

PROJECT DOCUMENTATION

Project Initiation Document

Thetford: Healthy Town

Release:

V 3.0

Date:

21 January 2009

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Document Number:

THT 0003

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Project Initiation Document History

This document is only valid on the day it was printed.

Revision History

Date of this revision: 21 January 2009
Date of next revision: Not anticipated

Revision Date	Previous Revision Date	Summary of Changes
9 December 2008		First issue
18 December 2008	9 December 2008	Following DoH Feedback (conf call 15.12.08)
21 January 2009	18 December 2008	Following DoH Feedback in email 08.01.2009

Approvals

This document requires the following approvals.
A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version
Martin Seymour		SRO	9 December 2008	V 1.0
Martin Seymour		SRO	18 December 2008	V 2.0
			21 January 2009	V 3.0

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
Martin Seymour	SRO		V 3.0
Rob Walker	Lead Officer		V 3.0
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Chris Nelson	Interim Project Manager		V 3.0

Purpose of the Document

The purpose of this document is to define the project, to form the basis for its management and the assessment of overall success.

Background

In July 2008, a joint bid by Breckland District Council and NHS Norfolk was submitted to the Department for Health, for Thetford to become a 'Healthy Town'.

Thetford – the opportunity

Thetford, in Norfolk, has a population today of 21,500. The town has pockets of severe deprivation and has a significant migrant worker population (estimated at more than 25 per cent of its total). Thetford has been identified as a key centre for residential and economic growth in the East of England, benefiting from the development of 6,000 new homes between 2001 and 2021 and a target of 5,000 new jobs over the next fifteen years. The population of Thetford will almost double during this period.

As a consequence of its growth policies, in October 2006 Thetford was awarded Growth Point status. This means that the Government will support the town, as it grows, with additional resources. As a response to Thetford receiving national Growth Point status 'Moving Thetford Forward' (MTF) was established as an **informal partnership** to steer and deliver this development challenge. MTF has embraced the opportunity to improve health as a fundamental objective and will act as overall steer and monitor of the Healthy Town Programme of activities,

The overall vision for 'Moving Thetford Forward' states that, "we want Thetford to be known as a town where healthy lifestyles are at the heart of what people, communities and businesses do." MTF is supported in the Thetford Health Town programme by a wide range of partners, including NHS Norfolk.

Thetford - the response to the Healthy Communities Challenge Fund

As part of the Department of Health's £30 million Healthy Communities Challenge Fund, local areas were invited to come up with innovative ways to make regular physical activity and healthy food choices easier for local communities, with the aim of preventing overweight and obesity in England.

The guidance stated:

"The Government is looking to work with a small number of local areas (PCTs and local authorities working together) which have a commitment to promoting healthy food choices and increased physical activity within their communities. Building on the progress they have made to date, these local areas will receive additional funding to test out their ideas on what further action needs to happen to make regular physical activity and healthy food choices easier for their population. The aim of this initiative is to learn more about how environmental factors can help to prevent overweight and obesity in adults and children. Therefore, it is vital that applicants put forward creative and original proposals which offer the opportunity to learn something new."

"The Healthy Communities Challenge Fund can provide revenue funding of up to approximately £5 million to each local area over a 3-year period, between 2008/09 and 2010/11."

Thetford was announced by Secretary of State for Health Alan Johnson on 10 November 2008 as one of nine towns which have been awarded 'Healthy Town' status, and a share of £30 million investment as part of the Government's programme of work to tackle obesity, to increase physical activity and to enable healthier food choices.

Thetford was selected to participate in this exciting new programme after undergoing a rigorous selection process involving 3 stages and will receive £900,000 funding from the Department of Health for the period 2008-2011. This funding will have to be matched locally. The Department of Health have committed £90,000 funding for the remainder of this first year (2008/09).

NHS Norfolk will be the accountable body for the Programme and will work with a range of local and regional partners (including Breckland District Council) to establish local delivery mechanisms.

Other Partners Include:

- Breckland Partnership (LSP)
- British Trust for Conservation Volunteers (BTCV)
- East Anglia Food Link
- Keystone Development Trust
- Moving Thetford Forward
- Norfolk County Council
- Suffolk County Council
- Thetford Town Council
- 2new horizons Travel

The Programme will contribute to the delivery of national indicators included in the Norfolk Local Area Agreement:

- 1) Adult participation in sport and active recreation;
- 2) Obesity among primary school aged children.

Thetford Healthy Town – a unique context

This Programme's unique selling point has been the opportunity it presents to intrinsically link the *Healthy Weight, Healthy Lives* agenda to:

- The regeneration and large-scale growth of Thetford
- Expanding and 'hard-to-reach' new communities
- Build on best practice around physical activity and nutrition projects

This three year proposal is part of a longer term plan (20 year) to develop Thetford's communities so that they are healthy, prosperous and sustainable.

