

# **Bury Moving Strategy**

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## FOREWORD

We are delighted to introduce you to our new Physical Activity Strategy for Bury. People, communities and leaders across Bury have come together to develop this strategy. Together, we make up 'Team Bury' and we all have a role to play in achieving our shared ambitions. This document sets out a framework for how we intend to increase the uptake of physical activity with all of our Bury residents.

Leading a physically active life brings many benefits to both physical and mental health and well-being. As such it is essential we empower as many people as possible in Bury to take enough physical activity to benefit their health. In a world of finite resources it makes sense that we take a strategic approach to promoting physical activity. The approach needs to encourage partnerships, be based on an analysis of need and evidence, and which has ownership by a wide range of stakeholders.

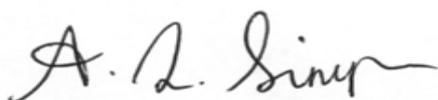
This strategy outlines how we will work smarter to understand our communities and influence people's attitudes and behaviours towards physical activity. It will also look at how we will maximise the power of collaboration, not just within Bury but across Greater Manchester. In addition, as part of the strategy we will identify how we will embed physical activity into local policy and develop a mixed economy market of opportunities ensuring a high quality experience for all participating.

This strategy has been developed through extensive consultation with providers of, and enablers for, physical activity in the borough. This strategy will provide the "joined-up" strategic direction for the development of services and facilities for all of those providers and enablers.

The evidence is compelling, that increasing participation in physical activity can make a real difference to people's lives.

We hope that this strategy provides the momentum to enable us to all work together to deliver an active, healthy Bury.

Signed



Andrea Simpson

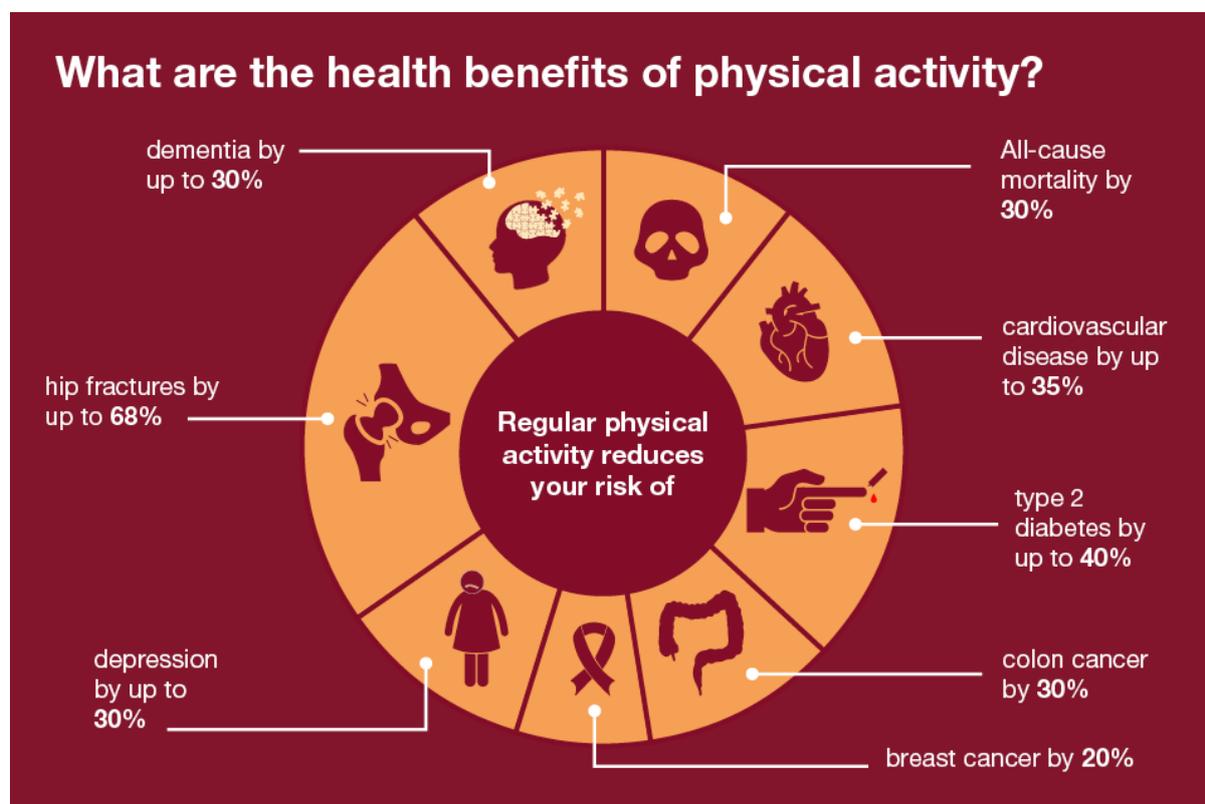
Health and Wellbeing Board Chair



## I. PHYSICAL ACTIVITY: WHY DOES IT MATTER?

Physical activity provides a great opportunity to help make Bury a better place to live and work, offering a powerful and effective way of helping to address some of the complex social, health, environmental, and economic challenges that we face as a borough. Physical activity is a positive catalyst and contributor for community cohesion, economic growth, and raising aspirations, as well as giving opportunities for all to develop important skills that will help them to succeed in life.

In contrast, physical inactivity is the fourth leading cause of premature deaths in the UK, causing one in six deaths and contributing to poor rates of healthy life expectancy. Growing numbers of people are living longer with multiple long-term conditions, mental health problems, and musculoskeletal conditions. There is a clear evidence base that illustrates the health benefits of being more physically active.



Regular activity is proven to help prevent and treat non-communicable diseases (NCDs) such as heart disease, stroke, diabetes, and breast and colon cancer. It also helps prevent hypertension and obesity, and can improve mental health, quality of life and well-being. The cost of inactivity in the UK is £7.4 billion per annum.

*"If a medication existed which had a similar effect to physical activity, it would be regarded as a 'wonder drug'."*<sup>1</sup>

As a society, we are not getting people active. In Bury, more than one in four adults are classed as inactive, doing less than 30 minutes of physical activity a week. A similar percentage of young people are not meeting Chief Medical Officer guidelines for physical activity.<sup>2</sup>

<sup>1</sup> Sir Liam Donaldson, the former Chief Medical Officer of England

<sup>2</sup> UK Chief Medical Officers' physical activity [guidelines](#)

*Failure to act to increase levels of physical activity will see related costs continue to rise, with negative impacts on health systems, the environment, economic development, community well-being and quality of life.<sup>3</sup>*

In Bury we are committed to transforming the physical activity levels of our residents, building from the foundations laid in our previous Physical Activity and Sport Strategy (2015-20), and playing our part in Greater Manchester Moving (GM Moving). This strategy describes the journey we need to go on together to achieve that.

### **The Opportunity – physical activity at the heart of our vision for Bury**

Active lives need to be placed at the heart of everything we do in Bury, through a whole system approach that addresses all the influences on people's physical activity, making it possible to design a healthier, happier, more successful future together.

This includes aligning physical activity to our broader vision for Bury. It is an exciting time for our borough as we develop our vision for the next 10 years. We have an opportunity to consider what is great about the borough, local people's hopes and aspirations, and how Bury will play a key role within Greater Manchester – all to improve outcomes and the life chances for our residents.

The Bury Strategy will be our vision for the place, a plan *for Bury by Bury* – and not just a plan for Bury Council. We want to:

- recognise the value that each community and neighbourhood plays, coming together to enable Bury to be a green and ecologically sustainable borough for today's communities, protected for future generations;
- have an inclusive economy which is growing at one of the fastest rates in Greater Manchester, with the best education and skills provision, and digital and transport infrastructure, to connect local people to quality jobs;
- be led by communities who choose to build their homes here because they feel safe, enjoy nationally-recognised arts, culture and heritage, and take control over their own healthy and meaningful lives, supported by one person-centred public service.

