

Local  
Delivery  
Pilots

Expression of  
Interest form

March 2017

## LEAD ORGANISATION

Organisation name	One Nottingham
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Organisation type	Strategic Partnership
Registration Number(s) <i>(if applicable)</i>	n/a

### Lead Contact

*(This will be the lead officer responsible for this submission, and will be the point of contact for any correspondence)*

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# 1. Your place

a. Describe the place you have chosen to be a potential pilot. Where is it and how it is defined?

Our aspiration is that all of Nottingham's residents should be able to live their lives in good health, active, employed and happy.

Why should a poor Nottingham resident from in Aspley suffer from poor health 17 years earlier than someone who lives in the affluent south-east – Gamston, just four miles south-east of Aspley?

And why should they number in the tens of thousands?

Nottingham is renowned for a rebellious past, a collective ability to kick against the orthodoxy. City of Football began a movement that was not about football, but about simply kicking a ball, anywhere, any way you want to. The City of Literature is founded on our rebel writers and seeks to be an inspiration for the next generations.

Our pilot has the potential to enable us to move on again towards a radical and active future. We can connect together the physical need of our people with our culture and the identity of the city.

It is a vibrant city with significant sporting, cultural and heritage centres, two major universities, 370 schools, and the third largest student population in the UK. Nottingham...

- is a Unesco City of Literature.
- has an independent cinema rated among the best in the world
- is the only city outside London and New York with a Rough Trade record shop
- is Visit England's 'Home of Sport' with world class sporting facilities in the centre and conurbation of Nottingham
- is the UK's first (and only) Sport England City of Football
- is the home of the National Video Game Arcade.

Nottingham has an award winning public transport system, including the largest publicly owned bus network in England and an expanding tram network. The city is the economic heart of the conurbation, the centre of the Greater Nottingham travel to work area and drives the wealth of the sub-region. However the majority of the city residents receive limited benefit from that wealth creation, with 51% of people who work in Nottingham city living outside the local authority area.

The city has an economic development strategy with target sectors including digital media, life sciences, financial and business services, retail and leisure. Nottingham hosts the headquarters of several large companies, is one of the UK's six Science cities, and host to the UK's only local authority-owned, not for profit energy company, Robin Hood Energy. Boots are members of the One Nottingham Board and are an active partner in economic development and regional partnerships such as D2N2 with their main site employing over 6000 people sitting across Broxtowe and Nottingham council boundaries.

Nottingham's resident population is:

- 314,300, 6,000 up since 2012.
- Projected to rise to 323,400 in 2022 due mainly to international migration and more births than deaths.
- 28% of the resident population is aged 18 to 29. Full-time university students are 1 in 8 of the population.
- Almost 15% of the Nottingham population is aged 20-24 years, double the national average.
- The percentages of other age-groups are lower than the average for England, particularly of those between 65 and 74.

Nottingham embraces, difference, diversity and new cultures. In the 2011 Census:

- 34.6% of Nottingham's population are from Black, Asian and Minority Ethnic (BAME) groups.
- The number of people in the White British and White Irish ethnic groups fell between 2001 and 2011 to 65.4% of the population compared to 81.1% in 2001.
- The largest increases were nearly 21,000 in the Asian ethnic groups.
- The ethnic group White Other increased from 2.5% to 5.1% between 2001 and 2011.
- Nottingham schools had 49.6% of pupils from BAME groups in January 2015, a rise from 37% in 2008.

#### <sup>Nd</sup> b. Why have you chosen this place and defined it in this way?

**Our place is Nottingham. We haven't chosen our place, it has chosen itself. Why should children born into our poorest neighbourhoods and new and emerging communities, face the prospect of living over a quarter of their lives in poor health?**

Inequalities within the population have led us to pioneer whole system change through initiatives such as Small Steps Big Changes, Early Intervention and Opportunity Nottingham. At their core, these initiatives have attempted to give people control and ensure young people are growing up in better environments; as such, it will be 10 years before we see the benefits. We plan to draw on this experience, learning and knowledge and apply it to the issue of inactivity in our place, a key determinant of physical and mental health and wellbeing.

Whole system change requires us to consider the system in its entirety and thus across the city in full. This being said, proportionate universalism will be a key concept that will underpin our work. This concept will ensure that while considering the whole system we will place greater weight on change that can impact in intensity and scale, on those of greatest need. On a smaller level, this was the approach in a number of projects; however, the challenge remains in how best to use our experiences to scale this principle.

Considering the city as a whole as described is key for a number of reasons and while inequalities exist, it cannot be ignored that most areas of the Nottingham City have a healthy life expectancy that is worse than on average across England. This is recognised locally with health life expectancy being the focus of a number of key strategies and plans that recognise the huge role physical activity has to play. Big change requires big ambitions and a whole city approach offers us the opportunity to learn about how to enact change on scale but at the same time in a way that tackles inequalities in health and physical activity.

In exploring the insight for the city around inactivity we have identified some key features of our place which have impacted on our thinking. The insight we have gained has supported the identification of key geographies and communities within our place where proportional universalism will apply.

Furthermore, whole systems approaches in their nature are not targeted at the individual, rightly so, as behaviour is influenced by our friends, family, neighbours, community, schools and workplaces, the landscape within which we live, and the policy which drives local agendas. As such, the impact of our work will extend beyond a simple definition of place. While our place is defined by the Nottingham City local authority boundary, its borders are porous and this movement of people through work and/or everyday activities is important to recognise. As such, we anticipate the benefits of a whole system approach will be felt by adjacent communities within Ashfield, Broxtowe, and Rushcliffe Councils. This has been discussed with neighbouring councils who support this approach. We are aware that Gedling will also be submitting an E.O.I targeted at their own communities and believe this highlights the importance of tackling physical inactivity in the region.

### c. What are the most important issues in this place that are relevant to this pilot?

Nottingham's challenges are not new, many are deeply rooted. Successive interventions and regeneration initiatives have had successes but have not resulted in a population level shift in behaviour.

Our most important issues are:

#### 1. Deprivation

Nottingham is the **eighth most deprived local authority in England** according to the latest Index of Multiple Deprivation. Of the City's 182 Lower Super Output Areas (LSOAs) **61 are amongst the 10% most deprived in the country**, including all of those in the city wards of Aspley and St Ann's.

