

Healthy Borough Programme

Transforming Tower Hamlets into a place that promotes and supports health and well being and makes it easier for children, families and the wider community to be more physically active, eat well and maintain a healthy weight throughout their lives.

Communications Strategy

October 2009

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HEALTHY BOROUGH COMMUNICATIONS STRATEGY

1. INTRODUCTION

The Tower Hamlets Healthy Borough Programme (HBP) is piloting new environmental approaches to make it easier for children and families to be more physically active and eat more healthily wherever they live, work, travel, play or learn. The long-term goal is to help everyone, particularly children and families, to maintain a healthy weight throughout their lives.

This communications strategy sets a direction, plan, processes and resources for communicating the key messages of the Healthy Borough Programme (HBP) to our main target audience of children and families, in particular, and Tower Hamlets residents in general.

This strategy provides:

- An overview of the Healthy Borough Programme – its history, vision, objectives and key services
- The wider national and local context
- Aim and objectives of the communications strategy
- Its key stakeholders
- The communications plan
- Resources
- Action plans

2. THE HEALTHY BOROUGH PROGRAMME

The programme is part of the *Healthy Weight, Healthy Lives in Tower Hamlets* strategy. The Programme is based in the Tower Hamlets Partnership and brings together NHS Tower Hamlets, the local authority, voluntary and community organisations, the private sector and local people.

Tower Hamlets is the only London borough to be awarded 'healthy town' status and there are eight other 'healthy towns' nationally. It is part of the Government's national Change4Life initiative. The Healthy Borough Programme has £4.68 million of new funding with similar local match funding for January 2009 - March 2011. The aim of the Healthy Borough Programme is:

To transform Tower Hamlets into a place that promotes and supports health and well being and makes it easier for children, families and the wider community to be more physically active, eat well and maintain a healthy weight throughout their lives

The HBP takes a whole systems approach to tackling the environmental causes of obesity across three themes: healthy environments, healthy organisations and healthy communities. Each theme has three cross cutting strands: active travel, active lives and healthy food. Appendix A gives the programme's vision, objectives and a list of the key projects.

3. CONTEXT FOR THE COMMUNICATIONS STRATEGY

The NHS Tower Hamlets Corporate Communications and Engagement Strategy 2008 – 2016 highlights the following communications challenges for the borough:

- It is a young borough – showing the need to communicate well with young people and parents and to work closely with schools, children's centres, sports venues, youth organisations

- Tower Hamlets has a population with below average educational qualifications, showing the need to communicate in plain language and to use survey methods that do not rely on written questionnaires
- A significant proportion of the community has a first language that is not English, which shows the need to communicate in plain language, in community languages where appropriate
- There is a large Muslim population (Somali and Bengali) showing the need to ensure messages are delivered appropriately in conjunction with community media, community organisations, mosques and other faith organisations to ensure tailored messages
- A need has also been identified to engage white, working class residents who have been shown to have specific health concerns relating to healthy food choices and obesity
- There is a rapidly growing population showing the need to provide accessible information about services

In short, for the Healthy Borough Programme to deliver its messages successfully to the residents of the borough, they need to be clear, in plain language, appeal to young people and delivered in conjunction with community media.

Working across the NHS Tower Hamlets, the London Borough of Tower Hamlets and the Tower Hamlets Partnership and also working with external agencies, the communications strategy for the HB Programme needs to, where possible, dovetail with the strategies, campaigns and events of partners in relation to health and obesity. The aim is to combine resources where possible, avoid duplication and to use other platforms to promote the Healthy Borough Programme.

This table gives a broad outline of the key strategies and campaigns that have been highlighted through consultations and that the HB programme proposes to link into:

Tower Hamlets Council	NHS Tower Hamlets	Tower Hamlets Partnership	Other agencies/ organisations/events
Strategic Plan	World-class commissioning and social marketing, public, patient Involvement	Community Plan 2009- 2020 One Tower Hamlets and Healthy Communities	London 2012 and Paralympics
Making it Happen Campaign	Time for Health – evaluation due		National Change4Life
Tower Hamlets Together – New campaign from October to March – civic pride and sense of place campaign – our Tower Hamlets	Social Marketing – childhood obesity		

To design the most effective communications strategy for the programme, it is important to differentiate between straightforward public relations or communications work and social marketing. Public Relations/Communications work is about managing reputation and is the result of what an organisation does, says and what others say about you¹. This includes everything from the branding of the programme, through to its publications, website, exhibition materials, events, photography and much more.