Thetford Healthy Town – The Vision

To create an environment which facilitates and embeds healthy lifestyles into the rapidly growing and regenerating town of Thetford, through the provision of education, skills training, infrastructure provision and creation of a health culture.

The context and delivery of this vision is summarised in the **Logic Model** presented at Appendix 1.

Project Definition – Thetford Healthy Town Programme

Programme Objectives

The aims of the Programme are to reduce obesity, increase physical activity and enable healthier food choices in Thetford. We want Thetford to be a healthy town, now and in the future. The award of Healthy Town status and the focus on these three simple aims will help us to achieve this goal.

Reflecting the fact that Thetford is one of nine Healthy Town projects, from which good practice and lessons can be learned for future roll out across the country, it is worthy to note that our overall 'primary' and 'secondary' objectives are as follows:

Primary Objective of the Thetford Healthy Town Programme

- To embed a healthy lifestyle culture in a rapidly growing town, by ensuring health is fully integrated into the growth plans and regeneration projects.
- **Key National Learning Lesson:** *Through this Thetford programme, can it be demonstrated that a growing town which focuses its efforts on healthy lifestyles be more successfully at embedding healthy lifestyles within new and regenerated communities compared with any of the many other growing places or towns?*

Secondary Objective of the Thetford Healthy Town Programme

- To deliver a series of highly visible initiatives on the ground, mostly within existing communities (which are very diverse, with a high migrant population), some building on existing good practice and others new initiatives. The aim is to not only encourage healthier lifestyles within existing communities in Thetford but to foster a town wide understanding a commitment to deliver in the long term a rapidly growing and regenerating town with healthy lifestyles at its heart.
- **Key National Learning Lesson:** *Through this Thetford programme, can it be demonstrated which projects are successful in creating healthier lifestyles within communities. Of the successful project, which projects could potentially be replicated elsewhere in the country as good practice?*

It should be noted that this is not a short term programme, but one which we intend to maintain for a period of 15-20 years (this being the time period within which growth, and doubling, of Thetford will occur). However, as the funding programme is only until March 2011, we intend to ensure demonstrable outcomes and lessons are targeted to that date as a key interim date in the overall 15-20 year programme.

There are four underlying objectives: -

1. To increase our **knowledge and understanding** of our communities and their health needs and aspirations
2. To embed a culture that delivers health promoting environments within the built and social **infrastructure**, and the future large-scale growth of Thetford

3. To address issues of overweight and obesity through physical activity and community nutrition interventions, with an approach that seeks to engage **Thetford's new communities**
4. To build on existing good practice in **health promotion** and the prevention of poor health using a 'community development' approach

This Programme's unique selling point is the opportunity it presents to intrinsically link the **Healthy Weight, Healthy Lives** agenda to:

- The regeneration and large-scale growth of Thetford
- Expanding and 'hard-to-reach' new communities
- Build on best practice around physical activity and nutrition programmes

We see this as a once-in-a-lifetime opportunity, where we have everything coming together to embed 'health' into the town: huge growth; significant regeneration proposals; a keen food/agricultural based community; and building on some recent health related best practice. Achieving the healthy town status is vital in pulling all these strands and the partners responsible for them, together.

Method of Approach

There is widespread agreement that public health interventions should be based on a socio-ecological model of health that recognises that behaviour is affected by multiple levels of influence including individual personal and lifestyle factors, social and community networks and cultural norms, living and working conditions including institutional and organisational factors, and wider socio-economic, cultural and environmental factors.

The Thetford Healthy Town Programme is rooted firmly in the socio-ecological model and will address overweight and obesity through action at all four policy levels defined by Whitehead¹ as:

- Strengthening individuals – with person based interventions aimed at increasing knowledge, skills, self esteem and empowerment of disadvantaged individuals and groups.
- Strengthening Communities – building social cohesion and mutual support, strengthening links within communities and between different groups in society to enable people to work collectively on their identified priorities.
- Improving the infrastructure and access to services – with a focus on health promoting environments and access to goods and services essential to increasing activity and improving diet.
- Making structural changes to economic, cultural and environmental conditions.

The Programme will be delivered according to the guidelines and requirements issued by the Department of Health and the Cross Government Obesity Unit. It will build on best practice and will not duplicate existing delivery mechanisms.

The Programme will link new and existing activities aimed at improving the social environment with actions undertaken on expanding and improving the built environment as part of the Moving Thetford Forward agenda.

The sustainability of activities and health improvements will be paramount.

The involvement of communities and local delivery mechanisms will be key to success and will be championed from the early stages of the Programme and within individual projects.

¹ Whitehead, M (2007) Why and how we should tackle inequalities in Europe? 9th Austrian Prevention Conference.

Programme Scope

The Programme will focus exclusively on the urban town and communities in the surrounding rural hinterland that use Thetford as a centre for health and recreational activities.