The most deprived areas are concentrated in the estates north and west of the city (Aspley and Bulwell the most deprived wards), and to the east of the city centre, St Ann's.

#### 2. Health and well-being

The connections between physical health, mental well-being and physical activity are well established. In comparison to the rest of the country Nottingham needs to become more healthy and active.

- **Physical activity, obesity and diet** are estimated to contribute to **35% of the known risk factors for ill-health in the city's population**.
- A very low proportion of children (9-10% aged under 5 years; 15% of 15 year olds) meet the **physical activity recommendations for health**, and three quarters of 15 year olds are sedentary for more than 7 hours a day.
- It is estimated that **physical inactivity costs the NHS in Nottingham £2M per year** due to expenditure on cardiovascular disease and cancer attributable to physical inactivity. The total societal costs of overweight and obesity related diseases in Nottingham is £94.4M/year.
- **One in four people aged 16 years and over are obese** in Nottingham, similar to the England average however **Nottingham's children have significantly higher levels of obesity** compared to the England average at age 4 to 5 years (12% compared to 9%) and at age 10 to 11 years (24% compared to 20%).

- The city has poorer rates than England in breast feeding initiation, child tooth decay and fruit and vegetable consumption.
- People **die younger** and are **less healthy** than most regions in England. **Healthy life expectancy** (the number of years we can expect to live in good health) is **57.8 years for men and 58.4 years for women** compared to a healthy life expectancy of **77.1 years for men and 81.6 years for women** on average in England and Wales.
- As life expectancy is increasing at a faster rate than healthy life expectancy an increasing number of people are spending a **greater proportion of their life in poor health**. This burden is felt not just by individuals but their families, carers, communities and society as a whole.
- Despite being a young city, Nottingham has a **higher than average rate of people** with a **limiting long-term illness or disability**.
- With the exception of our student population, health is **worse than the national average in each age group**. In addition, differences can be observed in the health of men and women. In a number of age groups, women are more likely to have a long term health problem or disability than men. In part due to the longer life expectancy of women, the gap in long-term health problems increases with age and is seen across all ethnic groups.
- Inequalities in **mental health and wellbeing** exist in groups such as unemployed people, those with a disability or long term condition and people living in social rented housing. These are over-represented in the most deprived areas of the city including Aspley, Bestwood, St Ann's, Bridge, Bulwell and Clifton North. However, there remains more to learn and explore about these communities in the early stages of the pilot.
- **24% of the people in Nottingham smoke**, compared to **16.9% nationally**.

### **3. Black, Asian and Minority Ethnic (BAME) groups, new and emerging communities**

The 2015 Mid-Year Estimate (MYE) estimates a Nottingham City population of 318,901, an increase of 4,633 on the 2014 MYE and a total increase of over 15,000 since the 2011 MYE. A constant component of this increase has been from international migration. The Nottingham City School roll shows the increasing diversity of the City with 50.3% of pupils being of Mixed, Asian, Black, African or Caribbean ethnicity; this is in comparison to a figure of 37% in 2008.

Behind these statistics are **expanding or new communities** within the city both geographical and via social networks. It is known that the BAME population continues to be over-represented in the low skilled and manual trades and lowest socio-economic groups. Growing inactivity, health, cohesion, education, skills and employment challenges intensify as new communities are concentrated in poorer neighbourhoods. A separate challenge is presented by Nottingham having one of the largest short-term migrant (student) populations in the UK.

### **4. Unemployment and low skills**

In Nottingham **63.5% of the population are employed** compared with 73.6% across England. This is, in part, explained by a large student population, but after excluding them, the rate remains low (72.5% Nottingham, 78.1% England). The city generates significant wealth but large numbers of residents do not benefit from the economic activity. Nottingham's travel to work area means that people doing the higher paid jobs in the city tend to commute into the city, taking some of the wealth out. In 2014, 42,000 lived in families where no adults work or where the household income is low, resulting in **high levels of child poverty**. (65% of children compared to 43% in England).

### **5. Education**

Poor educational attainment regrettably tends to sit with deprivation and poverty. Nottingham's challenges start at a very early age. Nottingham children start school **14% behind on reading skills and 12 months behind in vocabulary** than England. This early disadvantage for children has led to

the SSBC partnership which joins together Nottingham City Cares (community health), the local authority and community agencies to target young families in the four wards with the highest levels of child birth, namely Aspley, Bulwell, St Anns and Arboretum.

**GCSE results need to improve.** Nottingham was near the bottom of the last published LEA league tables. Even though Nottingham has one of the largest FE colleges in the country and two highly successful universities, North Nottingham and Aspley ward in particular still has the lowest levels of graduates in England.

Despite the challenges this provides, the City of Literature shows novel initiatives can have an impact with change driven through working with a major local employer and Business in the Community in schools on reading relays, involving both books and outdoor activity.

## 6. Housing

As discussed previously, the nature of the communities in the city are changing. The Radford and Berridge areas of Nottingham have **significant numbers of new arrivals**, bringing challenges for the established communities and public services. Their housing is largely privately rented, residents are transient and difficult to organise.

Nottingham has a rare housing tenure profile. There are **26,500 households with 55,000 residents living in local authority owned housing** which are **concentrated in the most deprived wards**.

The large disadvantaged estates in the north of the city are predominantly white and changing more gradually. These were the dormitories for the former manufacturing industries of the city. It is also in these areas that educational attainment and skill levels are at their lowest.

# 2. Audience

## a. Tell us about the people in your place and why this pilot matters to them

An analysis of the emerging insight from Active Lives (actuals for year 1 including gardening) concerning activity levels in people in Nottingham gives us the following overall picture:

- The city has a **higher proportion of inactive people** and **lower proportion of active people** than England
- We are a little further behind our best nearest neighbour being **4.1 percentage points behind on inactive** and **4 percentage points behind on active**

When we consider physical activity behaviour by demographic group. In Nottingham:

- The inequality gap between **males and females** for **inactivity is small** at 0.8 percentage points (compared to 3.4 percentage points nationally) but a **little larger for active** at 5.4 percentage points (compared to 5.7 percentage points nationally)
- There is a **slightly improving picture** for **people with a limiting illness or disability** in the city but the actual numbers of active people in this demographic are relatively low.
- **55 plus age group** are **significantly less inactive** and **significantly more active** than the same group nationally, although this group still has the **highest proportion of inactive** and **lowest proportion of active** compared to other age groups.
- The **35-54 age group** has a **higher proportion of inactive** and a **lower proportion of active** when

compared to England and the **16 – 34 age group** has a slightly higher proportion of people inactive than nationally.