¹ Chartered Institute of Public Relations

Social Marketing on the other hand is about using a range of marketing techniques to improve health and reduce health inequalities by achieving specific, achievable and manageable behaviour goals².

4. THE HEALTHY BOROUGH COMMUNICATIONS STRATEGY

The Healthy Borough Programme communications strategy needs to find the right balance between promoting the profile of the Healthy Borough Programme and delivery of its programme objectives and social marketing work around its key messages, a task which is also undertaken by the local and national health agencies. In order to do this effectively, our key audiences need to be defined and segmented.

- *Target audiences*

To communicate the work of the Healthy Borough Programme overall, the audience breakdown is as follows:

1. **Children and families**, (0 – 12 years) especially BME communities and those with poor access to physical activity and healthy food choices
2. **Young people – 13 -21 year olds.**
3. **Key local influencers**, including shop keepers, food outlets, school teachers, religious leaders, councillors.
4. **External stakeholders with a professional interest in overweight and obesity in Tower Hamlets e.g.** Professionals, community and vol sector, private sector
5. **HB project providers**, PCT, TH Partnership and Tower Hamlets Council, HB programme, including project teams and individuals delivering projects or who are working in related areas such as children’s services or obesity
6. **Senior policy makers and opinion formers , Funders, Future funders both locally, regional and national – in different settings across agencies and in Board and PCT**

Each individual Healthy Borough project has its own specific target audiences, which may include some or all of the above.

- *Key messages*

We know from the research carried out by the Change4Life team that in delivering messages relating to ‘overweight’ and ‘obesity’, using words such as ‘fat’ or ‘obese’ act as a disincentive for people to become involved.³ For this reason we will not use these words when communicating directly with children and families

The Healthy Borough programme messages are specifically designed to:

- i. Encourage behaviour change
- ii. build on the national Change4Life messages
- iii. highlight the issues faced locally regarding overweight and obesity
- iv. highlight the solutions put forward by the Healthy Borough programme

The proposed messages are as follows:

	Message 1	Message 2	Message 3
Audience			
key messages used for children and	Eating healthier food and being more active	The Tower Hamlets Healthy Borough	We are supporting the eight change4

² National Social Marketing Centre

³ Change for life Marketing strategy

families	will help you and your family to maintain a healthy weight.	programme is making it easier for children and families to be more physically active and eat more healthily	life behaviours: 60 active minutes for children, me size meals, sugar swaps, cut back fat, meal times, 5 a day, snack checks, up and about
In addition the following specific targeted messages			
Young people 13 -21 year olds	It's about being fit and maintaining a healthy weight throughout your life, not about being thin.		
<ul style="list-style-type: none"> • Key local influencers, • External stakeholders with a professional interest in overweight and obesity • HB project providers, • Senior policy makers and opinion formers , Funders, Future funders both locally, regional and national 	Tower Hamlets has amongst the highest levels of childhood overweight and obesity in the country, we all have a role to play in the borough.	You should consider changing your policies and strategies to ensure they are in line with the Healthy Borough objectives	

The vision of the Healthy Borough programme is about changing behaviour, and our work reinforces the Change4Life messages (see appendix) locally. Therefore, in the context of what is needed in Tower Hamlets, the communications work falls into three strands:

- I. **HB General communications for the programme** – in which as many people as possible living and working within the borough **know** about the programme (communications work)
 - II. **Project communications** – in which the maximum numbers of people in each target group for each project are reached and there are **behaviour changes** (communications work and some social marketing)
 - III. **Social Marketing campaigns** – in which specifically segmented target groups are reached, engaged and there are **measurable outcomes** (social marketing)
- *Social marketing campaign one*
New Year, Healthier Lifestyle
Duration: 3 months from January – March 2010
Messages: Change 4 Life, Not Just for Christmas*; Make 2010 the Year You Change 4 Life; Healthy Kids, Healthy Lives; Healthy Bodies, Healthy Minds

- Work with schools to develop a set of activities that will engage children aged 5-11 in thinking about healthy eating and physical activity e.g. an inter-schools debate competition, win £500 for your school to implement a healthy lifestyle / physical activity project
- A sustained presence in *East End Life* through editorial on various projects within the programme and a half page advert with continually changing content that will run for a year
- BME media including community language newspapers, radio and internet sites for the Bengali and Somali community
- Bus stops advertising around the borough to raise awareness and generate interest in the programme
- Using Change4Life and Healthy Borough branding

This campaign, which will act as an awareness raiser and initial stimulus, will be the precursor to a major summer campaign that will build on what's already been achieved and engage large numbers of children and families in fun physical activity and healthy eating projects.

