.

- Good Gym

Good Gym is a community of runners that do good deeds for the communities they are based in. The beneficiaries of the project in Trafford are people being discharged from hospital care. There are a number of outcomes the Local Pilot investment hopes to explore, this includes understanding how this program can befriend and support people aged 40-60 with LTC and encourage them into activity and secondly how we can engage unemployed people involved to develop skills for employment whilst being active and supporting others. The project will also embed the Good Gym principles within existing and established running groups in Trafford, and allow this model to be integrated into social prescribing in Trafford. Building onto the strength of the established groups ensures the best experience for new participants.

- Making Trax

Trafford, as part of its commitments to improve cycling and walking, linked to the Made to Move strategy, has received investment via the Mayor's Challenge Fund to improve cycle infrastructure in various communities. This has seen investment in Stretford and Old Trafford in the North of the borough, which primarily services commuters as an edge of City/inner city location. However, Trafford has at present no 'Community Cycling Hub'. Developing the 'Making Trax Hub' provides this opportunity. Positioning this in the North of Trafford also allows this project to be aligned to existing infrastructure and thus adding value to the Bee Network as well as creating opportunities to increase utility cycling and addresses a variety of health inequalities present in the North of Trafford.

The project is a co-investment which will match a contribution from the London Marathon Trust, which will be delivered locally by Access Sports, a national charity that uses sport as a vehicle to engage young people. They have also successfully delivered similar projects in London and Bristol. The project will target those aged 5-18 in Old Trafford/Stretford and Longford, with a specific focus on young people from BAME communities.

Decision making will be driven locally through consultation events with and through the community networks such as WalkRide Old Trafford Group, Old Trafford Youth Forum and Old Trafford Voice.

- Summer of Sport: Fit, Feed & Read

Summer of Sport represents one of the mechanisms we will use the support 5-18 year olds in Partington. The program uses the established Street Games: Fit Feed and Read model. The model provides engagement over the summer break, with the purpose of tackling holiday hunger by providing daily engagement to young people that provides 3 meals. This is positioned within a program of activity that includes a focus on health and wellbeing, social and emotional development and supporting academic attainment. Locally the program will allow the Local Pilot to provide targeted support to this age group and better understand their barriers to physical activity so this insight can be used to inform other programs across the Local Pilot. This project will also allow us to understand how to effectively communicate offers to this cohort. The range of locations will also allow us to understand how place effects these issues also.

Tier 3: Whole System Locality wide interventions

- Communications

A constant piece of feedback has stemmed from a perceived lack of communication or inability to effectively communicate. This is a perpetual issue which has been a source of frustration across the community. The review will effectively take stock of culture, motivation and ability to communicate in Partington, and will review how organisations & institutions and individuals communicate to/from each other, peer to peer as well as understanding types of communication and methods of communication. The discussion has been initiated by the Vision 31 Steering Group and will serve to enable future work across the Partington area and the Local Pilot and will be used to upskill communities and workforces across Trafford, which will be integral to informing Trafford's place based ways of working.

- Workforce

There are two aspects of workforce training required. The first is a bespoke piece which is specifically to support the audience with long term conditions. The second is a place based workforce project.

Trafford Leisure has a cohort of Active Living Managers located in four operational localities in Trafford, which split Trafford's wards into North, Central South & West. The Active Living Managers provide outreach and support to each of these localities. This includes the delivery of the Physical Activity Referral scheme (PARS); a key component of Trafford's Social Prescribing model for physical activity. The PARS includes MOU's with all 32 GP practices in Trafford and enables referrals from GPs and other professional bodies. The Active Living Managers also support residents recovering from Stroke/CHD and support residents with LTC's. The purpose of this investment is to understand how the 'system' in Trafford provides support to people with Long Term Condition's and whether this skill base has an impact on this audiences' experience and improves long-term engagement in physical activity.