- 75.8% of 15 year olds have an average of **over 7 hours per day of sedentary time** (England 70.1%)

The greatest concern for the city is for people in **social grades 6-8** where the proportion of **inactive is significantly higher** and the proportion of **active is significantly lower** than England.

### Active Lives – ‘INACTIVE’, ‘ACTIVE’ & ‘FAIRLY ACTIVE’ proportions by SOCIAL GRADE – Nottingham City compared to England



- Approximately 84,000 people in Nottingham fall into NS Sec 6-8 with **30,000 of them falling into the inactive category.**
- Considering **ethnicity**, particularly people from **Asian backgrounds**, the **proportion of inactive people is significantly higher** and the **proportion of active is significantly lower** than England than other ethnic groups (that we have data for). The proportion of people from a **White Other** background who are **inactive is also significantly higher** than England. The White Other group includes many of the **new and emerging communities** in the city which are a growing demographic.

In our local independent magazine, LeftLion there is a regular feature called Overheard in Notts. We thought we would let some of Nottingham’s people tell you how they feel about living in this city and being active. Some views have been sourced from the work conducted as part of a recent health needs assessment of the BME community as well as a feature called ‘Overheard in Nottingham’ from a local independent magazine (LeftLion).



# #OVERHEARD IN NOTTS

I can't think of anything worse than the gym, I mean I'd find it really frustrating because there'd be really slim girls in there and I'd hate it. I don't want to see them. I'd feel like rubbish.'

'I'm not really a, you know, a healthy person'

'It's hard enough bringing up your kids, doing the shopping and looking after Nan, without having to do additional work 'cause that's all what sport and exercise is.'

'Women only sessions are good but we need more of them'

'I like using the outside gyms but I live in Basford and have to travel to Radford'

'There are lots of parks in my area but I don't feel safe to go out on my own'

'My dad suffered a heart attack, he was overweight and never exercised, it's only when this happened that he stated to lead healthier lifestyle'

'We need gyms in all parks so people can exercise for free in the fresh air'

'People take public transport instead of walking'

'How can you make healthy choices when you live in a place with obesity and poor health, no money, no jobs, low aspirations, what do you expect?'

'When you have so many other things to pay for, gym membership and looking after your health is the last on the list, all your money is spent on running your house and feeding your family'

'Most people know what they need to do, they just need some support and encouragement'

'People are lazy and need to take responsibility for their own actions and health; it's not rocket science, move more and eat less'

'My daughter wanted to go to gymnasium with her friends at our local leisure centre, she was so desperate and I couldn't afford it, she was really upset and sad'

'Being active can help with your mental and physical health, gardening, dancing and walking are all good for you and keep the mind young and the body feeling healthy and good'

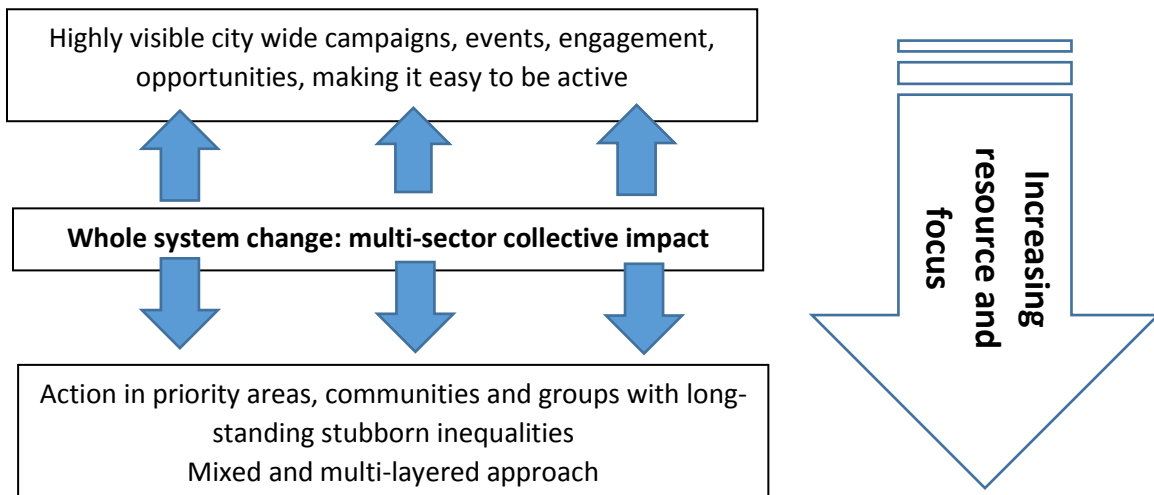
'Health messages are confusing, the government say you need to do 30 minutes of exercise a day to prevent heart disease and diabetes, but now it's something else and I can't keep up'

Overheard in Notts is a regular feature in LeftLion Magazine, who have a monthly audience of 50,000 people across Nottingham and are a partner in our bid.

These are just a small sample but provides a flavour of what people in the city think.

**who**  
 b. Who would you like to focus on in your pilot and why? What do you know about their motivations and attitudes?

The latest Active lives data tells us that 24.8% of people in Nottingham are inactive. The emerging insight around these inactive people and the health profile of the city identifies key high priority areas for our pilot. Our plan is to focus our attention and resources in the following way.



Our pilot is underpinned by a model of proportionate universalism. This approach will enable us to tackle the issue of inactivity across the whole city but at the same time tackle some of the inequalities that can hide within national, regional or city wide activity figures.

### Priority themes within our place of Nottingham

Analysis of the emerging insight around activity in the city by population groups suggests two key themes, with a need for a mixed approach. Our greatest focus and therefore resource will target these two themes of stubborn inequality in our most deprived wards and concerning inactivity in the Asian communities.

#### Active Lives – ‘INACTIVE’ & ‘ACTIVE’ overview by population groups



NB Inactive data for Black ethnic group is not available at present

#### The first of these themes is areas of NS Sec 6-8 and Healthy Life Expectancy.

We know that people from the lower socio economic groups (NS SEC 6-8) are over-represented in the city's inactivity figures and that there is a strong correlation between these groups and those people living in the most deprived and challenged areas of the city. This is where stubborn inactive behaviour is likely to exist and that it is unlikely to change without whole system change. We recognise the significant role moving from inactive to fairly active can have on key issues in these areas but also the size of this challenge.