In the interim, between the first campaign and the second, there are a number of key events that the programme can tap in to, to increase visibility and awareness, like the Mela, which celebrates Bengali New Year. This can be done through sponsorship or co-marketing opportunities, by securing naming rights, i.e. The Tower Hamlets Healthy Borough Mela and/or other partnerships arrangements.

The Communications Manager will work closely with the council's Arts and Events team based at the Brady Centre to ensure major visibility at various festivals and events throughout the April, May and June including:

- St George's Day Events, April
- East End Film Festival, April
- A Baishakhi Mela, May
- Paradise Gardens, June

Another series of key events which run throughout the year are the You Decide! consultations, a joint initiative by Tower Hamlets Partnership and the council to involve local residents in making local decisions. These events have attracted more than 800 residents in the past, giving them the opportunity to choose how to spend £2.4 million on additional council services to benefit their local area. The Healthy Borough programme will have a presence at these forums, raising awareness of the programme in general and particular projects, like the Can-Do grants.

- *Social marketing campaign two*
Healthy Borough Summer
Duration: 3 months from July – September 2010

This could include a Healthy Borough Week, which would comprise of seven days of high-profile events to showcase the programme's projects throughout the borough and also commission special one-off activities for summer. This would attract significant media attention, particularly if rolling projects like the Food for Health awards were to plan their next event to coincide with the week. The Big Dance, a biennial pan-London celebration of dance and dancing, will also take place from 3-11 July.

- *General information*
 The Healthy Borough website is currently being developed. The URL will be used on all publicity material and the site will be the main source of programme information for those wanting to find out more. Programme information packs, including a 20 page quick guide booklet and one-sheets with individual project information, are also in development as is an image library, all of which will

highlight the positive impact that the programme and its projects are having on local children and families.

- *Sponsorships*

Another effective way to drive home the physical activity / healthy lifestyles message is to sponsor a local sports team. This would increase both visibility and awareness and create the association between the programme and fun, physical, team-based activity. Members of the team would wear Healthy Borough branded kit, e.g. a football team or, in the case of a sponsored event like a tennis tournament, the programme could assume naming rights e.g. The Tower Hamlets Healthy Borough Tennis Tournament.

- *Internal communications*

Tower Hamlets Council and NHS Tower Hamlets respectively employ 40% and 20% of staff who are Tower Hamlets residents and a sizeable proportion of these staff are also parents. Staff are a great resource for communicating the Healthy Borough message to. They're informed, on-message and can act as great ambassadors for the programme, internally as champions and externally, among friends and family. An internal communications strategy will be developed to use the existing communications channels within the council and the NHS to promote the key messages of the programme.

Links will also be built with the Local Area Partnerships (LAPs), Neighbourhood Managers and Registered Social Landlords (RSLs). Using these channels, Healthy Borough information will be made available through newsletters, at family fun days, public meetings and through estate-based work.

Working with the Youth Service, Children's Services and the 2012 team will offer great opportunities for joint working and accessing diverse young people.

In terms of relationships within the programme team, the Communications Manager will work closely with the Community Engagement Manager to promote the good work being done by Healthy Borough-funded Community-Led projects and also to offer advice and guidance to organisations overseeing the Can-Do grants strand. Most importantly, we will work together to commission research and carry out forums and focus groups to track and measure the community's awareness of the programme and their receptiveness to various communications methods.

- *National relationships*

Relationships will be built upon with the national Change4Life team based in the Department of Health and the other Healthy Towns, of which there are nine in total.

It is also important to showcase the innovative communications work being done by the programme and highlight good practice nationally to our peers through submitting case studies on successful project work to local government sites such as the Idea and Development Improvement Agency (IDeA) and communications specific groups like the Chartered Institute of Public Relations (CIPR).