The workforce project will focus on the frontline staff in Partington, which includes Health Visitors, Schools Nurses, Social Workers, GPs, Pharmacy staff etc. This will be used to test a Making Every Contact Counts (MECC) framework aligned to Trafford social prescribing model and the role out of One Trafford Response in Partington. Specifically it will be used to develop a physical activity pathway within the new social prescribing model. The approach will allow partners to practically test this type of framework and allow the role out of best practice across the borough. It will also assess the impact on those aged 40-60 with Long Term Conditions and the unemployed/those at risk of becoming workless cohorts in Partington to develop understanding of whether this approach has positive outcomes for the these groups.

Principle 3

- What has been done already?
- Who has been engaged already in the communities?
- How is the local VCSE engaged?
- How have the key audiences informed the proposal?
- What is planned to develop this engagement further over the next 12 months?

Community and stakeholder engagement has confirmed that Partington and Carrington is a place that has historically been 'done-to', with residents and stakeholders stating that they've been over consulted.

Further reflection and exploration of this had identified that this approach has led to a sense of 'mistrust' in organisations and people that are seen as being from outside of the community, which has led to some aspects of the community being disengaged or isolated.

These conversations have also identified consistent 'short-termism' in that projects, organisations and investment comes and goes, with the community arguing that there is little long-lasting change.

This approach has in some parts been un-picked through the creation of Vision 31, which had a specific emphasis on locally led initiatives and discussions enabled by a 'whole systems' collaborative vision.

This approach has ensured there is a broad, diverse and established network of trusted organisation and individuals already working to common outcomes, well before the Local Pilot was established.

Understanding the relationships and nuances of this 'local infrastructure' has allowed the Pilot in Partington and Carrington to gain deeper traction and support across the whole system much quicker than if partners and the working group were to adopt a traditional approach.

This approach of 'working-with' is also informing the projects broader test and learn approach and has ensured that projects work in a spirit of co-production with local communities and across the 'system' were possible, in our 'Making Trax' project the Old Trafford Youth Forum and Old Trafford Youth voice will be involved in supporting the project consultation.

The information in appendix 2 and 3 highlight the organisations and networks that are being used to develop Trafford's Local Pilot approach. The levels of engagement have differed at different stages and may evolve as we begin to evaluate and learn from the wider approach. There is also an intention to continually expand and broaden the network and its connectivity.

To engage the VCSE sector in Partington and Carrington and through the broader Test and Learn opportunities the project has used the expertise of Trafford's VCSE provider 'Thrive'. Thrive has existing well-developed relationships with the VCSE groups within Partington and Carrington and Trafford.

Through the project's place based approach, Thrive and the Vision 31 Steering Group have collaborated on engagement with community groups in Partington and Carrington.

This has enabled the project to position 'Thrive' as an objective partner to support the development of the 'Community Challenge' approach, as there was a risk that groups may not engage if they perceived the 'challenges' as being local authority led. Taking this approach also allowed us to build on the existing relationships.

The suite of test and learn opportunities have been developed to gather deeper insight into the target audiences, and the project evaluation approach will focus on gathering qualitative, outcome based narratives and data.

Through the project, and via the network of relationships, residents have been identified and interviewed from all three audiences to create 'Voices of Partington'. The intention is to use these to influence engagement with the wider system and portray the real life stories of individuals living in Partington. Throughout the Pilot project staff will also periodically re-interview these residents to see if their behaviour and awareness has been impacted by the project and its multi-tiered approach.

Principle 4

- What is the whole system approach in the locality?
- Which layers of the system are targeted, and why?
- How is the approach embracing and seeking to influence the 'whole system' influences on physical activity outlined below?
- What knowledge, skills, behaviours and approaches are needed in the workforce, to support the locality proposal?

The layers of the system which are initially being targeted are the individual, social environment and organisations and institutions. This will allow further penetration into the physical environment and provide a platform to further influence policy. There will be significant opportunity, particularly in Partington and Carrington, to influence the physical environment going forward.

Individuals - key to the success of Trafford's Local Pilot is the engagement of individuals. Understanding strengths, capabilities, motivations, knowledge, needs and behaviours is one of the most complex aspects of behaviour change we need to unpick. The Local Pilot will follow the journey of a number of individuals who 'represent' one of the three audiences and that have been interviewed as part of the 'Partington Voices' project. The stories will help to influence the 'whole system' through insight into the lived experience; helping to bridge the empathy gap between individuals and organisations and institutions.