By overlaying areas consisting of all 35 LSOAs which are in the highest two quintiles for NS Sec 6-8 population (these areas have a significantly higher proportion of people in NS Sec 6-8 than the city average) and the lowest two quintiles for Healthy Life Expectancy. This gives us 10 MSOAs in **five geographic areas** containing 29,676 people within social grades NS Sec 6-8 which is over one third of the NS Sec 6-8 population of the city and nearly 13% of the total working age population of the city (shown on attached map).

We're also aware that these areas tend to:

- Have higher levels of childhood obesity compared to the England average at year 6.
- Be some of our most deprived communities both in terms of IMD overall but also in the health and disability domain.
- Contain greater proportions of population groups with poorer mental health.
- Higher mortality rates from chronic heart disease (under 75)

**Our second key theme concerns the ethnic groups in the city.**

The group with the highest inactivity levels are Asians. The proportion of inactive Asian people is 6 percentage points higher than the next BAME group that we have data for (32.6% inactive Asian v 27.0 white other inactive). In mapping where this community are located, we can see that there is a little overlap (Arboretum, Radford and Park, St Ann's) with the parts of the city that we can reach greater numbers of people in lower social grades, but they appear to be predominantly in different areas, widening the picture of inactivity across the city.

The Asian population in the city is 41, 000 and approximately 13,000 are inactive.

The second least active ethnic group in the city is White Other. We believe this to contain a considerable proportion of the growing new and emerging communities in the city. Further work needs to be done to identify if this group is located in the same areas as the NS Sec 6-8 and HLE. Additional work is needed to explore and understand activity levels across other BAME groups where we currently do not have sufficient data.

We also recognise that there are inactivity issues with the 55 plus age group and that given the burden of long-term conditions, significant health benefit could be gained from increasing activity in this age group. However, we currently have 12 of our 38 MSOAs that have a healthy life expectancy age that is **lower than the age of 55**. Hence our approach is to focus on driving population change in the communities where we know we can reach greater numbers of those in lower social grades and those in the Asian ethnic group and work across the adult (16+) life course.

There are relatively low numbers of people with an illness or limiting disability in the city who are active. However, the city has already allocated significant resource through its GOGA project and the Sport England funded Disability Sport Insight Programme to address this issue. We will make links between our pilot and these programmes to prevent duplication and maximise shared outcomes.

For our proposal to succeed policy and environmental changes need to make it easier for people in the city to choose to be physically active and to fit it into demanding lives. The difference we wish to make requires a sustainable change which underpins the targeted work identified above – creating an active city. This universal work will tackle the wider environment AND address the vulnerabilities of key groups.

Success will depend on identifying the most crucial components and having a strong understanding of what is needed to create and implement the culture, networks and environment for them to flourish. Campaigning and policy initiatives will be visible to wider Nottingham, but areas of stubborn inequality will benefit from the greatest investment.

## Motivations and attitudes

Some insight has been gained about people in our two key focus areas - NS SEC 6-8 and BAME communities from various sport and physical activity projects in the city as well as a BAME health needs assessment (BAME HNA) completed by the Local Authorities public health department.

Through our Community Sports Support project led by Nottingham Community and Voluntary Service, NCVS, we learnt that many community groups want to deliver their own self led activity and saw the emergence of a new type of community sports group 'doing it for themselves' with varying degrees of support around equipment, venue hire and volunteer development.

Nottingham City of Football's work with the South Asian communities living in the city identified the importance of co-creation and relationship building. Whilst motivation to participate existed, lack of confidence, historical negative attitudes and a feeling of exclusion from the established 'supply' side of sport and physically activity were barriers to participation.

The importance of the focus on the customer, in this case the potential participant, was a key success factor for City of Football. Discovering how, where and when someone wanted to take part was crucial to their engagement and retention. This was in direct contrast to the current approach of many sport and physical activity providers who 'set the rules' for taking part. This was very evident with the Meadows group which offered integrated activity sessions for disabled and non-disabled young people. This was a session that had previously been refused funding as it did not focus only on disabled people.

A BAME HNA has recently been completed. A key component of this report was talking to BAME communities within the city. The focus groups conducted will inform our understanding through a number of physical activity related comments. Asian men and women in the city identified the importance of healthy choices, their environment and their social circumstances in addition to safe and culturally suitable venues and groups. In addition, this report reviewed the published literature and provides a useful backdrop to the extensive evidence base on which to build our understanding of how cultural and religious customs e.g. gender identity, discourage Asian groups from participating in physical activities (Ahmad, 2011<sup>1</sup>).

Other non-sporting programmes in the city such as Small Steps Big Changes will also provide some valuable information about our key target groups.

We recognise that the learning from a range of initiatives and projects across the city needs to be collated to identify what we know and where there remain gaps in our knowledge and understanding of our inactive communities.

Whilst we have data and some insight around motivations and attitudes there is clearly a need to understand the multiple and complex factors that influence inactivity in these identified groups. This can only be done through open and honest conversation with communities to get a feel for the communities, organisations and people within them and work together to identify opportunities to influence behaviour through a variety of levers.

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<sup>1</sup> Ahmad A., (2011). British football: where are the Muslim female footballers? Exploring the connections between gender, ethnicity and Islam. Soccer Society. 12(3):443–56.

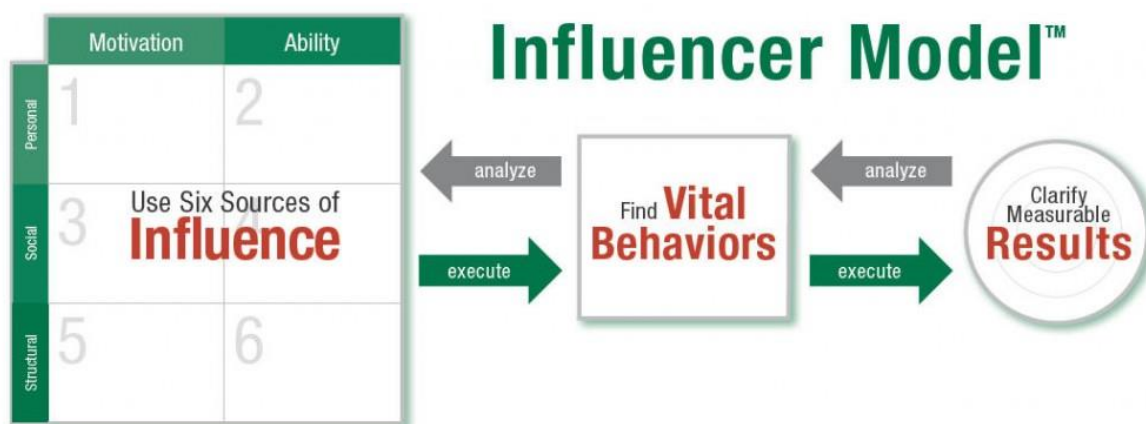
### c. How will you engage, communicate and influence your chosen audience?