5. RESOURCES

- *ROLES AND RESPONSIBILITIES*

It is proposed that the **Steering Group** that was set up in May 2009 should continue to meet six times a year. Its role is to guide the communications work of the programme with input from the three partner organisations. This group includes Esther Trenchard-Mabere, Associate Director of Public Health responsible for the HB Programme, Shazia Hussain, Director of the Tower Hamlets Partnership, Keith Williams, Head of the Healthy Borough Programme, Sylvia Arthur,

Communication Manager for the programme, Paul Collins and Tim Carter from NHS Tower Hamlets Communications Team and Kelly Powell from LB Tower Hamlets Communications team.

To provide ongoing communications links into the partner organisations and to support the Communications Manager a sub-group was set up, consisting of the Head of the HB programme, Communications Manager and the Communications specialists from LBTH and NHS Tower Hamlets. It is proposed that this sub-group continues to meet every six weeks and reports to the Steering group.

Over the past six months a system of partnership working has developed as follows:

Healthy Borough Programme overall communications - including implementing the strategic and day-to-day communications work for the programme and reactive press work – carried out by the Communications Manager for the programme.

Healthy Borough Projects communications

Each project is led by either TH NHS or LBTH. Workloads permitting, the usual rule has been that project communications work is carried out by the organization leading that particular project.

In the case of LBTH there is a press officer assigned to each directorate and the Tower Hamlets Partnership and they will lead on the healthy borough work carried out by council colleagues. In the PCT there are specific disciplines and support has been given in these areas to the Communications Manager for the programme. For example, the initial logo design work was carried out by the PCT Communications team and the detailed work was completed by the Communications Manager for the programme.

Where workloads and capacity do not allow the two partner teams to provide dedicated support, the HB Communications Manager has reprioritized her workload to ensure that urgent communications work is completed. This strategy proposes that this arrangement continues.

Staffing -

Currently, there is a full-time Healthy Borough Communications Manager, who is based in the Healthy Borough team in the Tower Hamlets Partnership at Anchorage House. It has been agreed by the joint programme strategic leads that an additional staff resource be made available to the Communications Manager on a one year, fixed term contract that will run from April 2010 to the end of the programme in order to enable the delivery of an innovative, effective communications campaign that promotes the key messages of the programme to target audiences and results in increased awareness of the programme and, ultimately, behavioural change.

The Communications Manager's role will be to have a strategic overview of the programme and deliver the higher level communications while overseeing the essential day-to-day tasks carried out by an officer level post. The Comms Manager will scope, develop and deliver the big projects under the programme that will have the greatest impact on children and families and will develop key links with the national Change4Life programme.

Budget –

A total of **£673,000** has been allocated for the communications work, which comprises of £305,000 from the HCCF and £368,000 of match funding, of which £255,000 has already been allocated to a PCT-led social marketing campaign. This leaves £344,000 for project communications, £100,000 of which has to be spent on a further social marketing campaign by end March 2010.

The planned activities below currently total £309,500, leaving £69,500, which will be used to fund a full-time, contract post is recruited to starting in the next financial year.

6. EVALUATING THIS STRATEGY

As part of the evaluation of the success of the communications work of the Healthy Borough Programme, research data from our target groups is needed around awareness of issues in relation to obesity and overweight and knowledge of the programme.

We are currently investigating the use of survey results from Tower Hamlets 'Healthy Lifestyles' research and other existing surveys to avoid duplication. But, as this is a short life programme with just 18 months to run, it could be more efficient and effective to build in our own tracking research which can be repeated at the end of the programme. This has been built into the strategy.

One of the first actions that will be taken on agreement of this strategy is the commissioning of research to establish a baseline against which Healthy Borough communications work can be measured. The effectiveness of communications can then be assessed in terms of awareness of the programme, attitudinal change and behavioural change as measured at key stages throughout the life of the programme i.e. during the middle and at end.

Working with the Community Engagement Manager, during the lifetime of the programme a mixture of focus groups and participatory appraisal will be held with diverse community groups to ask for their perceptions on the overall programme, the differences it has made to them, their feedback on services etc. This will be used to inform implementation across the programme and to influence delivery.

It should be borne in mind that, in the case of communications, while outputs may be immediate, outcomes, like behavioural change, require long term monitoring, even after the life of the programme.