Underpinning the strategy will be one overarching delivery plan to incorporate the Local Industrial Strategy, Locality Plan refresh and Bury's Public Sector Reform agenda.

### **How physical activity aligns with our emerging priorities**

Physical activity helps us to achieve our broader ambitions for Bury by contributing to:

- **An inclusive economy** – physical activity contributes to reduced sickness and absenteeism in our workplaces, helps to provide people with the improved health, skills and confidence to move them closer to the workforce, as well as the sport and physical activity sector being a source for jobs in its own right. We know that:
  - children and young people are more likely to do better academically.<sup>4 5</sup>

<sup>3</sup> WHO Global Action Plan On Physical Activity 2018-2030

<sup>4</sup> Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy. [See report here](#)

<sup>5</sup> The link between pupil health and wellbeing and attainment: a briefing for head teachers, governors and staff in education settings: 2014, Public Health England. [See report here.](#)

- there is an economic value in maintaining and improving physical and mental health and wellbeing (£74.9m).<sup>6</sup>
  - sport and physical activity helps to drive a stronger economy (Gross Value Added £60.5m).<sup>7</sup>
  - active workplaces are more productive workplaces.<sup>8</sup>
  - playing sport has a positive effect on earnings and employability.<sup>9</sup>
- **A quality and sustainable environment** – creating the conditions for more people to walk, cycle and use public transport, and contribute to less congestion and air pollution. Active Design in town planning can design activity back into people’s lives. Our parks, open and green spaces are quality environments which support people to lead more active lifestyles. The quality of the built and natural environment is a priority for Bury. People in more deprived areas are more likely to be exposed to poor air quality, have less access to green space and find housing less affordable, and are therefore more reliant on poor quality private rented housing. In Bury, approximately 88 people a year die prematurely as a result of air pollution. Physical activity can be an important part of the solution.
  - **Thriving communities** – physical activity contributes to improved health and wellbeing, social cohesion and connectedness. In strong, safe, liveable communities, people can enjoy being out and children can play safely outside. People feel less isolated in well connected, active communities. We know that:
    - being engaged and volunteering in our communities is a win-win – creating capacity and opportunities for the community alongside individual benefits for the volunteers. Volunteering in sport alone has an economic value of £27.3m to Bury.<sup>10</sup>
    - engaging in meaningful community activity and sport helps reduce risk-taking behaviour, crime and anti-social behaviour.

The evidence is clear that leading a more active lifestyle and engaging in sporting activity creates significant benefits for people of all ages who live and work in the borough. However, there are thousands of influences on our daily activity levels. If enabling physical activity was a conscious part of decision making across the public, private and voluntary sectors we could redesign places, policy, systems and practice, and change the culture to enable active lives within our whole population. Changing some of these things takes longer than others. But it is all possible with a whole system approach.

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<sup>6</sup> Sport England Economic Value of Sport – local model. Measure: Economic value to the area of improved quality and length of life plus health care costs avoided due to participation in sports. Time period(s): 2013

<sup>7</sup> UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion (UK Active, 2014), *Turning the tide of inactivity*, [http://ukactive.com/downloads/managed/Turning\\_the\\_tide\\_of\\_inactivity.pdf](http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf)

<sup>8</sup> Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus, 2007) *Physical activity, absenteeism and productivity: An Evidence Review*. [See report here.](#)

<sup>9</sup> The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

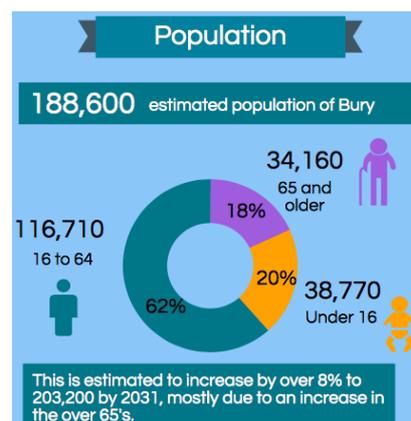
<sup>10</sup> Sport England Economic Value of Sport – local model.

## 2. WHAT'S THE CURRENT PICTURE IN BURY? - TRENDS AND DATA SUMMARY

### The population of Bury

Bury has a population of nearly 190,000 and has been growing since 2006. Compared to England as a whole, Bury has fewer 20-39 year olds (especially males), but more under 15s and 45-49 year olds.

The projected increase in population is expected to mainly be driven by an increasing ageing population, which will inevitably have implications on this strategy.



### Health of the population

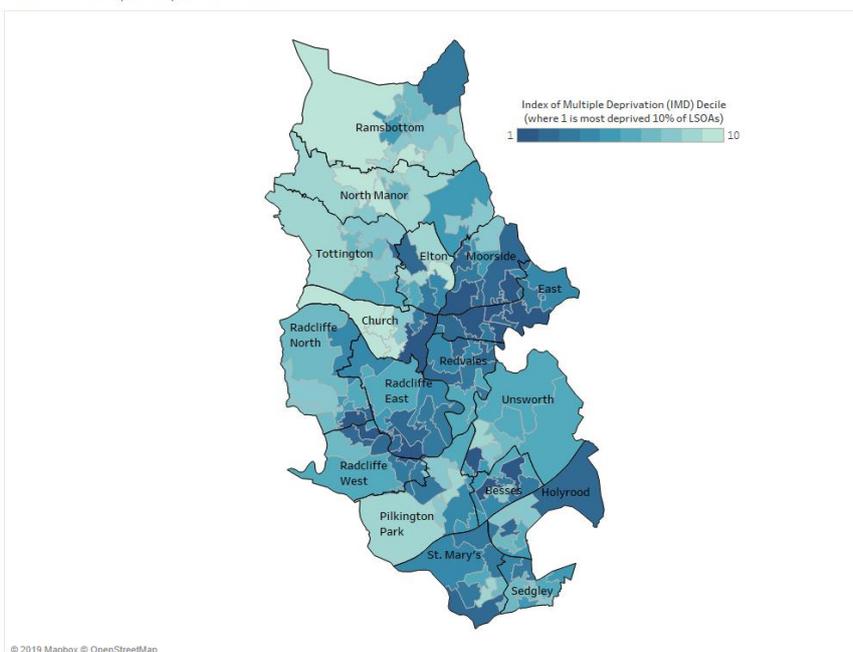
After decades of improvement, increases in life expectancy for Bury people have stalled. Life expectancy and healthy life expectancy in Bury are lower than the rest of the country.

Beneath these overall trends lie stark inequalities, with a difference in life expectancy of 11.3 years for men and 8.5 years for women between the most and least deprived areas of Bury, and a difference of 14.8 years for males and 13.4 years for women for healthy life expectancy. There are no signs of these inequalities narrowing.

In the most deprived parts of Bury the onset of poor health begins at age 54 for men and 56.5 for women, up to 13 years before state pension age. Life expectancy in these areas of deprivation is only around 4.5 years beyond state pension age.

There are pockets of severe deprivation across the borough. Neighbourhoods within Radcliffe, Moorside and Bury East are amongst the 10% most deprived in the country. Around 11,000 people live in these areas.

Index of Multiple Deprivation 2019



Health inequalities account for losses of £31-33 billion each year, as well as lost taxes and higher welfare payments in the range of £20-32 billion per year. NHS healthcare costs associated with inequality are in excess of £5.5 billion per year.<sup>11</sup> With evidence of a causal link between physical inactivity and poor health outcomes, this emphasises the need for a more place/neighbourhood focussed approach.