A number of behavioural theories and approaches will be used to maximise the impact across the whole system. These will focus on working with the community but will also be applied to tackling organisational culture around physical activity.

**Human-centered design, HCD**, is a creative approach to problem solving. HCD is a process that starts with the people you're designing for and ends with new solutions that are tailor made to suit their needs. We will use the expertise within our leadership to take a HCD approach. We will engage our chosen audience and experts to co-create solutions not limited to specific domains within the system. These solutions are shared, discussed and refined with the help of the audience themselves. This dynamic process provides a greater chance to impact on physical inactivity and ensures a responsive set of plans. This short video explains the concept <http://www.designkit.org/human-centered-design>

Using this principles we will explore using tools such as CHES (an app-based tool) which gives residents a voice to provide genuine local insight into how their environment helps or hinders their healthy living choices. Within neighbourhoods, there are a wealth of assets (such as people, organisations, buildings and open spaces), which contribute to the health, and wellbeing of the community. Used alongside other tools such as surveys, focus groups and community-wide engagement, CHES provides powerful evidence from the perspective of residents about what they think of their assets and how to make the most of them.

We need to drive behaviour change across the whole system that impacts on an individual's motivation, opportunity and ability to be active. Behaviour is not independent of the context in which it occurs. We will use the Six Sources of Influence model to identify the vital behaviours, or actions, required to drive the change, implement the culture, networks and environment for activity, help build an aligned system and identify the job to be done.



Our methods of engagement and communication will be driven by a deeper understanding of our chosen audience. We will develop a space for a real conversation, and move away from telling people what they should do and being prescriptive to really listening. Building relationships and trust, not parachuting activity into a community, providing support and helping to unblock are all characteristics of this approach.

We will use the skills and assets of our cultural partners in the city to find innovative and creative ways to communicate and engage and run city wide campaigning and messaging together with local,

relevant communications in our target areas. We will work with broader citywide initiatives such as the City of Literature to generate and disseminate shared messages.

Being a city with a high proportion of young people - 'digital natives', digital engagement strategies will be at the centre of our marketing and communication plans. This will need to be carefully tailored to ensure we use appropriate digital platforms to communicate, deliver services, engage, share and network. We need to be clear on what the needs and concerns of our different target groups are, understanding how best to share messages and engage with these people, strategically selecting the best channels for each customer group. We must also understand where digital activity will not reach sections of our target audience either through non-adoption or lack of access and not assume everyone has access to a smartphone.

Both Nottingham Community and Voluntary Service, NCVS and Nottingham Community Housing, NCH who will be key routes to market for the pilot. They both have the capacity to open up engagement in the very local community sector. NCH provides opportunities for collaboration and communication with their 26,000 households living in local authority owned housing which is concentrated in the most deprived wards.

We believe there is a role for 'show business' in our approach – highly visible activity to engage and attract everyone in the city, for example, through a dedicated Notts TV Activity Channel. We will explore how we can link into the show business agenda of the city through its unique cultural events, festivals and gatherings – not just as a campaign presence but by creatively exploring how these can become part of the system change.

## 3. Leadership

### a. Which organisation will lead the development of the pilot and why?

The One Nottingham (ON) Partnership will lead this proposal at a strategic and city wide level.

The purpose of ON is to encourage and facilitate city-wide collaboration for the benefit of Nottingham and its citizens. ON has representation at the highest levels of the city from business, the universities, local authority, other public sector agencies and the community – (youth, faith, health and cultural sectors).

Physical inactivity is a key priority of ON, led by an ON Board Member, Dr Hugh Porter (GP, chair of the Clinical Commissioning Group and Vice Chair of the Health and Wellbeing Board).

ON recently reviewed its overarching objectives and included physical activity as a feature of its ambitions to raise the aspirations of the city's communities. The Nottingham Plan to 2020 (ON's Strategic Plan) includes a priority target to increase physical activity and the board is conscious that health inequality impacts upon achieving many of its targets. We now have an almost unique opportunity to bring programmes together to work towards our shared aims.

One Nottingham chair, Jane Todd OBE is also the chair of Small Steps Big Changes and Opportunity Nottingham. Jane's recent paper to the Cabinet Office and the Big Lottery, offered



the perspective of people seeking to deliver system change and who share a commitment to getting the best outcomes for beneficiaries and the city as a whole. Jane is at the forefront of systems change, nationally and locally, to find ways that we can solve Nottingham's deeply rooted problems.

Our proposal is to vigorously support a place-based system change model, in which local people will be an integral part of a strong place and partnership, with local anchor organisations working to a common vision.

One Nottingham will:

- set the policy for change in the city
- develop the strategic direction
- provide a framework to enable partners to work together
- be a mechanism to shape policy required to drive change
- agree a plan with delegated responsibilities to ensure that the pilot is effectively delivered
- facilitate 360 degree communications.

## b. Who are the other leaders in your place and how will you utilise them as part of the pilot?

A fundamental relationship will be the ownership of this pilot within the Nottingham Health and Wellbeing Board (HWPB), the Clinical Commissioning Group (CCG) and with the Director of Public Health **who will provide leadership across the health sector to drive change**. The Chair of the HWPB is the council portfolio holder, Councillor Alex Norris and the Vice chair is Dr Hugh Porter, member of the ON Board and chair of the CCG.

The **Cultural Strategic Partnership**, chaired by the Director of Dance 4, are drawing up a new framework which prioritises similar broad outcomes as the Sport England Strategy, including increasing physical activity. This has potential to open routes to new markets, offers alternative forms of physical activity, creativity in marketing, social media and training delivery and it puts local people at its heart.