Sylvia Arthur
Communications Manager
Healthy Borough Programme
October 2009

APPENDIX A

HEALTHY BOROUGH COMMUNICATIONS ACTION PLAN

Action Plan – *how we will communicate the messages borough-wide and an estimate of cost*

The table below has a list of communications activities discussed by the steering group and sub-group and an estimated cost for delivery. There are three types of work, 1. Healthy Borough communications 2. Project communications support and 3. Social Marketing

The items marked with two asterisks ** are both programme and project activities. **Activities marked in green** are completed or underway, as part of the ongoing routine communications work required by the Healthy Borough Programme. **Activities in Yellow are just beginning.**

The cost/Time column indicates whether this is an item that will require budget or whether this requires time by the HB communications Manager (HBCM) All of the items included as requiring budget will also require time for management by HBCM and this will require decisions regarding additional support for the Healthy Borough Comms Manager

HEALTHY BOROUGH PROGRAMME COMMUNICATIONS ACTION PLAN

Item	Audiences	Description	Timescale	Cost £/Time
1. Healthy Borough communications	All			
Recruit HB Communications Manager	n/a	<ul style="list-style-type: none"> Interviews held and interim contract agreed Permanent postholder began in September 09 	Ongoing	79,000
Branding programme (see below for projects **	All	<ul style="list-style-type: none"> Liaise with Change4Life team and LBTH, TH NHS and Partnership on ideas and agree logo Logo on all material produced by HB Team 	Completed Completed	Time HBCM Time HBCM
Soft Launch –of HB Programme via community led projects	Third sector	Comms plan, exhibition materials, promotional items, press work	Completed	15,000
Brand reinforcement	All	A presence throughout the borough throughout the programme. Including:	Ongoing until end of project	Time HBCM

i. Routine		<ul style="list-style-type: none"> • Calendar of Events online ** • A presence at relevant LBTH and NHS TH and Partnership events including festivals <ul style="list-style-type: none"> - Timetable of relevant festivals to be drawn up and resources needed 	Work just beginning	
ii. Other options	All	<ul style="list-style-type: none"> • Research and propose options including LBTH plasma screens throughout the borough e.g. Idea Stores • Access points signage – find out feasibility or desirability as borough signage just changed and programme limited lifespan 	To co-incide with projects Depends on feasibility	Cost to be confirmed Costs and feasibility to be confirmed Time HBCM
Tracking research and evaluation	Target segmented groups	<ul style="list-style-type: none"> • Write specification, seek quotes and commission company • Work on questions and methodology 	Results by Dec 09 Repeat in March 2011	15000(for all research) Time HBCM
Internal communications	HB project providers, PCT, TH Partnership and Tower Hamlets Council, HB programme, including project teams and individuals delivering projects or who	<ul style="list-style-type: none"> • Working up an internal HB communications plan for the programme to ensure that all communication channels in existence in partner organisations are fully used and to ensure that there is a two-way feed of information between the communications manager and the projects. This will include presence on e-bulletins and printed newsletters 	Ongoing	Time HBCM

	are working in related areas such as children's services or obesity Senior policy makers and opinion formers			
Media	All	Development of a HB Media plan for the programme to take proactive stance and move away from fast food outlets.	Ongoing	Time HBCM
Quick Guide to Programme publication	All	A leaflet to give overview of programme and project pictures to be used for all occasions and events	Mid-October Shelf life until end of programme	2,000 Time HBCM
Promotional items. For programme	Various	Must aid change in behaviour and demonstrate value for money	On Ad hoc basis 2009 – 2011 Items have already been produced by several projects. More are proposed	5,000 Time HBCM
Co- marketing (including borough wide advertising using Change4Life)	All	<ul style="list-style-type: none"> Working with Change4Life, PCT and LBTH on strategies and campaigns that can be co-marketed with Healthy Borough – includes research, monitoring and tailoring comms work where possible to fit with partners. Advertising on key hoardings in borough using Change4Life materials to co-incide with their campaigns and to reinforce the HB messages - one 4 week slot at 12 – 15 bus stops sites, one large hoarding at London Hospital for four weeks, design and print, 	Ongoing To be decided	40,000 Time HBCM
Advertising General ads about the programme –	<ul style="list-style-type: none"> Children and families Young 	Regular local ads – including East End Life, East London Advertiser and selected BME media – including a banner and footer for a year in EEL.	6 times between Oct – 2009 and March 2011	15,000 Time HBCM