<sup>11</sup> <https://www.slideshare.net/PublicHealthEngland/reducing-health-inequalities-system-scale-and-sustainability>

## How we measure physical activity behaviour

The UK Chief Medical Officers (CMO) have set out how much physical activity people should take to benefit their health. Using these guidelines, we categorise adult behaviours into Active, Fairly Active and Inactive.

### ADULTS

#### ACTIVE

Percentage of people doing at least 150 minutes of physical activity **per week** in bouts of at least 10 minutes of moderate intensity

#### INACTIVE

Percentage of people doing **less than 30** minutes of physical activity per week in bouts of at least 10 minutes of moderate intensity

**Inactivity** is broken down into 3 further groups:

DO NOTHING, i.e. no physical activity at all

LIGHT INTENSITY ONLY, i.e. no moderate or vigorous intensity activity

ONLY ACHIEVE 1-29 MINUTES in a week, i.e. under the 30 minutes required to benefit health

### CHILDREN & YOUNG PEOPLE

#### ACTIVE EVERY DAY

Doing 60 minutes or more **every day** (60+ minutes on all 7 days)  
Meets CMO recommendation

#### Active across the week

Doing **an average of 60** minutes or more a day across the week (420+ minutes a week, but not 60+ minutes on all 7 days)

#### Fairly active

Doing an average of 30-59 minutes a day across the week (210-419 minutes a week)

#### LESS ACTIVE

Doing less than an average of 30 minutes a day across the week (less than 210 minutes a week)

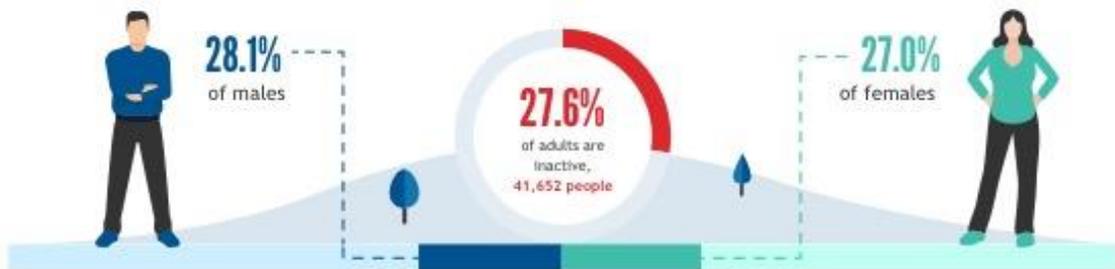
<sup>12</sup> Data taken from Sport England's Active Lives Adult Nov 15 - 18

# PHYSICAL ACTIVITY BEHAVIOUR ACROSS

## BURY

In Bury, **57.5%** of adults do enough physical activity for it to benefit their health and more than one quarter are classed as inactive.

### ADULT INACTIVE BEHAVIOUR ACROSS BURY <sup>1</sup>



Of the **27.6%** of adults that are inactive...



**16.3%**  
Do nothing



**9.4%**  
Light intensity only



**2.0%**  
Only 1-29 minutes

Bury has proportionally more inactive adults than England. That proportion is comparable with other similar localities but Bury is the only one of these boroughs experiencing a rise in inactive behaviour.

### WHERE ARE ADULTS MOST INACTIVE?

The map shows geographic areas (MSOAs) which subdivide the borough, and are colour coded to give an indication of the proportion of inactive people resident there.



#### Bury Inactivity 2018

- 0-14%
- 14-21.5%
- 21.5-25.1%
- 25.1-26.8%
- 26.8-36.7%



The number of inactive people in the 12 red MSOAs account for more than half of the total number of inactive people in Bury. It is no surprise that these areas also align with high levels of deprivation and low healthy life expectancy.

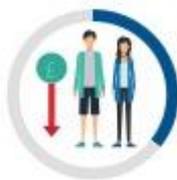
## WHICH GROUPS OF ADULTS ARE MOST INACTIVE?

The chart shows how inactive behaviour varies significantly between the different demographic groups that make up the population of Bury.



Demographic groups in Bury whose **inactive behaviour** is cause for concern.

People in lower socio-economic groups (NS SeC 6-8<sup>2</sup>)



**35.8%** inactive in Bury

- Worse than England
- Trend is getting worse (increasing)
- Approximately **14,816** people

People aged 16 - 34 years



**27.1%** inactive in Bury

- Much worse than England
- Trend is getting worse (increasing)
- Approximately **11,653** people

People aged 75 years and over



**54.3%** inactive in Bury

- Worse than England
- Approximately **8,253** people
- Particularly significant given that Bury has a growing aged population

People with a long-term limiting illness or disability

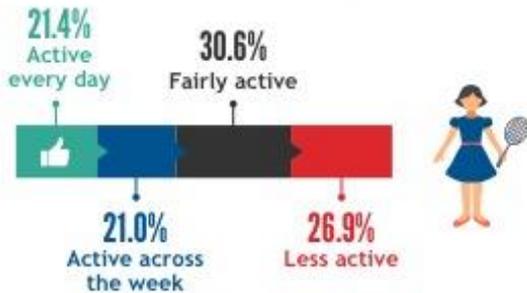


**39.6%** inactive in Bury

- Approximately **12,609** people
- Although the Bury inactive proportion is better than England and the trend is reducing slightly, the high number of people in the borough is a concern

## HOW PHYSICALLY ACTIVE ARE BURY'S CHILDREN AND YOUNG PEOPLE?

### Active Lives Children & Young People Survey<sup>3</sup>



More than one quarter of **children and young people across Bury are less active**. As evidence highlights that inactive behaviours often track through to adulthood, this is a worrying trend.

### Bury Health and Lifestyle Survey of children and young people 2019<sup>4</sup>

Got out of breath and/or sweaty while doing physical activity for an hour or more



3% on each of the last 7 days



41% on none of the last 7 days

### How travelled to school



47% Walked



2% Cycled

### Sources

- 1 Data taken from Sport England's Active Lives Adult Nov 15 - 18
- 2 A classification based on occupation and employment status. HS SeC 6-8 groups are individuals in routine or semi-routine occupations, are long-term unemployed or have never worked
- 3 Data from Sport England's Active Lives Children & Young People 17/18
- 4 Bury Health and Lifestyle Survey of children and young people 2019. Covered 27 schools (18 primary and 9 secondary), with 3,113 returns.

Furthermore, our own analysis from the Bury Health and Lifestyle Survey of Children and Young People 2019 indicates that physical activity levels for young people could be even lower, with only 3% of pupils reporting enough physical activity to meet the guideline level, even in part, and only 12% of children exercising every day.

We know that too many young people are not undertaking active travel to school with 63% of secondary and 41% of primary pupils travelling to school by car or van.

We also know that inequalities exist in young people's physical activity behaviours:

- Children were more likely to have taken no exercise if they had special needs or were in the Lesbian Gay, Bisexual or Transsexual (LGBT) group.
- Children living in the East district of Bury are significantly less likely to suggest they enjoy general physical activities.
- The groups most likely to have no days of vigorous physical activity were year 4, Asian, Looked After Children (LAC), LGBT and those who receive Free School Meals (FSM).<sup>13</sup>

<sup>13</sup> Bury Health and Lifestyle Survey of Children and Young People 2019

## Understanding what drives physical activity behaviour change

There is an increasing amount of insight available to us to help understand the barriers for less active groups to being more active. These can be grouped according to:

- Personal factors – such as motivation, confidence, fear of judgement, cost, health and time
- Social factors – such as cultural norms or an understanding of social benefits
- Local environmental factors – including facilities and information
- Wider environmental factors – including the activity choice, and workforce.