**Nottingham Community and Voluntary Service**, NCVS, have the capacity to open up communications and engagement in the very local community sector. NCVS is key to reaching a network of 2000 local groups and organisations and run a network providing a clear route for consultation, delivery and monitoring of impact.

The city's northerly wards consistently crop up in all of these plans, which recently resulted in a community led partnership, **Rebalancing the North**, who can assist with provide co-ordination and community ownership.

**Nottingham City Council** will provide political leadership, enable connections to statutory services, sports and community facilities, services for inactive people, planning, environment and transport, all key for system change. Rushcliffe, Broxtowe and Ashfield District Councils have their own inactivity problems and recognise the relationships their residents have with the priority areas and are supporting this proposal. Agreement has been made at Chief Executive level to secure their collaboration with the pilot and co-ordination in their own areas where required.

**Universities and colleges** can support the workforce and communities in a different way, reaching their own workforce and students; opening up facilities and in research and technological development, for instance Horizons' (Nottingham University) engagement in the City of Football Playbook feasibility study.

**Businesses and private employers** can deliver on the basis of corporate social responsibility offers and by engaging their employees. Sporting businesses and charities recognise that increasing activity could provide commercial and potentially long term business opportunities for them by perhaps piloting different models of delivery.

**Nottingham City Homes, NCH**, enable a route to and understanding of a significant market, understanding of audience and learning from previous Fit in the Community activity.

Across Nottingham people are working to improve the lives of people living, working and studying in the city. The ambitions set out in the city's plans and strategies evidence this commitment. Tackling inactivity at population scale offered through the pilot provides Nottingham with the opportunity and challenge to contribute to significant progress in many of the following strategies.

Heath has a framework which supports our approach. The **Nottingham City Joint Health and Wellbeing Strategy** aims to increase healthy life expectancy and to reduce health inequalities by targeting the neighbourhoods with the lowest levels of healthy life expectancy. This strategy was developed with people living and working in the city.

The means of achieving this is through the **Nottingham City Physical Activity, Obesity and Diet Strategy 2017-2020**. It puts the health of people at the centre and seeks to increase the proportion of the population who are physically active and decrease the proportion that is physically inactive.

The **Nottingham & Nottinghamshire Sustainability and Transformation Plan (STP)** and the **Clinical Commissioning Group's Strategy** each include outcomes in which increasing physical activity will contribute towards. The golden thread of increasing healthy life expectancy runs through all of these strategies.

The **Small Steps Big Changes (SSBC) and Opportunity Nottingham** Lottery programmes are developing systems change models of working. These programmes have a long term 10-year life span with SSBC focusing on the city's wards with the highest levels of child birth (those wards identified in this proposal).

**The Looking After Each Other Initiative** identifies physical activity as a contributor to older people's quality of life.

Inactivity is a priority action in the **Nottingham City Council Plan** and underpins much of the work in the Adults, Health & Community Sector. The Council has prioritised addressing low levels of sport participation and physical activity through its **Sport & Physical Activity Strategy**. **Nottingham City Council Breathing Spaces Strategy** includes improving the use of outdoor green spaces for physical activity, sport and recreation.

Increasing physical activity runs deep as the **Nottingham City Local Transport (LTP) Implementation Plan** prioritises walking and cycling, including plans for investment in radical new cycle corridors from the city centre. The LTP programme will contribute to the environmental and



cultural shift in physical activity. Equally contributing to this structural and policy change **Nottingham City Land and Planning** policies will contribute to a whole place change. They include the maintenance of allotments, parks and open space and access by walking and cycling. These priorities are reflected the **Healthy Environment 2016/17 Action Plan encourages** active travel and use of green space to optimise people's physical and mental wellbeing.

### c. What are the main challenges you face in successfully completing this pilot? How do you plan to overcome these?

We have in place advocacy, support and leadership at the highest strategic level in the city for the pilot. However the reality of whole system change will test this support when **difficult policy and potentially political decisions** are required or organisations need to make decisions that benefit the pilot rather than their organisation. We do not control all the levers that could impact on the achievement of the pilot's objectives, for example a conflicting directive from a national body.

We aim to adopt a **collective impact approach** which will build on a multi-stakeholder partnership. The key areas of success are a shared vision for change, shared measurement systems, mutually reinforcing activities, development of trust through continuous communication and a separate organisation and team with a very specific set of skills to serve as the backbone for the pilot.

We will utilise our high level contacts nationally and in the city to influence national policy.

Whilst our leisure centres are located in a number of our priority areas in the city they do not have enough spare capacity to accommodate the size of population growth in activity we are seeking. Notwithstanding this, the offer and environment of a leisure centre is unlikely to appeal to and attract the very inactive in our city.

We therefore need to find **new and different spaces** to provide opportunities for people to become active. Nottingham is made up of 20% green space with 124 parks. Our utilisation of outdoor space in the city for exercise/health reasons is low compared to England (10.5% to 17.9%) providing us with an opportunity.

There is also the opportunity with existing NOF and Space for Sport & the Arts built facilities located in our communities. If indicated by our audience as part of the **co-creation of initiatives**, these existing assets within the community can be re-used and re-energised.

Despite Nottingham City having a strong commitment to public transport it can often be unaffordable for our poorest residents therefore we should not expect people to travel to be active. A key success factor of City of Football in attracting and engaging participants was the easy access to activities with 60% of people walking to the activity. It is therefore likely we will need to **explore more local solutions that will impact on inactivity and make it easy for people to choose to be active where they live**. This will involve the challenge of engaging areas of local authority which may traditionally place less emphasis on physical activity and health.

Projects in the city have achieved change at a delivery and individual level but have been small and medium scale interventions. These provide valuable learning going forward but they have achieved **very little sustainable change at an organisation and eco-system level**. There is evidence of influence and change of individuals within an organisation but not sustainable change across the whole organisation and its practices. Organisational and system change will be a key challenge. Further challenges will then appear as having 'stretched the elastic', that is, some change has occurred, **how do we keep the elastic stretched** and prevent organisations snapping

back to their default behaviours. To tackle this, we will work with Sport England to pursue a **behaviour change approach with these organisations**, to broaden and deepen their understanding of the change required.

There will be a need for the traditional supply side of sport and physical activity to recognise that they are part of the solution and not the whole solution. In particular, **the role of the delivery workforce** will be key to a positive customer experience and retention. We will need **to develop a new workforce better placed to meet the needs of inactive audience**, and if relevant, upskill the existing workforce. As the pilot is about whole system change we will work with our education partners in the city to challenge current and pilot new approaches to education and qualifications.