news roundup (not project specific)	People 13 – 21 Year olds <ul style="list-style-type: none"> • Key Influencers locally 	Fronted by Cllr Ali and Ian Basnett. To date, two project specific ads have appeared, one on Community grants and the second on the Food for Health Awards		
Website	All – but those with web access	Pages on One Tower Hamlets website – cost will be for any extra design work for uploaded pages	Ongoing – updated weekly	500.00 Time HBCM
Photo library **	All	Taking pictures of the projects to use on printed materials and exhibition boards and for evaluation	Ongoing, as projects develop, but with a first wave in early September	8,000 Time HBCM
Exhibition stands	All	Banner stands for programme and large pop up One main larger pop up stand and 12 banner stands for project use Some costs from Conference below.	In hand and will be available for February conference	5,000 Time HBCM
Video/filming	All	Filming the projects for use on website and promotional materials	Ongoing throughout project life	10,000 Time HBCM
Conference No 1	Key local influencers, External stakeholders, HB project providers, Senior policy makers and opinion formers Funders, Future funders both locally,	Event for 200 people aimed at showcasing the programme and sharing the information. Budget to include exhibition material and printed leaflet, venue, catering and audio visual requirements.	February 10	15,000 Time HBCM

	regional and national			
Conference No 2	Key local influencers, External stakeholders, HB project providers, Senior policy makers and opinion formers Funders, Future funders both locally, regional and national	Event for 200 people <i>aimed at feedback on results – what has the programme achieved?</i> What worked and what didn't. Budget to include venue, catering and audio visual requirements.	March 2011	15,000 Time HBCM
Project communications				
i. Branding projects ii Grant funded projects	Specific to projects	<ul style="list-style-type: none"> • Logo on all material produced by HB projects • Logo use on funded projects - to be carefully monitored 	Complete Work just beginning	Time HBCM
Comms plans	Specific to projects	Helping teams develop a checklist of all that is needed for communications work, from commission design and print through to media and messaging	Ongoing	Time HBCM
Media	Specific to projects	Helping projects deal both reactively and proactively with media liaising with the TH NHS and LBTH comms teams.	Ongoing	Time HBCM
Exhibition stands	All	Approx 12 banner stands for project use	In hand and will be available for February conference	5,000 Time HBCM
Social Marketing				
Social marketing campaign one	Local residents	A 3 month campaign which will act as an awareness raiser and initial stimulus. Will be the precursor to a major summer campaign that will engage large numbers of children and families in fun physical activity and healthy eating projects.	Work just beginning. From Oct-Dec will scope and develop for launch in Jan 2010.	45,000 depending on campaign

<p>Borough wide Summer campaign with a social marketing twist.</p> <p>or</p> <p>A borough wide Summer Healthy Borough campaign with a social marketing twist</p>	<p>Children and families</p> <p>Children and families</p>	<p>A summer DANCE CAMPAIGN aimed at children, young people, families and the elderly in outdoor and indoor spaces across the borough.</p> <ul style="list-style-type: none"> • Research into what children, young people, families and elderly would like • Scoping of all the different dance venues, styles and classes on offer in the borough currently • Commissioning dance organisations to run the events in Summer 2010 • Putting together a Summer holiday dance programme to co-incide with school holidays • Organising all the marketing to be ready for May/June 2010 in advance of the holidays • Booking facilities on line and turn up classes • Use of social media for the 13 – 21 age group • A lapel badge for every participant to say they took part • Publicity stunts – ideas include dance flash mob • Borough wide advertising <p>A join in Summer Holiday Healthy Borough campaign with activities around the borough, either at festivals already planned or stand alone</p>	<p>Commissioning of design and campaign elements Feb 2010 Timing to be decided To dovetail with key events in borough but could be Summer 2010 to co-incide with school holidays</p> <p>As above</p>	<p>elements chosen Time HBCM</p> <p>As above</p>
<p>Not Just a Community Cookbook"/"Recipes for Fun" Run by PCT</p>	<p>5 – 11 year olds</p>	<p>Classroom based teaching/homework activity; resources for school cookbook; borough wide competition and on-line resource (for 5-11 year olds).</p>	<p>Goes Live Autumn 09</p>	<p>255,000</p>
<p>Social marketing campaign – Using the build up to the Olympics and Paralympics 2012 to</p>	<p>tbc</p>	<p>The aim is to produce secondary research into existing national/local campaign approaches, and materials to promote physical activity and healthy lifestyles to the three priority groups and assess the impact of different approaches; development of campaign strategy including 'style', key messages, media,</p>	<p>On-going</p>	<p>Part of above</p>