Many of these barriers are specific to different social groups and specific communities. National physical activity campaigns such as This Girl Can and We Are Undefeatable have been developed based on an understanding of the physical activity barriers for women and girls and those living with long term health conditions respectively. We Are Undefeatable has been launched to inspire, reassure and support people to be active by showing people living with a variety of conditions – both visible and invisible – on their own journeys to being active. Insight has highlighted that over a third of people cited lack of energy as the main barrier to increasing physical activity; two in five reported that pain caused by their health condition prevented them from increasing the amount of physical activity they do; whilst over a quarter of people with a long-term health condition reported that the unpredictable nature of their condition made it hard to commit to a routine.

## How this informs our future strategy

- Alongside measures to raise the activity levels of the whole population, there are **too many people not active enough to benefit their health**. This strategy will need to include tailored and focused interventions to help those who are least active to move more.
- This means **targeting the inequalities in activity levels** across Bury and having a **place-based approach** to working with those groups and communities who are the least active, recognising that the assets, barriers and enablers may be different between our five townships.
- There is a great deal of national and local insight to help us do this effectively and this strategy will need to build on this with an **ongoing conversation with residents** to understand the barriers they face in their lives.
- Whilst organisations and groups across Bury are doing lots of good things to support and encourage people to lead a more active lifestyle, it is not enough. We **need to do more and be open to different approaches** to ensure we enable the whole population to move more.

### 3. WHAT HAVE WE ALREADY GOT IN PLACE?

Whilst developing this strategy we engaged with a range of stakeholders and conducted an audit of strategies and data sources to help us to understand the current landscape of physical activity provision within Bury. We want to build this strategy using the existing strengths and assets in our communities: people, programmes and infrastructure.

#### ***Walking and Cycling in Bury Council***

We have made significant steps in the cycling and walking agenda across Bury, recognising their important role in helping people to move more. Locally, a number of **Breeze** cycling champions have been trained up in partnership with British cycling. They provide regular fun, free bike rides for women across risk assessed routes. Bury also has a **Wheels for All** inclusive cycling initiative based at Clarence Park and at Bury Athletics Track, operated in partnership with 'Cycling Projects', a national charity. This scheme embraces all children and adults with disabilities and differing needs, to engage in a quality cycling activity in a sociable environment. Bury also provide balance bike sessions for 2-5 year olds, **Bikeability** schemes across our schools, and bike loan and **Buy a Bike** schemes through partnerships with the National Cycling Academy.

In relation to walking we promote a range of opportunities to walk in Bury including **Walking for Health**, countryside guided walks, and Nordic walks. **Bury – Walk with Me** is a nationally recognised scheme created through Bury Sport & Physical Activity Service to provide a variety of led walking opportunities across the borough. The scheme has established 10 weekly walk options for the communities of Bury, all led by Volunteer Walk Leaders.

In June 2018 the Greater Manchester Mayor's Cycling and Walking Commissioner, Chris Boardman, published '**Beelines - a walking and cycling infrastructure proposal**'. It proposed new standards in highway infrastructure and a walking/cycling network of 1,600 kilometres (1,000 miles), including 120 kilometres (75 miles) of segregated routes and 1,400 new crossings across Greater Manchester. It mapped a first draft network of routes and also reported the GM Mayor's decision to set up the £160M **Mayor's Challenge Fund (MCF)** to begin constructing the network.

Bury Council is committed to delivering MCF projects in order to promote cycling and walking within the Borough and has made 3 bids to date. These include £2.2m for the introduction of new crossings to improve walking and cycling routes and road safety for vulnerable users at 7 locations. A bid for £3.6m has been made for new crossings and route improvements in the Fishpool neighbourhood. Both of these have been approved to be worked up in detail. A further bid is currently under consideration for route improvements in the Pimhole, Pilsworth, Radcliffe and Elton areas. **Projects and Programmes**

We have developed a strong knowledge base from the work in Bury, and from the ongoing efforts of a range of public, private and voluntary sector organisations to increase physical activity across the population.

This includes programmes like **I Will If You Will (IWIIWW)**, the Sport England National Lottery funded pilot aiming to address activity levels of women and girls across Bury. Stakeholders said that IWIIWW did much to positively change the lives of women. This was driven by the development of a strong social marketing campaign to address social barriers relating to being active alone, using assets that are already present in the community, as well as addressing accessibility barriers by enabling activity within neighbourhoods. The programme had a positive effect on women's activity levels, but female inactivity rates are increasing again. This highlights a key challenge for this strategy: to embed

the learning across the whole system and ensure the impact is sustainable beyond any initial grant funding investment secured for any given intervention.

We continue to be successful in leveraging a range of funding to support physical activity initiatives, including the funding from the **Greater Manchester Active Ageing Programme** which will run until March 2020 and aims to increase activity amongst older adults. Bury is one of 8 pilot areas targeting those who are inactive or living with one of more long-term health conditions. The programme includes several cross-cutting themes such as the use of peer support and community champions to support target groups in moving out of inactivity, the use of positive images and language to change the narrative and promote a new positive vision of ageing, and working with older people to encourage more active lifestyles among inactive people aged 55 and over.

**Bury Families Active Together** is a Sport England Families Fund initiative running until March 2022. It is focussed on families in lower socio-economic groups and aims to help families develop more positive attitudes towards activity and create family friendly opportunities to engage in sport and physical activity together.

### ***Parks and Open Spaces***

The borough is blessed with a wealth of open space, and outdoor sport and recreation facilities with access to wider countryside beyond via the West Pennine Moors and through the principal river valleys of the Irwell and the Roch, providing a valuable resource to local residents as well as visitors.

This resource – if well-located, accessible, well designed and maintained – can make a major positive contribution to people’s lives. Our parks are a key asset and we are fortunate enough that all 12 of our main parks across the borough have been awarded Green Flag status for 10 consecutive years.

The Bury Green Space Audit and Strategy (2015) provides the framework that helps to inform specific needs across the borough.

Likewise, the borough’s new Playing Pitch and Outdoor Sport Strategy was launched in 2019, setting out a strategic framework for the maintenance and improvement of existing playing pitches, outdoor sports facilities and ancillary facilities up to 2037. There are shortfalls of one or more football pitch formats, which are becoming more significant as future demand increases. There are also present and future shortfalls for full sized 3G pitches for football team training and cricket, as well as for rugby union and rugby league in the areas where these sports are played at community level. We have identified that the creation of and increased use of 3G pitches should be a key priority.

### ***Indoor Sport and Leisure Facilities***

Bury Leisure runs three Quest accredited public leisure centres and welcomes over 750,000 visitors per annum. These sites are home to three swimming clubs, a range of sports clubs, and the delivery of a comprehensive Learn to Swim scheme. Bury Leisure is member of GM Active, which brings together a collaborative approach across all thirteen leisure organisations across the GM.

### ***Community and voluntary sector offer***

Bury is proud of its strong voluntary, community and faith-sector (VCF), with many lead organisations who have to date supported the development of the physical activity agenda to move forward. VCF sector organisations in Bury provide a wide range of Health; Social Care; and physical activities. The State of the sector survey by Sheffield Hallam University in 2017 show:-

- 1100 organisations and groups of which
  - 61% are focused on Health & well-being
  - 33% are focused on Community Development
  - 31% are focused on Sports & Leisure
  - 23% are focused on Economic wellbeing
- 19,000 unpaid volunteers giving their time for local causes
- Over 5000 paid staff
- 21.9m interventions supporting clients/beneficiaries/service users

These organisations play a significant role in their ability to address a larger geographical footprint, enabling local people to take control of their own health and wellbeing through regular participation in physical activity. The sector are resolute, adaptable and able to respond to changing cultures, breaking down barriers, connecting people and groups, providing support and helping to improve lives.