The Programme will target a number of key population groups.

- Thetford is home to a significant and growing migrant worker population and as such health interventions will be targeted at these groups.
- In addition, our programmes of physical activity will target school age children and young people (e.g. walking and cycling) and elderly populations (e.g. green gym).
- Nutrition and food programmes will be targeted at the most deprived estates and neighbourhoods within the town (amongst the 10% most deprived nationally) and at sections of the population who have difficulty accessing a balanced diet.
- The population of Thetford will almost double over the next fifteen years. The proposals put forward here will have immediate benefit for those people currently living in the town, particularly those living in deprived neighbourhoods. However, the legacy of the Programme will mean that those people moving in to the town will also benefit from an improved health and activity 'offer' and from the provision of better services and infrastructure. Our ultimate aim is that people will move to Thetford because it is known as a 'healthy town' and we will market it as such.

A measure of the Programme's success will be the achievement of specified desired outcomes by due dates. In the subsequent section of this report we detail Programme deliverables. By the end of January 2009 we will [where not already in place]: -

- Recruit Project Manager
- Identify lead agencies for each deliverable; see next section
- Develop detailed action plans for each deliverable project
- Produce a draft programme plan for project portfolio

One Programme – A set of integrated projects

Thetford Healthy Towns Programme initially includes fifteen projects under three strands.

- A. Background Work Prior to Full Programme Plan (March 2009)
- B. Delivering Primary Objective 1 - embedding a healthy lifestyle culture in a rapidly growing town
- C. Delivering the Secondary Objective – discreet, relatively short term projects, to foster a culture of healthy lifestyle within existing communities, with successful projects hopefully rolled out beyond 2011.

A Background Work Prior to Full Programme Plan Initiation

In order to put our projects on a firm footing, we require detailed and accurate baseline data and information.

A1. Health Needs Assessment (Project Lead: Health Improvement Manager, NHS Norfolk)

To review current data and to undertake a comprehensive health needs assessments to gain a broader understanding of the health needs of the diverse communities within Thetford and its rural hinterland.

To support the preparation of the Full Programme Plan NHS Norfolk is about to commission this work as a community-driven health needs assessment for the local communities. This is to be an assessment of needs for the whole population, including gaps and inequalities. The health needs assessment will be required to:

- 1 Identify locality priorities for emerging Health Improvement Programmes with particular regard to:
 - Healthy weight, diet and physical activity
 - The specific needs of migrant worker communities in respect of healthy weight, diet and exercise and
 - The needs of children and young people in respect of healthy weight, diet and exercise.
- 2 Set baseline data for the evaluation of the Thetford Healthy Town programme

This assessment is scheduled for completion in May. However, an interim report will be completed for mid March to inform the Full programme Plan.

A2. Social Research (Project Lead: Sustainable Communities Manager, Breckland Council)

Undertake consultation and research with migrant communities and other isolated communities to establish significant lifestyle and health issues. As a result of the research, health promotion activities will be initiated to improve access to formal health services and the ability to make healthy lifestyle decisions.

A key challenge for this project is the disaggregation of data to the town level and the collection of primary information from harder-to-reach communities. It is important that this challenge is fully met in the project initiation stage.

The research is now scheduled for the first quarter of 2009/2010.

It is envisaged that the Project will be delivered by the Keystone Development Trust and Anglia Ruskin University who have a track record of delivering high quality work in this area. www.keystonetrust.org.uk

B Delivering Primary Objective 1 - embed a healthy lifestyle culture in a rapidly growing town

B1. Health Impact Assessment (Project Lead: Planning Policy Officer (Health), MTF (Breckland Council))

Health Impact Assessment's will be undertaken to ensure that decision making at all levels considers the potential impacts of decisions on health and health inequalities. It will identify actions that can enhance positive effects and reduce or eliminate negative effects of development and regeneration on health. In the short term, it is likely external experts will be brought in to undertake this task, but a key element will be educating the local planning authority (i.e. Breckland) town planners to understand what to look for in development proposals relating to health, and be confident and well equipped to challenge proposals which do not fully take advantage of opportunities to deliver infrastructure which would assist delivery of healthy lifestyles.

B2. NICE Guidelines (Project Lead: Planning Policy Officer, Moving Thetford Forward, Breckland Council)

Planning and development will take account of NICE guidelines and other best practice guidance to ensure that Thetford is an exemplar of best practice on health and planning. The NHS is represented on the LDV Board overseeing all growth and regeneration proposals in Thetford, ensuring health is core to discussions rather than an 'add-on' at a later date.

B3. Health Services (Project/Theme Lead: Health Improvement Manager, NHS Norfolk)

The project will ensure that new health facilities and infrastructure commissioned as part of Thetford's growth and development are included in plans and that this extends beyond the provision of GP surgeries, dentists etc to deliver a health promoting environment with cycle paths, allotments, open space and so on).