One of our biggest challenges will be changing the behaviour of our chosen audience. We are targeting pre-contemplators for whom **activity has many negative associations** or is simply not a consideration. We need to find a way to overcome the psychological ambivalence experienced by many individuals in making positive lifestyle choices and understand the complex and inter-related issues that prevent this. Many unhealthy behaviours that are common today are often the 'easy' option – in some cases, they are the only option. So, while many children who are currently driven to school could walk or cycle, a combination of parental fears, a sense that roads are dangerous, long travelling distances and the desire for convenience stop this happening. People who are ambivalent about an issue may react to health-related and activity messages in unexpected and counterintuitive ways. In addition, many people do not perceive physical activity as an issue that affects them personally. We need **transformative, co-ordinated action** across multiple sectors with solutions that are tailored to the specific local context.

*Behaviour change, we note, is not only the concern of individuals. It is a concern for organisations, communities and families. All of these influence the settings in which individual behaviour occurs.*  
Extract from Foresight Report on Obesity

## 4. Outcomes

### a. What do you want a pilot to achieve in your place?

Our aspiration stated at the start of this document is that all of Nottingham residents should be able to live their lives in good health, active, employed and happy. Our overall outcome is that **people in Nottingham live healthy lives for longer** and our focus is increasingly on **prevention**. To make this a reality we want this pilot to transform the lives of those living in our city.

#### Short to medium term aims (3 years)

- Increase the proportion of fairly active and active people in the city particularly from under-represented groups and on a sustainable basis
- Significantly reduce the number of inactive people, particularly in our priority areas
- Reduce the proportion of overweight and obese people in the city
- Provide the impetus and collective commitment to achieving the priorities concerning physical activity in the city's key plans and strategies.
- Help us to learn what works and what doesn't work meaning that we can improve our planning during and beyond the pilot and be more ambitious and confident in our targets and actions going forward
- Identify new and lasting ways in which we can work and communicate with the public and with each other to transform individuals' health and wellbeing
- Make better use of the green and open space in the city
- Transform the workforce of the city responsible for delivering physical activity so that they are fit for purpose for our target audiences.
- Significantly improve the experience of people taking part in physical activity to help attract and retain people who have not previously participated
- Develop deep insight into the complex influencing factors impacting on our target audiences and the mixed approaches required

#### Long term aims (10 years and longer)

- Achieve a culture shift through whole system change that will accelerate our progress towards improving healthy life expectancy in the city. We recognise that this is a very long term outcome for the city but this pilot is essential for the future success and wellbeing of Nottingham.
- Exploring and understanding how improving the physical activity levels of our communities impacts upon healthy life expectancy
- Make a significant and sustainable contribution to breaking the intergenerational cycle of problems in families and communities caused by inactivity.
- Help to reduce the impact of poor physical and mental health on employers in the city

These are our overall outcomes at this stage. Recognising that we will be working together with communities and encouraging them to lead and direct the path we take, we anticipate the development of new outcomes that best represent their priorities and needs.

## b. What transformational change is needed in order to deliver your outcomes above?

Partners will need to collaborate at every level from very local to as high as it goes! Silos need destroying, we need to move away from isolated interventions of individual organisations and develop co-ordinated decision making to a common agenda, turning commitment into action that will drive the required system change.

Learning and understanding has been gathered from projects in the city that have focused on specific communities and sports. We have learnt and continue to learn what has worked and what hasn't worked but we now need to scale this up. To transform the lives of inactive people in our most disadvantaged communities, we need change in the thousands not in the hundreds.

We need to do more to really understand the influences on inactivity – particularly in priority inactive audience groups where there are significant health inequalities. We must listen to people to identify barriers whether they are real or perceived. We need to lead an approach that puts the customer at the very centre of our pilot and make sure that the whole system is driven by their needs. Our starting point is where people are at – small steps equal big changes - people move best when they feel comfortably challenged rather than hectored.

We need to change our approach to activity utilising unlikely groups and venues to increase physical activity. Policy will need to alter to develop or open up facilities which are or have previously been seen as off bounds or inaccessible.

We will adopt a Total Place Early Intervention model with the STP as a means of achieving the long term aim of a significant reduction in inactivity related ill health, reducing demand on the public sector, reducing costs and exploring how we reinvest some of the savings.

We need to bring change to the workforce – paid and voluntary - each contact with a person to be multi-outcome focussed. We must deal with the whole person, not only the need of activity, but what make them tick and what are their challenges? We need to improve emotional intelligence across the whole work force, in order to see people in their own context.

We will need to identify and engage with existing and new emerging community leaders.

And finally our language must be simple, our communications appropriate and our decision making processes transparent and clear to all.

## c. What are the strengths and weaknesses in your place that will impact on the ability to deliver transformational change?

### **We consider that our weaknesses are:**

- The sheer depth of challenges in some of our neighbourhoods.
- The scale of the resources required to succeed in all of our areas.
- Reducing public sector budgets and growing competing demands for them.
- A tightly bounded local authority area and the resulting requirement to developing multi authority solutions and share resources.
- The need to pursue different sources of funding in all sectors to meet the needs of agencies and the customers who use them, or are engaged in them.

- We don't know enough about the emerging social structures in new communities which we do need to learn to understand and work with.
- A potential need for new community champions and finding the right people.
- Language and terminology is a barrier. Public agencies use different terms to mean the same thing. This barrier is magnified when we start communicating to the public.
- The sheer volume of plans and strategies in the city.
- The difficulty of talking with one voice and a coordinated leadership
- A tendency for individual agencies to rush into action before we understand the real solutions to a challenge which sits alongside an organisational temptation to return to previous methods of working as the challenges may appear to be too great.