Social environment – the communication review will disentangle the complex network of individual relations, families, support groups and social networks that exist in Partington, understanding the current influences on physical activity in this sphere is critical to unlocking barriers and change across the whole system. This will be achieved by better understanding the values needed for effective communication locally.

Organisations and Institutions – organisation and institutions have a key role in delivering the Greater Manchester Model of place based working and embedding this into practice.

Empathy is one of the key behaviours needed in the workforce to support the workforce proposal; helping staff to better understand and empathise with those who are inactive in order to equalise participation.

Principle 5

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

The project can be flexible with the outcomes for each test and learn opportunity. Working this way acknowledges the complexity of people's relationship with physical activity, in that, in most cases physical activity will not be a priority of the target audiences.

In developing and supporting the co-production of the test and learn opportunities the working group have considered projects that have a direct and in-direct impact on the inequalities highlighted. Below are some examples of how these opportunities will impact some of the inequalities present within Partington and Carrington and Trafford.

Summer of Sport: the Local Pilot hopes to address and better understand the issues effecting young people aged 8-10 living in poverty whilst also addressing holiday hunger and also increase attainment.

Walk 4 Health program in Partington and Carrington: we hope understand if socially prescribed activity will increase the activity levels of residents with Long Term Conditions and improve the health outcomes of residents with diabetes and hypertension.

Hideaway in Partington and Carrington: by enabling them to recruit 25 volunteers we will understand how we can support local un-employed people back to work by developing their skills and qualifications to increase their employability.

Principle 6

- What's different to the traditional ways of working locally?
- Describe any innovation or test and learn approaches that are proposed.

One of the main differences in approach is the commitment by organisations and institutions to working together as equal partners with residents and community groups. This can only be done by building relationships, honesty and trust, which takes time. But mainly, people are positive, enthusiastic, and recognise the need to work together. People have been keen to come together as 'one' to network and share beyond the 'usual' gatherings. There is a mutual and shared respect. At our last Community Network several groups were proactively planning shared projects...way beyond the brief that they were brought together for.

The sponsorship of the Pilot by the Vision 31 Group holds the working group to account in terms of ensuring that the work is community led.

The innovation in the test and learn projects is the level of commitment to projects that are community driven through and through, from concept to design planning and delivery. The outcomes will be felt within the community and goes deeper than traditional co-production.

Principle 7

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

The work is connected strategically to locality wide strategies and plans:

Health & Wellbeing Strategy

The Trafford Health and Wellbeing Board is determined to increase the number of years people spend in good health. This is measured by Healthy Life Expectancy (HLE). The variation across the borough for this indicator is greater than for life expectancy, and we have a 16 year inequality between our most affluent and most deprived communities.

To improve HLE, we are focussing on preventing poor health and on promoting wellbeing. We must address 'wider determinants' of health such as housing, transport, employment and the environment we live in. The Health and Wellbeing Board is focussed on our residents' journeys through life, taking a life course approach that reflects the public health needs of that age group.

We have five overarching health and wellbeing priorities:

- To reduce the impact of poor mental health
- To reduce physical inactivity

- To reduce the number of people who smoke or use tobacco
- To reduce harms from alcohol
- To improve cancer prevention and screening

Physical Activity Vision and Strategy

Trafford Moving: Trafford Sport & Physical Activity Strategy aims to address the issue of physical inactivity in Trafford. The strategy is a key part of Trafford’s Health and Wellbeing Strategy and Trafford’s Vision for 2031. Trafford Partnership’s Sport & Physical Activity Partnership will lead on the implementation of the strategy across Trafford.

The Strategic Sport & Physical Activity Partnership is a partnership of organisations that strategically and operationally enable and deliver sport and physical activity in Trafford. Details of its membership are included in appendix A. The partnership includes the local authority, professional sports organisations, charities and education providers. The partnership also encompasses amateur sports clubs. The SP AP will have a role in strategically supporting the Local Pilot.