B4. Active and Sustainable Transport (Project Lead: 2new horizons Travel, Thetford)

Building on local and national best practice the project will promote sustainable and active transport - with the aim of increasing walking by 20% and cycling by 50%. Re-invigorating Thetford's 1970's growth status as a 'walking town', the programme will ensure effective street design and will encourage and enable people to walk and cycle to local destinations.

We will work with Sustrans and Norfolk Healthy Schools to deliver the 'Bike It' programme in schools and youth venues and with the County Council's Active Transport unit and Thetford's employers to develop a localised 'Walk in to Work Out' pack to help ensure workplace travel plans deliver increased active travel.

B5. Allotments (Project Lead: Planning Policy Officer, Moving Thetford Forward, Breckland Council and Town Manager, Thetford Town Council)

To meet proven locally rising demand for allotment spaces within Thetford the project will seek to provide additional community allotment spaces throughout the town. This provision will be supported by community development activity linked to the Community Supported Agriculture initiative described below and will create shared growing spaces. It will engage Thetford residents in developing skills in horticulture and using horticulture and environmental activities to raise awareness of environmental and food issues.

B6. Community Supported Agriculture (Project Lead: Planning Policy Officer (Health), MTF (Breckland Council))

The proposals learn from the findings of Sustain's 1996 report on growing food in cities and aim to establish a community supported agriculture scheme following a peri-urban farming model whereby local consumers, the communities of Thetford, are engaged in the management of a farm or small holding on the outskirts of the town and have a stake in its output. Such schemes have been shown to provide an educational environment, an appreciation of how food is grown contributing to a more healthy diet, improvements in mental and physical health and the empowerment of disadvantaged communities with new skills.

The scheme will also provide education and training particularly aimed at, though not restricted to, young people out of education and employment. The significance of such a scheme in Thetford is in the potential for Thetford's diverse communities to work together, sharing skills from across the continent to the benefit of all. The farm will concentrate on developing resilient fruit and vegetable production with the objective of supplying into the local market, into box schemes and linking to 'Healthy Start' promotions and the Joy of Food programme.

The project will form the hub of a local food distribution scheme which will distribute produce from other local producers to outlets in the town, including home delivery. The scheme will be based on good practice from this country and abroad and will be supported through East Anglia Food Link and Easton College.

C Delivering Secondary Objective – discreet, relatively short term projects, to foster a culture of healthy lifestyle within existing communities, with successful projects hopefully rolled out beyond 2011.

C1. Specialist Cohesion Pilot (Project Lead: Sustainable Communities Manager, Breckland Council)

Breckland was recently announced as a national pilot for the Government's Specialist Cohesion Team, which will address community cohesion by promoting and sharing best practice and developing innovative solutions to cohesion issues. The Health Town projects will be fully aligned with this pilot programme.

C2. Health Connectors (Project Lead: Health Improvement Manager, NHS Norfolk)

The principle of recruiting and training health connectors from within the Thetford community is embedded throughout these proposals. In addition to the current DH funded health trainer programme this proposal will support the recruitment and training of volunteer health connectors from Thetford's new communities and other groups currently under-represented in the health trainer programme e.g. young people.

The trainers will connect members of Thetford's new communities with the initiatives within this proposal and supporting community development activity with existing and new communities. A principle role for the community development workers will be to support the health connector programme in partnership with the PCT schemes.

C3. META (Project: Keystone Development Trust, Thetford)

To build on a successful information and advice service for new communities in Thetford. The project will offer migrant workers a telephone helpline and 1-2-1 surgeries that provide advice and guidance on accessing health services and information on activities that promote healthy lifestyle choices. Volunteers from new communities will be fully trained to deliver this service.

C4. Thetford Green Gym(Project Lead: Operations Manager, BTCV)

This project aims to help people living in Thetford, from all communities, and who may be suffering from poor physical or mental health, or social isolation which could potentially lead to poor health by providing a BTCV Green Gym™ carrying out environmental improvements on local green spaces and food growing on an allotment.

There will be three sessions a week for up to fifteen people at each session. The Green Gym is a unique approach linking health to the environment.

C5. Walking for Health(Project Lead:Sustainable Communities Manager, Breckland Council)

The Natural England Walking for Health Programme is well established within the town. This proposal will support the continuation and expansion of the programme, targeting those who are under-represented on our scheme including our new communities, families and parents of young children and people in the workplace.

Our extended programme will utilise pedometers and other motivational tools, will provide led walks and walk guides for independent walking and will aim to have a third of Thetford walking 10,000 steps a day.