**And our strengths are:**

- Nottingham has a strong sense of identity.
- There is a shared strategic direction in sport, physical activity and healthy life expectancy.
- Nottingham has strong and stable political leadership which has enabled consistent investment over long periods of time, with a long-term Growth Strategy reflecting the business and social needs of the city. Political consistency and stability enables Nottingham to be at the forefront of systems change on a local and a national level.
- There are mixed benefits to being under bounded, there is a high density of people in relatively small area, opening up opportunities to collaborate with the surrounding district councils and communities.
- There is strong conurbation partnership working between the local authorities. We share an STP, there is joint collaboration on key areas of policy and service delivery and leadership from the conurbation in the region.
- A recognition that the local delivery pilot does not sit in isolation from other challenges the city is up against.
- An early understanding of the concept of system change and early intervention. Our ambition was (and is) to break the intergenerational cycle of problems in families and communities. Nottingham is actively pursuing system change in targeted and universal programmes with Opportunity Nottingham and Small Steps Big Changes providing experience of city-wide system change governance and learning.
- Demonstrable strong multi-sector partnerships of public, private, voluntary, community and social enterprise organisations which have worked together to deliver on priorities for the city. They also bring in creativity through cultural, arts, digital and technology partners, not just at delivery level but at strategic and decision making level. This challenges both thinking and approach.
- A track record of delivery; we do what we say we will.
- Nottingham comes with significant experience, commitment and expertise.
- A potential SPV in the City of Football company to take the pilot forward.
- We are creative and innovative. There is a uniqueness of Nottingham; Robin Hood Energy, Notts TV, the National Video Game Arcade's engagement in sport.
- Our partnership has a diverse range of partners and stakeholders who are passionate about Nottingham.
- The city council has invested £60 million in sport and physical activity.
- There is good relationship with national partners and we are open minded, we embrace differences and we are willing to try new things.
- Our well-developed use of insight and evidence.

# 5. Learning

## a. What will we be able to test and learn if we selected your place as a pilot?

- The development and implementation of whole system change in a specific place.
- Deep insight and understanding of the complex and over-lapping factors that influence the most deprived communities in a specific place.
- Testing and re-testing across a target population of over 40,000 and the wider population of the city what works and what doesn't work to get them active.
- Honesty where there are sections of the population that potentially cannot change and why.
- Testing of the different and multi-layered approaches needs within the various communities within an Asian population – this is not a homogenous community.
- Identification of the vital behaviours that will bring about change in the individual, social and structural spheres.
- What unique aspects of a specific place can be leveraged to drive change, what is transferable to other places and what is not.
- The power of our leadership and testing of the extent policy makers across the public, private and community sector will go to, to achieve the necessary shift.
- Transformation of the workforce
- If and how the cultural and creative sectors can help drive innovation and creativity across the system change. This is not just in how we communicate but in every aspect of the system. We intend to bring different and unique partners to the table, not just the usual suspects.

We are not afraid to have an open and honest partnership with Sport England to deliver this pilot, sharing our successes and our failures.

We have learnt a lot about and used traditional methods of sharing learning across other projects in the city. However, from day one of our pilot we want to be the 'Professor' and 'Creative Disseminator' of learning. Feedback we have received on a range of Sport England funded projects is that we are strong on delivering sound monitoring and evaluation data at the end of projects but tend not to shout about what we learning during a project. We will work with our creative partners about how we can do this in a creative, exciting and different to contribute to the new learning community. We plan to start a learning epidemic, sharing constantly and in 'real time' – about both what is and what isn't working –from the start of our pilot.

## b. How do you currently make use of insight to improve or change what you do?

The Nottingham Insight web based resource provides information, data and original research about what it's like to live in Nottingham. This has a variety of uses including service and project planning, decision making and policy development across multiple sectors in the city.

Insight has been at the centre of all the recent and current sport and leisure projects in the city. Both national and locally captured insight has been used to inform and develop the design and delivery of their programmes and activity based on an understanding of the profile, attitudes and behaviours of their target audiences. Customer insight has been used to develop more effective marketing and communication approaches. An example of this is the newly developed stand-alone website for the Fit in the Community project.

Emerging insight from the latest Active Lives survey has been used to develop our approach to the pilot and a further deeper dive on the data requested from Sport England to help shape and direct not just the pilot but all sport and physical activity projects in the city.

A city wide insight group with representatives from the key sport and leisure providers links in with the County Sports Partnership to share insight and run insight workshops with partners across the city and county to help improve local awareness and use of insight.

The City Council's Sport and Leisure team have used insight commercially to increase income at their leisure centres through effective marketing and programming. Through the Disability Sport Participation Project the team are working with Sport England to apply their national insight around disability sport locally.

City of Football commissioned digital research to benchmark, understand and leverage the opportunities digital presents to achieve their objectives. A series of online surveys captured insights into the way digital influences participation, the barriers and incentives for playing football and how a digital strategy can best engage the target audience.

### c. How has the workshop informed the development of your thinking?

It confirmed that we have made a start in the right direction and we are encouraged to think further to connect partners, to seek to be bold and to address our full range of influencing factors to get people physically active.

We understood how much we can take part in the process for working up our pilot and not to propose solutions at the beginning. We were encouraged to identify our challenges and to be honest about the level of change we should seek to achieve.

As a result we are now thinking more broadly than our limited activities in physical activity planning. It did confirm that we are working in the right direction in forging new and different partnerships and that Sport England understands that change in the area of physical activity will be achieved by making approaches through sometimes unexpected and untried routes.

We want to embrace the approach Sport England is seeking in developing these pilots. We understand the commitment Sport England is prepared to make to support us in developing our thinking and our activity. Transparency, sharing and communication are key to the way we want to move forward.

## 6. Final question

Please explain why Sport England should choose your place to be a pilot?

Nottingham's inactivity and inequality is startlingly obvious which provides Sport England with an ideal laboratory for an urban pilot. Our tightly bounded city will provide lessons that will be replicable elsewhere.

Nottingham already has a number of recent change programmes, which our pilot will link with. Our local authority partners reflect the movements and the nature of our communities. This could truly test the connectivity between initiatives, partners and the whole place approach. We will be challenged, but we relish the thought!

We believe that we are ready to take on the pilot and we have a track record of delivery which partners are keen to build on.

Our current city strategies evidence our clear golden thread which is woven through the plans for our pilot Nottingham cannot afford to carry on as it is. The wealth, health and well-being of the city are at stake. It is not really a matter of choice for us that we address inactivity and ill health.

Nottingham has a record of pushing boundaries. We stand out for being strategically connected across sectors and industries and have a partnership of differences with a common agenda. We are open to learn and to change, a commitment to collaborate and drive whole system change.

**We have a radical past - we want a radical future too.**

To hear our local pilot poem in an authentic Nottingham voice, click this link now <https://vimeo.com/210758937> (turn up the volume on your PC)