The challenge for the sector is securing long term sustainable core funding for their services, however, this is something that should be looked at with partners across the system and enabling groups to access grant funding available. A small amount of seed funding in the VCF has the ability to attract funds from sources not open to the public sector including individual donations; trusts foundations; Business CSR and funders such as the Lottery.

In addition, the VCF sectors ability to involve volunteers significantly enhances services that it can provide. This strategy relies on the strength of the voluntary, community and faith sector, to continue to build on the good work they have been involved with, where possible leading the way by empowering local people to drive the strategy and actions within; raising aspirations and enabling communities with significant inequalities to become involved. Creating suitable environments and conditions in our society to support and encourage active participation and reverse the downward trends of inactivity.

The catalyst for this will be closer working relationships which will develop along with the implementation of a strategic partnership, this will oversee the implementation of the strategy and provide a mechanism to report progress through the Health and Wellbeing Board.

### ***A new Integrated Wellness model***

The model combines Bury Leisure, Bury Sport and Physical Activity Service (SAPAS), Bury Venues, Bury Parks and Countryside, and Bury Lifestyle Services that, together, will support communities to Start Well, Live Well and Age Well.

Working with key stakeholders, including GP Primary Care, Clinical Commissioning Group, Bury Care Organisation (part of Northern Care Alliance NHS Group), Living Well Taking Control, and Bury Multi Agency Cancer Services, the aim is to drive transformational change and increase the number of individuals being signposted or referred into the Model's programmes.

### ***A new way of working – Local Delivery Pilot***

Greater Manchester was selected as one of 12 Local Delivery Pilots by Sport England in December 2017. The Local Pilot work forms an important strand of the implementation of GM Moving, and will test and explore what it takes to secure population scale change in physical activity behaviour across the borough. The insight about activity levels has led us to focus on Radcliffe initially, aiming to engage both children and young people aged 5-18 in out of school settings, people out of work and people in work but at risk of becoming workless. The Pilot is adopting a whole systems approach to address

inactivity and provides a template for a way of working that aligns well with our future models of delivery in Bury.

### **Key messages for the strategy**

It is evident that there is a lot happening in the borough to try and shift physical activity behaviours, with some evidence of success. However, these have failed to either make a sustained difference or the difference at the population scale required.

There have been a number of clear messages from the engagement process in the development of this strategy:

- Too often activity is piecemeal. Projects are too small scale, and fail to be embedded sustainably beyond initial periods of investment.
- There are real barriers for disabled people in the borough to being able to access inclusive opportunities.
- Perceptions of safety (crime and anti-social behaviour) are a real barrier preventing people from being more active.
- There is a strong voluntary sports club infrastructure but many clubs report they are at capacity.
- Whilst there are lots of opportunities to be active in Bury, a lack of awareness of what is happening appears to be a barrier.
- There are numerous physical barriers that are preventing people from being active, for instance, the lack of toilets for the elderly.

These are just some of the things that are preventing people from being more active in Bury.

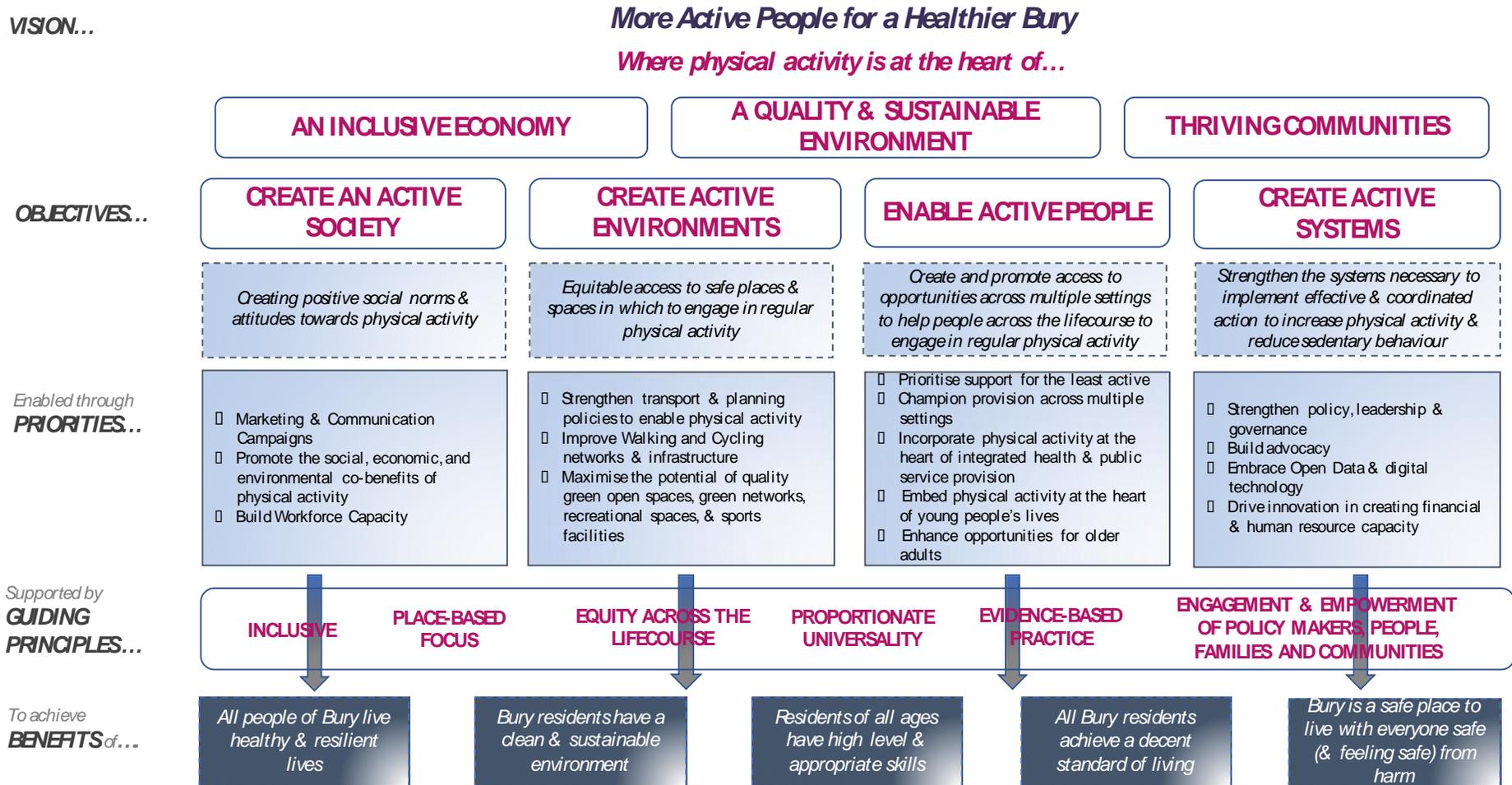
We will therefore need an approach that:

- is strategic and transformational – no one thing will make the difference but we need to think big in terms of those things that will create the conditions for people to be more active.
- considers how we distribute leadership across the whole system. The approach needs to engage all sectors at borough and neighbourhood level, designing moving back into life through policy, systems and culture as well as through projects, services and interventions.
- considers the linkages between different projects and workstreams to create efficiencies.
- ensures resilience and sustainability are embedded at the outset.