C6. Cycle Recycle(Project Lead: Keystone Development Trust, Thetford)

The Cycle Recycle proposal is a multi-dimensional project with 3 key strands. The recycling element will be delivered through a social inclusion and youth training scheme which will train young people in cycle maintenance were they can re-build unwanted or abandoned bikes for themselves or for use in other aspects of the scheme. The programme will work through the Youth Offending Team, traveller education and NEETS programmes. Training will also include cycle leadership qualifications.

The second strand provides a cycling for health programme linked to the existing walking for health scheme and delivering led rides and way marked routes within the town and linking with the forest and surrounding green spaces.

The third strand links to the active and sustainable travel programme and will provide a pool of cycles for leisure use and for use alongside active travel plans, cycle skills training through 'bikeability' and maintenance course for new cyclists. All aimed at increasing the number of cycle journeys and recreational cycling.

C7. The Joy of Food(Project Lead: Keystone Development Trust, Thetford)

This project will respond to the need for more practical support around cooking and food skills; it will further respond to requests from a wide range of agencies, both within health and social care, and particularly from those that support younger people, including young parents, for practical sessions to help people to choose to eat a more balanced diet and enjoy a wider variety of foods. Research has provided evidence of very low levels of food skills amongst some of Thetford's communities.

Our original pilots have led to the Lottery Funded Joy of Food programme which will train Joy of Food trainers from within the community who will deliver this community food initiative that aims to increase awareness of a balanced diet, provide basic cooking and shopping skills and top raise the profile of food and its enjoyment in its wider social context. The programme is targeted at young people between the ages of 14 and 30

The proposal is to extend the current programme to into other areas of social deprivation in the town and to target other at risk groups including single migrant workers, middle aged men and older people living in isolation.

C8. Green Ventures(Project Lead: Keystone Development Trust, Thetford)

Green ventures is a furniture re-use and re-cycling scheme that takes unwanted furniture and equipment available to low income populations at low cost contributing to ensuring that people have a good quality, safe and healthy home environment. The project contributes to improving health in its broadest sense and has been shown to be an effective way of engaging with individuals and groups within Thetford who rarely come into contact with health or social care services. Green Ventures also provides training and employment opportunities for Thetford residents and will link to the re-cycle element of the cycle recycle programme detailed above.

Early Project Deliverables

Further details will be provided in the Programme Plan but listed below is a set of early deliverable activities to demonstrate action and early milestones for the first half of 2009.

In Year 1 – Quarter 4 (Jan to March 2009)

- Health Impact Assessment commenced and Interim Report received
- Embedding of health related policies into the emerging Thetford Area Action Plan – public consultation on Plan begins
- Recruitment to Programme’s Community Development posts

In Year 2 – Quarter 1 (April to June 2009)

- Health Impact Assessment completed
- Embedding health related policies into the emerging Thetford Area Action Plan – public consultation complete; moves to next stage in statutory process
- Findings from Specialist Cohesion Pilot published and informing action planning
- Social Research undertaken with new communities
- Health Connector training commenced and beginning to be applied
- META health advice and information service launched
- Green Gym coordinator recruited and programme commenced
- Extended Walking for Health Scheme launched
- Joy of Food programme linked in to existing Local Food Group
- Programme’s Community Development post-holders in place
- Site(s) identified for allotment development

In Year 2 – Quarter 2 (July to September 2009)

- Commenced Community Supported Agriculture Scheme

Constraints and Interfaces

Constraints

Time

The delivery and implementation of this Programme is extremely challenging, and the large number of organisations in the area makes it difficult to identify a single readiness method or criteria.

Workforce

The Programme will place additional demands on the time of existing personnel particularly in the short term.

The Programme will need to identify innovative ways of accessing expertise from within the local [health] community.

The Programme will need to identify a quick 'route' to the successful recruitment of a suitably qualified project manager. The challenge of delivering on planning and project management requirements in the short term is clear. Interim measures are being put in place (secondment/consultancy).

Finance

The Programme budget requires a 50% match. Whilst challenging this match is achievable but requires match (financial and in kind) from a number of different organisations and sources.

Monitoring and Evaluation

The Programme will seek to develop new and innovative ways of measuring the contribution that effective development and planning makes to physical activity and health choices of local people, so that we can continue to improve our service and plans, and pass on best practice to other growing towns (such as the eco-towns programme)

A further challenge will be the collection of data at the local level on indicators of obesity and physical activity. Support will be sought from the Central Team on this issue.

Interfaces

The work on the Health Needs Assessment and Social Research, under part A of the Programme to inform the detailed and accurate baseline, will also be used to focus the delivery of the projects.

In addition there are existing local strategy documents that have informed the Programme and Projects. These include:

- Norfolk's Joint Strategic Needs Assessment (NHS Norfolk 2008)
- Norfolk PCT Migrant Workers Strategy (2007-2010)
- The Sustainable Community Strategy for Breckland (the Breckland Partnership 2008-2011)
- The Thetford Area Action Plan Consultation Document (December 2008)

[As noted in B1 in the section on Programme Deliverables, Health Impact Assessment's will be developed and undertaken to ensure that future decision making, at all levels considers the potential impacts of these decisions on health and health inequalities. For example, through considering Master Plans and planning applications. In addition, when investing in public building projects or open space developments.