<p>motivate young people to participate in local sporting opportunities and to adopt healthy lifestyles” . run by PCT</p>		<p>celebrities, links to Olympics and Paralympics, ways of monitoring and evaluating the campaign, timetables and three cost options.</p> <p>To be built into Legacy of the programme</p>		
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ii Grant funded projects									
Comms plans									
Media									
Exhibition stands									
Social Marketing									
Social marketing campaign one: New Year, Healthier You									
Social marketing campaign two: Borough wide summer campaign with a social marketing twist. or A borough wide summer Healthy Borough campaign with a social marketing twist									
Not Just a Community Cookbook"/"Recipes for Fun" Run by PCT									
Social marketing campaign – Using the build up to the Olympics and Paralympics 2012 to motivate young people to participate in local sporting opportunities and to adopt healthy lifestyles” . run by PCT									

APPENDIX C Evaluation Plan: Programme Logic Model

Project...Communications and Social MarketingCompleted by...Sylvia ArthurDate...30.9.09

Outcomes: <i>What change will result from your activities? What will success look like?</i>	Indicators: <i>what will be measured to know we have been successful?</i>	Data collection: <i>How can you measure it? What needs to be collected and when? By Whom?</i>
<p>Increased awareness of the Healthy Borough Programme:</p> <p>General communications</p>	<ul style="list-style-type: none"> • Number of communications tools produced over the life of the programme • Number of events at which there is a Healthy Borough programme presence • Number of adverts placed locally 	<ul style="list-style-type: none"> • Audit of communications tools produced • Hits to website by quarter • Surveying residents in target areas / amongst target groups • Tracking research jointly with community engagement team • Focus groups jointly with community engagement team • Testimonials / vox pops
<p>Project communications</p>	<ul style="list-style-type: none"> • Number of people aware of Healthy Borough projects • Number of enquiries to various Healthy Borough projects 	<ul style="list-style-type: none"> • Quarterly monitoring • Surveys • Anecdotal evidence from project leads • Testimonials / vox pops
<p>Social marketing communications</p>	<ul style="list-style-type: none"> • Number of people signing up to campaign activities • Number of people expressing satisfaction with campaign activities • Increased number of BME children and families taking part in HB projects and activities 	<ul style="list-style-type: none"> • Hits to website • Feedback forms from events • Testimonials / vox pops

APPENDIX D Healthy Borough Communications Objectives

Any communications work for the Healthy Borough Programme will support the main Healthy Borough objective which is ***to transform Tower Hamlets into a place that promotes and supports health and well being and makes it easier for children, families and the wider community to be more physically active, eat well and maintain a healthy weight throughout their lives.***

The objectives of the communications work has been agreed by the Steering Group as follows:

1. Raise the profile of the Healthy Borough programme in the borough and beyond by highlighting the cultural, social and environmental changes that will make it easier for people to change their health related behaviours.
2. Demonstrate that the NHS TH, LBTH and Tower Hamlets Partnership are working together with other partners to tackle overweight and obesity
3. Influence physical activity and healthy eating behaviours of people living and working in the borough
4. Raise awareness about the healthy impact of physical activity and healthy eating
5. highlight the cultural, social and environmental changes that the HB programme is putting in place to make it easier for people to health related behaviours
6. publicise new activities and service for local people
7. demonstrate accountability to local residents, politicians and funders
8. create opportunities for local participation in the HB programme
9. Communicate success of the HB Programme
10. Link to and build on communications campaigns being delivered by the PCT and LBTH to maximise PR opportunities.

APPENDIX E HEALTHY BOROUGH PROGRAMME OVERVIEW

VISION

The vision for the Healthy Borough Programme (HBP) is that by March 2011 Tower Hamlets will have *started to change* in the following ways:

- Awareness of what 'becoming a healthy borough' means, of the new opportunities created and the key health messages.
- Children and families will have greater knowledge, skills and confidence and healthier behaviours regarding active healthy food, active lives and active travel.
- Stronger integration of health across key policy areas in the local authority and other organisations resulting in longer term and sustained improvements to physical, organisational, social and cultural environments
- Increased and improved walking and cycling routes and more pedestrianised areas, leading to increased participation in walking and cycling particularly among children and families
- Improved and more accessible parks, leisure and sports facilities and new open spaces and play areas, improved perceptions regarding safety and other barriers and increase use by children, families and the wider community
- Children's centres, schools, colleges and workplaces which are supportive of walking, cycling and other forms of physical activity.
- Improved access to healthier food choices in shops, cafes, restaurants and take-aways, children's centres, nurseries, schools, colleges, hospitals, workplaces, leisure centres and community centres, and increased consumption of healthy food choices.