Our aspiration through this strategy is to work with and alongside communities to help address identified barriers, and to move towards sustained and embedded practice of those things that are shown to work. Our strategy framework outlines what we are going to focus on alongside the guiding principles of how we will achieve this.

#### 4. WHAT IS OUR VISION AND AMBITION?

## Bury Moving: Physical Activity Strategy for Bury (2020-25)



## **Our Vision**

Our vision is to positively change the lives of people across Bury through physical activity, creating a healthier borough where everyone across all communities and all ages is more active – a whole population approach.

Building from our strengths and through system-wide collaboration:

**We will double the rate of past improvements, reaching the target of 75% of people active or fairly active by 2025.**

Bury Moving and the action plan that follows outlines the journey we need to go on to realise our ambition. This is possible because we are developing new approaches and models of public service in Bury which puts people at the heart of the approach and focuses on early intervention and prevention.

## **Our Objectives and Priorities**

We have identified 4 strategic objectives and 15 priorities to increase physical activity and reduce sedentary behaviour. Together, they capture the whole system approach required to meet our ambitions where physical activity is prioritised as a regular part of everyday life. The four strategic objectives are:

1. Create an Active Society
2. Create Active Environments
3. Enable Active People
4. Create Active Systems.

No one area of work will provide the solution. Lots of changes across the system will be needed. Section 7 provides further details of the specific actions we will take in order to deliver the change. These actions will form an action plan that will set measurable targets and outputs against each area, including identifying key agencies who will be responsible for taking the work forwards.

## **Outcomes**

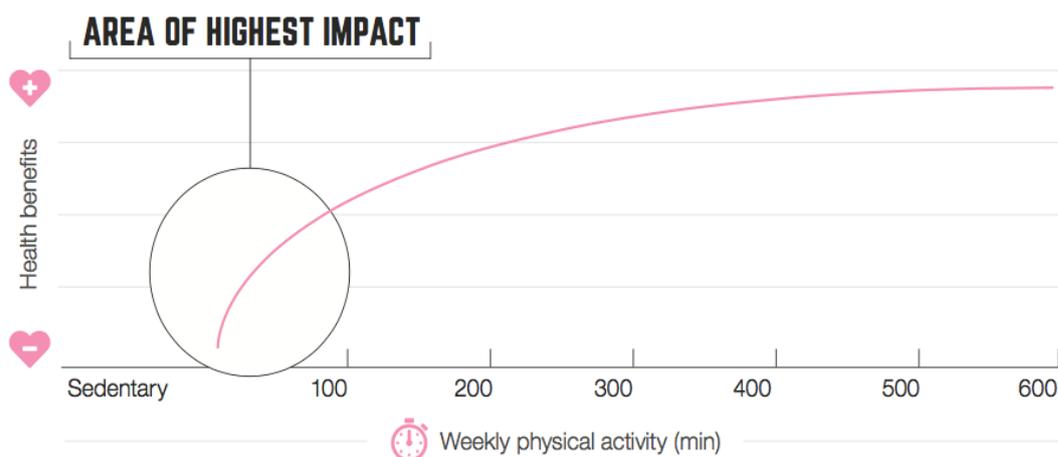
This strategy aligns with the Single Outcomes Framework for Bury which sets out 5 overarching outcomes for our borough around which we align all strategic plans, policies, programmes and delivery. They are:

- All people of Bury live healthy and resilient lives
- Bury residents have a clean and sustainable environment
- Residents of all ages have high level and appropriate skills
- All Bury residents achieve a decent standard of living
- Bury is a safe place to live with everyone safe (and feeling safe) from harm.

## 5. WHAT WORKS TO ADDRESS INACTIVITY?

Evidence shows that it is never too late to start, and moving more will help with the majority of health conditions. When people shift from doing nothing to doing something regularly, they gain the biggest health benefits. The policy directive is clear: *'the biggest gains and the best value for public investment is found in addressing the people who are least active.'*<sup>14</sup> This strategy will therefore **prioritise efforts to help the least active to move more.**

### Area of Highest Impact: The Dose-Response Curve<sup>15</sup>



Moving more in any way will make a difference. Brisk walking is good enough for most people, and no one is too old to start. Walking and cycling are the most accessible forms of physical activity that can be built into people's everyday lives.

In 2018, the World Health Organisation launched a **Global Action Plan on physical activity**.<sup>16</sup> This gave us an internationally agreed, evidence-based approach to address inactivity and engage people in active, healthy, happy lives. The four objectives and twenty policy actions are applicable to all countries and address the multiple cultural, environmental and individual determinants of inactivity.

Nationally, we have also drawn on **NICE guidance** relating to physical activity which covers a range of topics such as the environment, obesity prevention, exercise referral schemes, walking and cycling, cardiovascular disease prevention and physical activity in the workplace.

The strategy is also informed by **GM Moving, the Plan for Physical Activity and Sport**<sup>17</sup> which sets out what needs to happen for Greater Manchester to take a whole system approach to addressing inactivity.

We also have a lot of knowledge from our own work in Bury, and the ongoing efforts of a whole range of public, private and voluntary sector organisations to increase physical activity across the population, including programmes such as IWIIYW mentioned earlier.

<sup>14</sup> Sporting Future: A New Strategy for an Active Nation page 19

<sup>15</sup> Dose-response curve for physical activity, Nigam, 2011 (referenced in 'Towards An Active Nation' page

<sup>16</sup> <https://apps.who.int/iris/bitstream/handle/10665/272722/9789241514187-eng.pdf>

<sup>17</sup> [https://gmmoving.co.uk/assets/uploads/GMM\\_Plan\\_195x230mm\\_36PP\\_AW\\_AMENDED\\_SINGLE\\_PAGES.pdf](https://gmmoving.co.uk/assets/uploads/GMM_Plan_195x230mm_36PP_AW_AMENDED_SINGLE_PAGES.pdf)

## **Key messages for the strategy**

The guiding principles (section 6) and the actions (section 7) have directly been informed by a robust evidence base referenced throughout this strategy.

In particular, it is evident that we will need:

- to strengthen policy, leadership and governance as critical enablers to a whole systems approach.
- a strong focus on walking and cycling as the most accessible forms of physical activity.
- community / school / workplace based interventions that are designed to meet the needs of the least active groups.
- to influence planning policy and infrastructure development to ensure we are creating active environments that build moving more into everyday life.

## 6. HOW WILL WE ACHIEVE IT?

### PRINCIPLES

This strategy has not only been informed by the evidence base of *what* to do to drive a whole population approach to physical activity, it is also informed by the guiding principles of *how* to do it. As outlined throughout, it is clear that we will need to take a whole system approach to achieve our ambitions. This will be underpinned by a series of guiding principles that we have identified together and are drawn from The Greater Manchester Model of Unified Public Services, the WHO Global Action Plan principles, GM Moving Principles and the Bury 'way'.

#### Bury Moving Principles

**A place focus** Moving to Place at Pace, our local model for whole system, place-based transformation is integral to our approach for physical activity, and is strongly supported by the evidence base highlighting the inequalities that exist in the borough. Our work on physical activity will align to the broader public service reform work focussing on a place approach in neighbourhoods across the borough.

**Proportionate Universality<sup>18</sup>** We are committed to Marmot's Proportionate Universalism Approach. This means that we will set policy and take action to enable the whole population of Bury to move more, *and* will focus on specific neighbourhoods and demographic groups, based on inequalities and the level of need. Therefore, to narrow the gaps in health and physical activity, proportional allocation of attention, capacity and resources is needed to engage the least active and those who face the greatest barriers.

**Inclusive** This strategy is for the *whole* population of Bury and we must continually challenge ourselves to ensure that we are addressing barriers to engagement. We will ensure that our people have a strong voice in shaping what needs to change to enable active lives for everyone.