There are also a number of projects that offer mutual support and added value if they are joined up. In particular projects under the 'infrastructure umbrella (B) can be developed in the context of the delivery of other projects where the focus is on the delivery of discreet outcomes around a healthy lifestyle. For example, the project to promote sustainable and active transport (B4) in the town will provide opportunities for 'walking for health' (C5) and 'cycle recycle' (C6).

With regard to the range of projects under the healthy lifestyle umbrella there are many cross-overs between these. For example, the Health Connectors initiative (C2) offers extra capacity and knowledge to promote and train, as appropriate, members of new and hard to reach communities in accessing and making full use of the proposed 'Green Gym' (C4) and the 'Joy of Food' approach to providing support around cooking and food skills.

Each project will have an identified lead who will be responsible for reviewing and managing activity in an integral way across the Programme. The role of the project lead will be set out in a guidance note.

The Project Manager, working through the Project Group will work as the key point of contact to ensure that integration takes place across the Programme. In addition, at the local level delivery will be informed by close working with and across the following agencies at national, regional and local level.

National

- Department of Health
- Department of Culture, Media and Sport
- Department for Children, Schools and Families
- Cross Government Obesity Unit

Regional

- East of England Regional Public Health Group
- NHS East of England
- GO East

Local

- NHS Norfolk
- Breckland Council
- Breckland Partnership (LSP)
- Moving Thetford Forward

Initial Business Case

Business Case

The current population of Thetford is 21,588. The town has pockets of severe deprivation and has a significant migrant worker population (est. 6000) In October 2006, Thetford was awarded Growth Point Status and for that reason the town will see considerable housing (6000-9,000 homes), population growth (20,000) and economic growth (5000 jobs) over the next twenty years.

The GOAD Catchment Profile, that measures the extent of the local consumer base, indicates a 2007 catchment of just under 70,000 people.

Thetford as a town presents contrasting opportunities and challenges.

The Programme presents a unique opportunity to link the *Healthy Weight, Healthy Lives* agenda to:

- Regeneration and large-scale growth
- Expanding and 'hard-to-reach' new communities
- Best practice around physical activity and nutrition programmes
- Strong governance arrangements

There are significant health challenges in Thetford.

For example, there are statistically significant health inequalities across the Breckland district, with Thetford wards reporting the lowest levels of life expectancy for males (74.2) and females (78.6) and the highest numbers of children living in poverty.

Childhood obesity is lower than the Norfolk and England average, however adult obesity and prevalence of diabetes are significantly higher [as is the prevalence of smoking]: -

- Obese adults Breckland – 29.1%
- Obese adults nationally – 23.6%

In Thetford, levels of physical activity are low. 19.6% of residents take part in regular sport / recreation compared to the national average of 21%.

The health needs of the growing migrant worker communities are not yet fully understood.

Costs

The Table below indicates spend from the Healthy Challenge Fund Contribution. Match funding will be identified and included in the full Programme Plan.

Project	2008/09	2009/10	2010/11	Total Cost
Personnel				
Project Manager	15,000	47,500	47,500	110,000
Planner	0	40,000	40,000	80,000
Health Practitioner	0	35,000	35,000	70,000
Recruitment	15,000	0	0	10,000
Total	30,000	122,500	122,500	275,000
Knowledge and understanding				
Health Needs Assessment	30,000	0	0	30,000
Social Marketing	10,000	10,000	0	20,000
Research (inc. monitoring and evaluation)	5,000	10,000	15,000	30,000
Total	45,000	20,000	15,000	80,000
Infrastructure				
Health Impact Assessment	0	15,000	5,000	20,000
Allotments	0	20,000	20,000	40,000
CSA	0	50,000	50,000	100,000
Active/Sustainable Transport	0	20,000	20,000	40,000
Total	0	105,000	95,000	200,000
Projects				
Health Connectors and META	0	25,000	25,000	50,000
Health Connectors (LSP)	0	15,000	0	15,000
Cycle Recycle	0	30,000	30,000	60,000
Green Gym	0	50,000	50,000	100,000
Walking and Cycling for Health		10,000	10,000	20,000
Joy of Food	0	20,000	20,000	40,000
Leisure/Sports provision	15,000	45,000	0	60,000
Total	15,000	195,000	135,000	345,000
Totals	90,000	442,500	367,500	900,000

Initial Programme Plan

A full Programme Plan is being developed for March 2009. An initial Programme plan for the period December 2008 – April 2009 has been achieved.