Building Strong Communities Strategy

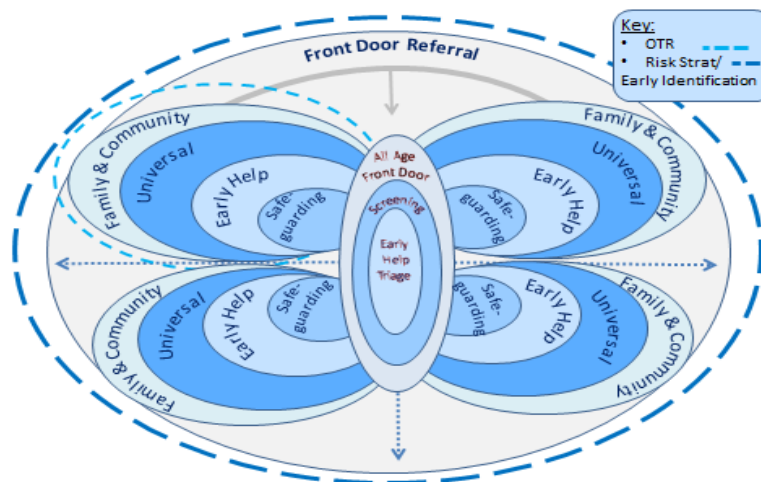
This purpose of this strategy is to emphasise and strengthen the role the Voluntary, Community and Social Enterprise (VCSE) sector, residents and communities have in delivering the Trafford’s strategic ambitions.

It seeks to build mutually beneficial relationships between organisations, across sectors and with residents and communities, which will drive innovation, collaboration and meaningful co-production.

Trafford Place Based Integration Model - One Trafford Response

Trafford has set out its ambition to deliver services on its four locality/neighbourhood footprint across the spectrum of need from universal to statutory services. This approach is visualised in the Trafford Butterfly

Figure: Trafford’s Place Based Working Model (Butterfly Model)



One Trafford Response (OTR) is an exciting opportunity for a range of organisations across partners and local communities to work together to understand, shape and develop an integrated place based model known locally as One Trafford Response. The Council and partners aim to redesign and improve the way we deliver frontline services to support individuals and families who are in need at the earliest possible opportunity.

The purpose and principles of the new approach

The purpose of the model is to look at things from a resident's perspective:

"Work with me to live as well as I can".

The model has a set of operating principles for working together around a neighbourhood:

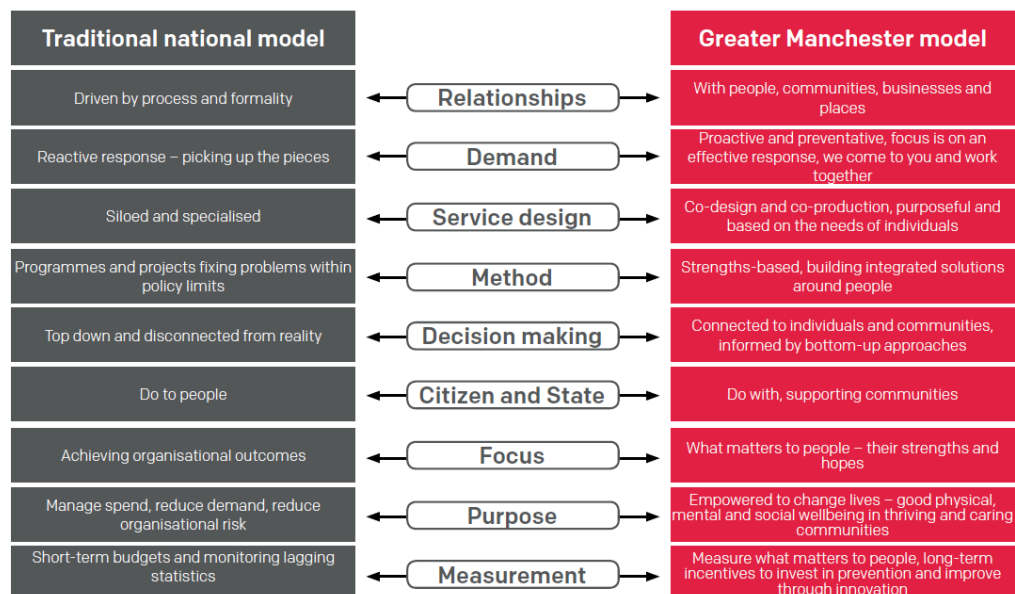
- Doing what matters: focusing on the aspirations and personal outcomes of those we work with and the essential activities to achieve these.
- Measuring what we've done: evidencing that we are making a difference through hard and soft evaluation.
- Testing, learning and adapting: improving the effectiveness of the work we do and overcoming obstacles.
- Recognising and pulling in everyone's strengths: maximising the collective assets of citizens, employees and the community