**Across the life course** We will consider needs at different stages of the life course (including early years, childhood, adolescence, adulthood and older age), different levels of current activity and ability, with a priority towards addressing gaps and reducing inequalities.

**Evidence-based practice** The recommended priority actions are informed by a robust evidence base, as well as practice-based evidence. Underpinning this must be a culture of evaluation and real time learning about what is driving change.

**Engagement & empowerment of policy makers, people, families & communities** People and communities should be empowered to take control of the determinants of their health through active engagement in shaping policies and interventions that will enable active lives. Active engagement to mobilise communities is one of the most powerful ways to change behaviour and change social norms.

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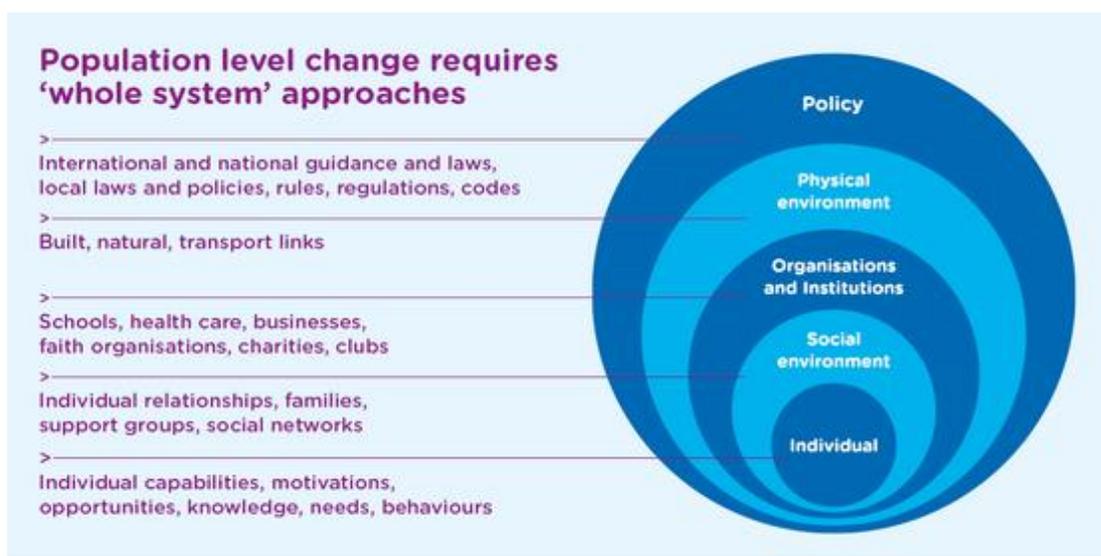
<sup>18</sup> Fair Society, Healthy Lives – The Marmot Review, 2010

## APPROACH

### A whole system approach – aligning all the influences on physical activity levels

Encouraging movement and enabling people to live active lives that involve everything from housework and gardening through to participation in organised sport will require us to understand and address all of the influences on daily life.

We know that these influences are complex, but through our work together, we need to turn as many of these influences as possible into forces that *enable* active lives for our whole population.



To address all of these influences, the whole system will need to engage and help to lead Bury Moving, making a commitment to people moving more in their sector, from **planning, transport, education, health and care, housing, community and voluntary sector, to justice and economic development.**

We need to embed 'moving more' as the normal approach and as part of the solution to the challenges that people face. The big shift that we need to make is to change policy, decision making, systems, process and practice to *enable* people to live a more active life. Every conversation we have with people needs to enable wellbeing and health so that every contact counts.

### Influencing how we work together

Genuine collaboration, co-production, and transparency takes trust, honesty and openness to respectful challenge, always with the overall ambition in mind. Our approach will help people and organisations to respond to the question '*What will make the biggest difference to the outcome?*', rather than '*What will benefit my organisation the most?*'

Our approach has to create the conditions that enable a social movement to grow. It must develop from the grassroots, but leaders in the system can help it to seed, grow and flourish. This can be achieved if we genuinely share power, let people and communities share leadership, and remove the systemic and cultural barriers and blockages along the way.

## 7. ACTIONS

We have made commitments that we will prioritise. This is not an exhaustive list of everything we will do as more will emerge through ongoing co-design with Bury residents across the life of the strategy.

These actions include a mixture of things that build from existing activity and new areas of focus. In support of this strategy a delivery plan will be developed with measureable outputs and targets set for each action to track progress.

I. CREATE AN ACTIVE SOCIETY	
Priorities	What it would take
Marketing & Communication Campaigns	a. Embrace and localise <b>national and regional communications campaigns to help increase physical activity</b> of Bury residents, including <i>That Counts, We Are Undefeatable, This Girl Can, One You, and Who Says?</i>
	b. Ensure movement, physical activity and sport are integrated into existing <b>public health campaigns</b> as part of a cohesive message about leading healthier lives.
Promote the social, economic, and environmental co-benefits of physical activity	c. Develop a clear narrative for Bury, enhancing awareness, understanding, and appreciation for the social, economic, and environmental <b>co-benefits of physical activity</b> .
	d. Leverage <b>mass participation events</b> like the Bury 10k, GM Walking Festival, and other high profile events such as the Tour of Britain.
Build Workforce Capacity	e. Support and develop the whole workforce in Bury to enable system change for active lives, as part of a wider approach to <b>leadership development</b> in Greater Manchester.
	f. Embed physical activity training across the health and care system, including the <b>PHE Physical Activity Clinical Champions</b> programme and <b>Moving Medicine</b> tool.
	g. Maximise the potential of <b>social prescribing</b> through the social prescribing link workers and care navigator roles.
	h. Embrace the principle of <b>Making Every Contact Count</b> for physical activity, supporting all cross-sector frontline staff to be confident in discussing and enabling physical activity as part of holistic conversations about health.
	i. Work with the VCFA to increase capacity in the <b>voluntary sector</b> in supporting people to lead more active lives, including creating leaders in communities, building social networks, and training people that lead and support volunteers.
	j. Improve links with educational partners such as Bury College, supporting students in developing their <b>employability skills</b> through apprenticeships, work placements, work experience, and internships that support people in Bury to move more.

## 2. CREATE ACTIVE ENVIRONMENTS

Priorities	What it will take
Strengthen transport & planning policies to enable physical activity	a. Develop and implement a <b>Local Transport Plan</b> for Bury which embraces the role of physical activity.
	b. Ensure that <b>Active Travel Plans</b> are adopted and implemented by all schools in the borough to help enable more young people to walk and cycle to school.
	c. Embed Active Design within <b>major housing and regeneration projects</b> e.g. Radcliffe Town Centre.
Improve Walking and Cycling networks & infrastructure	d. Develop and implement a <b>Local Cycling and Walking Infrastructure Plan</b> (LCWIP) for Bury.
	e. Maximise the opportunities to improve cycling and walking by implementing the recommendations of the <b>Made to Move Report</b> , through developing the ' <b>Bee Network</b> ' infrastructure, utilising the <b>GM Mayor's Cycling and Walking Challenge Fund</b> and implementing design standards in all highways work.
	f. Develop a <b>Walking and Cycling Forum</b> for Bury to champion opportunities for cycling and walking.
	g. Ensure our efforts to improve cycling and walking infrastructure are complemented by <b>targeted behaviour change work</b> to empower priority groups to take advantage of the opportunities.
Maximise the potential of quality green open spaces, green networks, recreational spaces, & sports facilities	h. Improve the quality and usage of outdoor spaces for physical activity in partnership with a range of organisations from National Governing Bodies of Sport to charities and non-physical activity organisations.
	i. Undertake a <b>review of indoor leisure and fitness provision</b> in the borough to inform future market shaping strategies and provision to meet the aims of this strategy.
	j. Continue to implement the priorities within the <b>Bury Greenspace Audit and Strategy</b> , embracing new opportunities to enhance green spaces such as the City Forest Park initiative, and ensuring our 12 Green Flag Parks are focal points for physical activity in the communities they serve.
	k. Deliver on the recommendations of the Bury <b>Playing Pitch and Outdoor Sport Strategy 2019</b> , in particular addressing the identified shortfall in 3G pitches.