Project Initiation Document – December 2008 to January 2009

The scope of the Programme, included in this Project Initiation Document, will be produced and agreed by the Project Group, sent to the Moving Thetford Forward Board for steer and comment by the end of January. This PID is a final draft, prepared in response to feedback from the Department of Health and will be submitted to the Department for final approval on 21st January.

First meeting of the Project Group – December 2008

The main objective of this first meeting was to approve the draft Project Initiation Document and in particular, scope the review. Lead agencies were identified for key projects and will be tasked with producing action plans for inclusion in the full Programme Plan.

Full Programme Plan – January to March 2009

A full Programme Plan will be developed [and agreed by Project Group and Moving Thetford Forward Board] for submission to Department of Health in line with their requirements. An interim Project Manager has been recruited to deliver this work.

Consultation with users, stakeholders and other interested partners – February to March 2009

The Project Group will seek feedback from users, stakeholders and other interested partners on the full Programme Plan. Responses will be coordinated by the Project Group and will inform the delivery phase of the Programme.

Initial Risk Log

A review of immediate risks to the Programme has been undertaken. Details below. A full risk analysis will be completed as part of the Programme Plan development and will comply with the procedures set out in Breckland Council’s and NHS Norfolk’s Risk Management Strategies.

Risk No.	Description	Likelihood	Severity of Effect	Countermeasure
1	Inability to recruit Project Manager	Low	High	Fully explore interim consultancy opportunities and utilise local networks of qualified individuals
2	Scope of Programme is larger than expected	Low	Medium	Develop strong TOR for project group and retain focus on SMART projects
3	Project Group – staff changes	Low	Medium	Ensure project work is well documented. Review commitments of Project Group members on regular basis.
4	Early projects slow to start	Medium	Medium	Project Board and Interim Project Manager to identify barriers and problem solve.

Organisational Structure

The Thetford Healthy Town Programme has the full support and commitment of NHS Norfolk, Breckland District Council and Moving Thetford Forward.

Senior councillors from Norfolk, Breckland and Thetford councils (the three tiers of local government in Thetford) support this project. Through their involvement with the Moving Thetford Forward group the Leaders of Norfolk County Council (Daniel Cox) and Breckland Council (William Nunn) have officially endorsed this project. The Chair of NHS Norfolk (Sheila Childerhouse) fully supports this proposal.

There are a number of key components to the proposed organisational structure: -

- Moving Thetford Forward Board
- NHS Norfolk Primary Care Programme Board
- Project Group

Moving Thetford Forward Board

As a response to Thetford receiving national Growth Point status in late 2006, and the subsequent confirmation of high growth targets in the adopted East of England Plan (2008), Thetford established a non-statutory, non-legal, **informal partnership** Local Delivery Vehicle (LDV), known as Moving Thetford Forward (MTF).

MTF Comprises of a Board and a variety of working groups. The Board has a 50/50 split of local Council representation and other public/private partners, including the NHS.

The overarching aims of MTF, according to its Memorandum of Understanding, are to:

- (a) facilitate and accelerate the delivery of growth and economic development of Thetford;
- (b) assist the regeneration and renaissance of Thetford for all its residents, existing and new;
- (c) positively engage with all those with an interest in Thetford, including the public, local businesses, landowners and public bodies; and
- (d) positively 'sell' the benefits and potential of Thetford to the wider world, in order to raise its profile, encourage investment and increase confidence in the town

Subject to final agreement (to be confirmed in the full Programme Plan), the intention is that the Moving Thetford Forward Board, and any applicable sub-groups reporting to the Board, will act as overall steer and monitor of the Healthy Town Programme of activities, whilst NHS Norfolk will retain Accountable Body status.

Moving Thetford Forward website can be found at www.movingthetfordforward.com

NHS Norfolk Primary Care Programme Board

The Primary Care Programme Board is one of eight programme boards established under the NHS Norfolk Programme Commissioning structure. Each Programme Board is responsible for the management, delivery and monitoring of both the PCT's mainstream business and its Continuous Improvement Programme. The Primary Care Programme Board takes specific responsibility for commissioning of primary care services for medical, nursing, dental and therapeutic services and for health promotion and health improvement under the 'staying healthy' work stream. As such it is best placed to be the accountable Board for the Healthy Town Programme.

Membership of the Primary Care Programme team includes members from all key directorates and the clinical executive of NHS Norfolk and includes a wide range of qualifications, skills and experience.

The Board is chaired by the Director of Public Health (a joint appointment with Norfolk County Council) and includes the following representatives:

- Clinical Lead
- Financial Lead
- Commissioning Associate Director
- Contracting and procurement resources
- Public Health support
- Clinical Governance / Quality Support
- Communications and PPI Link
- Local Authority
- Practice Based Commissioning Consortium clinical and management leads
- Plus additional support as required.