TARGET AUDIENCES

Our main target audience is children and families, particularly Bangladeshi children and families (as 60% of children and young people in Tower Hamlets are from the Bangladeshi community), Somali children and families (who have the highest prevalence of obesity but relatively small numbers) and children and families from low income groups in all communities.

We will also target adults, both as parents and members of the wider community, e.g. through healthy workplace initiatives.

AIM

To transform Tower Hamlets into a place that promotes and supports health and well being and makes it easier for children, families and the wider community to be more physically active, eat well and maintain a healthy weight throughout their lives.

OBJECTIVES

1. Provide leadership and develop an inclusive partnership to create our 'Healthy Town'
2. Make observable differences to the physical environment that will encourage and support physical activity
3. Increase the availability, accessibility and attractiveness of healthy food choices creating a culture of healthy, enjoyable food.

4. Create healthy organisations that encourage and support physical activity and healthy eating
5. Engage local communities to identify and tackle barriers to healthy food choices and regular physical activity and to help to create healthy environments
6. Develop a marketing and communications strategy to give a high profile to Tower Hamlets as a 'Healthy Town'.
7. Build on Tower Hamlets' existing strengths and new opportunities (e.g. The Olympic and Paralympic Games) to fully integrate the 'Healthy Town' approach across policy and service delivery in statutory, voluntary and private sectors
8. Establish a 'learning culture', with action research and ongoing evaluation, to learn from and share examples of effective approaches..

PROGRAMME THEMES AND PROJECTS

The programme takes a whole systems approach to tackling the environmental causes of obesity across three themes: healthy environments, healthy organisations and healthy communities. Each theme has three cross cutting strands: active travel, active lives and healthy food.

The 'Healthy Environments' theme includes:

- proposals to transform spatial planning for health and to develop a green grid
- active travel routes – which will help to improve walking and cycling routes
- Active Lives – which is promoting physical activity through parks and open spaces, active play and access to swimming for women
- Healthy Food – including a pilot awards scheme for restaurants and work with fast food outlets.

'Healthy Organisations' is about creating environments which promote healthy food, physical activity and active travel in 3 settings: early years, schools & colleges and workplaces.

The 'Healthy Communities' theme includes opportunities for third sector organisations and local people to put forward their proposals for tackling barriers to physical activity and healthy eating, an active travel in the community programme, parenting initiatives and social marketing and communications.

There are 15 HBP projects set out below. But there are many more projects underpinning these. The Community Led Projects currently has 35 sub projects and the rest of the programme has more than 30 sub projects.

Healthy Environments	Healthy Organisations	Healthy Communities
1. Green Grid	8. Active Travel Plans	11. Community Engagement
2. Healthy Spatial Planning	9. Active Lives in Organisations	12. Community Led Projects
3. Active Travel Routes	10. Healthy Food in Organisations	13. Healthy Families
4. Parks and Open Spaces		14. Active Travel in the Community
5. Active Play		15. Social Marketing and Communications
6. Women and Girls Swimming Programme		
7. Healthy Food Outlets		

GOVERNANCE, MANAGEMENT AND PARTNERSHIP WORKING

Governance - A Partnership Board steers the HBP and reports to the Tower Hamlets Partnership (Local Strategic Partnership)

Management - There is a Programme Team consisting of: Head of the HBP, Community Engagement Manager, Community Led Projects Officer, Communications Manager, Communications Support Officer, Monitoring and Evaluation Officer and a Team Support Officer. A Project Leads meeting takes place every 6 weeks for all the projects.

Partnership Working – there are many different partnership working groups and forums.

Appendix E What is the Change4Life campaign?

Change4Life is a nationwide movement designed to help people make changes to their lifestyles, so that they can eat well, move more and live longer. Change4Life is a Department of Health run social marketing campaign designed to change behaviours around eight key areas:

- 60 active minutes for children
- me size meals
- sugar swaps
- cut back fat
- meal times
- 5 a day
- snack checks
- up and about