## 3. ENABLE ACTIVE PEOPLE

Priorities	What it would take
Prioritise support for the least active	a. Deliver on our ambitions for the <b>Local Pilot</b> in Radcliffe and Bury as a whole, ensuring that the learning from this work helps to inform our whole system approach in addressing

### 3. ENABLE ACTIVE PEOPLE

Priorities	What it would take
	<p>inactivity in priority neighbourhoods across the borough. This includes learning how to build resilience and sustainability in at the beginning to help build social capital and enable a social movement.</p> <p>b. Prioritise the role of physical activity and sport in supporting risk reduction and early intervention for people <b>aged 40-60 with long-term conditions</b>.</p> <p>c. Deliver on the aspirations and embed the learning from funded programmes like <b>Bury Families Active Together</b>.</p> <p>d. Maximising the opportunity presented by <b>other programmes</b> (for example, NHS Health Checks) to enable active lives with <b>priority population groups</b>.</p> <p>e. Embed the role of physical activity and sport in supporting <b>people out of work</b> and people in work but <b>at risk of becoming workless</b> to become and remain economically active.</p>
Champion provision across multiple settings	<p>f. Embrace and proactively champion the benefits of more <b>active workplaces</b> through the leadership of Bury Council in partnership with the Business Engagement Network.</p> <p>g. Support the growth of a strong, vibrant and inclusive community group and <b>sports club</b> infrastructure and engage them in supporting the shared ambition to reduce inactivity and inequalities.</p> <p>h. Identify opportunities for more <b>innovative approaches</b> to the provision of <b>places</b> to undertake physical activity, e.g. housing, health care and community settings</p> <p>i. Support the <b>opening of school and college facilities</b> for greater levels of community use.</p> <p>j. Champion and enable the development of <b>community and volunteer led initiatives</b> that promote active lifestyles.</p>
Incorporate physical activity at the heart of integrated health & public service provision	<p>k. Further develop the <b>Beats GP Referral Programme</b> with a new single point of access for all referrals and opportunity for self-referral. This should include further improving the monitoring and feedback loops to track GP usage and referral uptake.</p> <p>l. Embed physical activity as part of our pilot work on <b>Person and Community Centred Approaches</b> including social prescribing.</p> <p>m. Deliver on our plans for our new <b>Integrated Wellness Service</b>, embedding new models of delivery.</p>
Embed physical activity at the heart of young people's lives	<p>n. Embed physical activity across <b>nursery and pre-school settings</b> to help improve school readiness amongst young people.</p>

### 3. ENABLE ACTIVE PEOPLE

Priorities	What it would take
	o. Champion the adoption of the <b>Daily Mile</b> in all schools across the borough as part of a whole school approach to physical activity.
Enhance opportunities for older adults	p. Embed the learnings from Bury's <b>Active Ageing</b> work to ensure sustainability of impact behind the initial funding investment and drive system and culture change.
	q. Embed physical activity within our work on <b>Age Friendly Bury</b> .
	r. Embed the learnings from the <b>Falls Prevention Programme</b> as part of Keeping Bury Well.
	s. Support <b>residential and nursing homes</b> to embed physical activity as part of everyday life for residents and staff and support and enable active lives for older people living in their own homes.

### 4. CREATE ACTIVE SYSTEMS

Priorities	What it would take
Strengthen policy, leadership & governance	a. Embed physical activity into relevant <b>policies</b> across the borough, including the Bury Strategy, Bury Industrial Strategy, the revised Health and Wellbeing Strategy, and the refreshed Locality Plan.
	b. Create a coherent voice for physical activity within the <b>strategic governance arrangements</b> within the borough (see section 8)
Build advocacy	c. Embed physical activity training and advocacy with <b>elected members and strategic leaders</b> in public, private and the voluntary sector.
Embrace Open Data & digital technology	d. Embrace <b>Open Data</b> in support of the work being led GM wide by GreaterSport and GM Active.
	e. Work with GreaterSport on the <b>digital transformation</b> opportunities for the physical activity sector.
Drive innovation in creating financial & human resource capacity	f. Develop an <b>evaluation and learning culture</b> across everything we do so we can understand what is making a difference to outcomes for residents, to demand for public services, and for financial sustainability of public services.
	g. Embrace <b>community investment models</b> such as The Pitch and the Social Capital Fund for physical activity to encourage innovation from communities to get people moving more. Where possible look to streamline community investment pots to make it easier for community and voluntary sector organisations to access support by reducing the administrative burden.

## 8. GOVERNANCE AND IMPLEMENTATION

### Measuring success

The driving measure of success for this strategy is the increase in physical activity levels across the whole population, working towards our stated target of **75% of people active or fairly active by 2025**. This will be measured through the Active Lives survey undertaken by Sport England, and it will also enable us to track the changes in specific targeted demographic groups.

Through the governance arrangements set up to oversee the strategy, we will develop a delivery plan that identifies lead organisations for areas of work, and specific success measures to track our progress against our strategic objectives. These will ultimately align to the Single Outcomes Framework for Bury and identify physical activity's contribution towards the five overarching outcomes for our borough.

### Embedded at the heart of the Bury Strategy

The governance of the Bury Moving Strategy will be embedded securely within the emerging Bury Strategy, and is aligned to the same principles of public service reform and integration. This will include a strategic group to provide oversight of the strategy, manage risks, and provide support with strategic alignment of different work areas. The shared purpose of our reform will drive this: to help all people of Bury live longer, healthier, and happier lives, and in doing so, reduce the inequalities that exist between some people and places.

### Bury Moving Governance

As set out in Strategic Objective 4, effective implementation of this strategy will require bold, shared leadership combined with cross-public sector and multi-sectoral partnerships at all levels to achieve a coordinated, whole system response. We are in a strong position to do this, as part of the Greater Manchester family, which is at the forefront of the devolution agenda. Team Bury is working together with Greater Manchester colleagues to bring all aspects of reform together into a single coherent strategy for transformation. Together we have the will and the power to deliver wholesale reform.

### A new relationship with communities

We will need to change the power dynamic with a new form of relationship with people and communities to achieve our shared ambitions. We are moving towards an approach of working with communities and enabling communities to do for themselves, i.e. '*nothing for us without us*', or '*done by us for us*'. There is a strength of energy and commitment in Bury communities, with people ready and willing to engage and contribute. Bury people bring knowledge, skills and experience. Community and stakeholder partnerships are fundamentally part of the solution and they matter absolutely.

The five emerging community partnerships in the neighbourhoods of Bury, Prestwich, Radcliffe, Tottington and Ramsbottom, and Whitefield will be critical to the community leadership, as will community leaders with a particular passion and commitment to physical activity, sport and wider complementary agendas such as sustainable travel, clean air, community development, inclusive growth etc. As with the 'People Powered Bury' Steering Group, people and communities will be at the heart, with shared power, leadership and decision-making across public services and the community and voluntary sector. If we are to ensure the effective implementation of this strategy, the people, and the system will need to work together and hold each other to account for the commitments within it. The opportunity if we get this right is significant – a more active, healthier and happier Bury.