The work will also align to the GM PSR Principles and the new GM Model for Unified Public Services

- A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.
- An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.
- Behaviour change in our communities that builds independence and supports residents to be in control
- A place based approach that redefines services and places individuals, families, communities at the heart
- A stronger prioritisation of wellbeing, prevention and early intervention
- An evidence led understanding of risk and impact to ensure the right intervention at the right time
- An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations.

The test and learn approaches proposed allow Trafford's Local Pilot to explore innovation on a small scale with a view to scaling up or writing off. These are detailed in full in appendix A.

The Greater Manchester Model – What’s different?



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In developing the Local Pilot a conscious effort has been made to ensure the work supports multiple strategic outcomes across a range of elements within the ‘system’ in Trafford. A glossary of related strategies is included in the appendices.

The rationale for this was to ensure traction with institutions and organisations across the system at a time when capacity and resources, in some cases, are limited. It was also felt that operating in this way would increase ‘buy-in’ across different aspects of the system and by doing so the project could be delivered at speed and thus be more impactful to the ‘target audiences’.

As well as ensuring an alignment to local, sub-regional and national strategies and work streams it was important that the Pilot connects through and to existing infrastructure and networks and continues to do so throughout the project duration.

The best example of this approach is the success of embedding the Local Pilot in to the local ‘system’ in Partington and Carrington and its endorsement and adoption by the Vision 31 project enabling the project to get directly to the ‘target audiences’ and the groups that support or impact them, through a trusted local source. This approach has led to targeted engagement, which ensures the ‘target-audiences’ remain the primary focus and a will hopefully stop the project being ‘bogged’ down in any overly bureaucratic processes or slipping back to traditional ways of working

The approach that has been taken has allowed the working group to reflect on the best approach for each of the elements of the ‘whole-system’ in doing so, opportunities have arisen to impact, influence and support emerging strategic opportunities which supports a place-based approach.

Principle 8

- What is being tested? Why and how?
- What do the team want to learn, and what will you do with that learning?
- How will plans be reviewed in the spirit of test and learn?

The Place Based approach:

<p>What is being tested?</p> <ul style="list-style-type: none">• The ability for local groups and young people to co-design projects that are resident led.• The capacity for local groups to lead peer to peer projects in Partington and whether local residents are more likely to engage with this type offer when compared to other types of support.• The capacity for local groups and stakeholders to lead co-designed projects in Partington that support the physical activity needs of those that are unemployed and at risk of becoming work less through sustainable, regular activity.	<p>Learning</p> <ul style="list-style-type: none">• The capacity for local groups to lead and support this type of work, deeper insight into the wants and needs of young people in Partington. The projects will also indicate gaps in support, capacity and workforce locally.• The capacity for local groups to lead and support this type of work, deeper insight into the wants and needs of people 0-60 with LTC's in Partington. The projects will also indicate gaps in support, capacity and workforce locally• Whether sustainable co-designed approaches can impact unemployment levels in Partington and whether this impacts deprivation levels and health outcomes that are linked to deprivation.
<p>Review</p> <ul style="list-style-type: none">• The learning will allow us to plan future support, capacity and workforce gaps locally.• In the spirit of test and learn the plans will be reviewed collaboratively through local community of learning approaches. It will be live and ongoing and allow for adaptation and changes.• Community Reporters will make sense of the learning, telling the lived story and account of what is changing and what matters <i>'not everything that counts can be counted, and not everything that can be counted counts.'</i>	

Test and Learn approaches:

<p>What is being tested?</p> <ul style="list-style-type: none"> • Good Gym - Whether this type of engagement improves outcomes for socially isolated older people in the West of Trafford and South. • Making Trax 'Cycle Hub' - We will learn if this type of multi-use facility can increase the number of residents in Old Trafford and Stretford that cycle as a form of activity and mode of transport. It will also test the connectivity of the Beelines and whether the route is used by a range of ages and users. 	<p>Learning</p> <ul style="list-style-type: none"> • The effectiveness of this approach to engage with isolated older people or those at risk of isolation and to see if this support can encourage those older people into other positive outcomes for their health and wellbeing. • This project will allow us to learn key insights about the cycling habits of a broad range of users. We will also learn about the impact of this co-designed and community led project and the usage of beelines.
<p>Review:</p> <ul style="list-style-type: none"> • Better understanding how CYP interact with green space • Review the effectiveness of the connectivity to cycle network • Understand if there is a uplift in positive 'Cycling Behaviour' 	

Whole System Locality-wide interventions:

<p>What is being tested?</p> <p><i>Workforce</i></p> <ul style="list-style-type: none"> • The purpose of this investment is to understand how the 'system' in Trafford provides support to people with LTC's and whether this skill base has an impact on this cohorts experience and improves long-term engagement in physical activity. Whether these skills improve outcomes for those with LTC's across Trafford. • The workforce project will focus on the frontline staff in Partington. This will be used to test a Making Every Contact Counts framework aligned to Trafford social prescribing model and the role out of and area panel in Partington and specifically its physical activity pathway. The impact of this type of training and advice to support the take up of the pathway by residents. 	<p>Learning</p> <p><i>Workforce</i></p> <ul style="list-style-type: none"> • We will be able to obtain better insights into the habits and support needed by these individuals and understand the impact of having these specialist skills in the borough. • Whether better knowledge and understanding of a physical activity advice and pathways increases physical activity across the Trafford's population.
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<p><i>Communications</i></p> <ul style="list-style-type: none"> • We will initially work in Partington to systematically review communications and communications behaviour to develop a strategy to improve communications across the local system to develop outcomes that can be applied across the borough. 	<p><i>Communications</i></p> <ul style="list-style-type: none"> • We will learn the most effective types and ways to communicate as a system to improve access and awareness of opportunities and activities across the locality and borough.
<p>Review</p> <p><i>Communications</i></p> <ul style="list-style-type: none"> • Capturing what people are seeing, hearing and feeling. <p><i>Workforce</i></p> <ul style="list-style-type: none"> • Making space to process what is happening. • Learning logs - shared resources where people can capture things they think they've learned - as people put things into them, they can see what other people have logged. Idea is they are snapshot and bite-sized. 	

<p><i>Principle 9</i></p> <ul style="list-style-type: none"> • How will the team connect to the whole system and distribute leadership from the Local Pilot? • What is the governance structure for the Local Pilot work? • How is the work being steered in terms of locality meetings or events, and the people and organisations involved in those?

Vision 31 Group in Partington and Carrington are the primary point of leadership within our Place Based approach, which enables them as local residents and leaders to impact and steer the Local Pilot approach in that community, the role of the working group is to help the Vision 31 group navigate the wider networks identified in appendices 2 and 3 and identify resources and expertise to enable the delivery of the project outcomes.

The Local Pilot in Trafford is overseen by the Health and Wellbeing Board, updates and reports to the board are presented to the three life course boards as shown in appendix 3. The working group also provides the same updates to the Vision 31 Steering Group which reports into the Strong Communities Board.

Vision 31 has a voluntary, self-nominating steering group made up of six local people. Three new residents are set to join in 2019 too. They have chosen not to have a Leader or a constitution and are supported by three public sector colleagues and others. The group delivers stakeholder workshops and there is of course also the separate provider group. All documents and reports relating to the project are shared with the three Bucklow – St. Martins Ward Members, one of whom is a Steering Group member.

Partington Moving, which is the working title of the Place Based Approach in Partington and Carrington, is a standing agenda item on the Vision 31 steering Group meetings and sub-boards, which cover, youth engagement and employment. Since inception the working group has attended Vision 31 meetings to provide updates to residents and organised 2 stakeholder engagement events, groups detailed in appendices 1, 2 and 3 are involved in these meetings.