Members of the Primary Care Programme team will provide direct support to the Healthy Town Project Group in respect of their specialist areas. For example, the financial support and procurement function will be provided by the respective leads.

The Primary Care Programme Board meets on a monthly basis and reports directly into NHS Norfolk's Programme Performance management process and into the corporate and clinical governance structures.

Project Group

The Project Group is responsible for delivery of the Programme.

Name	Organisation/ post	Contact
(TBC)	Overall Programme Manager NHS Norfolk	(To be appointed)
Martin Seymour	NHS Norfolk Health Improvement Manager	01603 257111 martin.seymour@norfolk.nhs.uk
Rob Walker	Breckland Council Sustainable Communities Manager	01362 656256 robert.walker@breckland.gov.uk
Richard Kay	Breckland Council Planning Policy Officer	01842 756599 richard.kay@breckland.gov.uk
Dr Roz Coombs	Regional Physical Activity Coordinator East of England Public Health Directorate GO-East	01223 372515 Roz.Coombs@dh.gsi.gov.uk
MTF Health 'Champion'	To be appointed 28 th January from MTF.	
John Ingham	NHS Norfolk Finance Manager	01603 257073 John.ingham@norfolk.nhs.uk
Chris Nelson	Interim Programme Manager (Jan to March 2009)	chrisworks@rossnelson.com

Project Manager

The recruitment process for the Project Manager has commenced and will lead to appointment prior to April 2009. A Job Description has been prepared.

An officer has been recruited on interim (consultancy) basis to manage Programme planning phase (January – March 2009). This officer commenced work in the middle of January 2009.

Communication Plan

This forms a basic outline of our communication plan. However, we acknowledge that a full plan is essential prior to full launch of the Programme in early 2009. We are working on this, and it will be a priority for the interim project manager. It is essential that the communication plan closely links with the parallel Communication Plan which Moving Thetford Forward is currently drafting. This covers wide growth and regeneration initiatives in Thetford. A media officer within Breckland Council's communication team will be nominated as the communication lead for this programme.

The local media is represented on the Breckland Partnership Board that oversees all partnership activity in Breckland and is supportive of the Programme. The communications teams at Breckland Council and NHS Norfolk will work with all local media to ensure a high profile for this Programme.

A social marketing campaign will focus on tailored messages for at-risk population groups and will connect with the national social marketing programme relay key messages on food, physical activity and well being. There will be an emphasis on highlighting opportunities to take part in activities in the local area.

A key element of this proposal is to engage communities in the planning and development of Thetford's built and social infrastructure and in developing important and immediate public health services. A Community Engagement Officer will be employed as part of this proposal and used to facilitate the engagement process.

Interested Parties

The communication plan for the Programme aims to identify all stakeholders outside the Project Group and agree information needs, including frequency and methods of communication. The Project Group will disseminate information through various channels.

Methods of Communication

- Documents and information will be made available on the Breckland Council, the Moving Thetford Forward and the NHS Norfolk websites.
- A series of presentations and workshops to users and stakeholders will take place to inform them of the Programme.
- The consultation process will involve the dissemination of information through a number of different 'routes', e.g. workshop, poster, survey.
- Health Connectors will be fully utilised as communicators particularly with hard-to-reach groups.
- A social marketing campaign will be run within the town, closely linked to the Change4Life agenda.

Frequency of Communications

- Communication with users and stakeholders will be targeted to coincide with the planning, launch of delivery of activities.
- A minimum of 4 Project Group meetings will be held per annum through the duration of the Programme. Additional meetings will only be convened if there are exceptional issues to discuss.
- The social marketing campaign will be run through the duration of the Programme.

Consultation

As part of the Health Needs Assessment and wider consultation during the planning phase of the Programme, the Project Group will oversee consultation with key target groups, stakeholders and other interested parties.

Further consultation will be undertaken over the lifetime of the Programme as part of the monitoring and evaluation of the project portfolio.

Quality Assurance

The quality plan specifies how the Project Group intends to deliver outcomes that meet quality expectations and quality standards.

- Issues will be discussed with users and stakeholders before progressing project stages.
- The project group will receive feedback from stakeholders, users, and other interested parties.
- The project group will oversee the process of consultation and development.
- The project group will contain at least one independent external member.

The project group will report to the NHS Norfolk Primary Care Programme Board and will be subject to the quality assurance and programme performance monitoring procedures of the PCT.

The following key documents will be made publicly available as the review progresses:

- The project initiation document which will include the scope of the review.
- The full programme plan.

Monitoring and evaluation

We will work with the new Centre of Excellence – based at the MRC, Cambridge and Environmental Sciences & MED, Norwich – to research and evaluate initiatives that are taking place.

The plans for assessment can be split into two component parts for monitoring and evaluating:

- 1) Engagement and satisfaction with planning process and infrastructure developments around health.
- 2) Improvements in key health indicators as a result of immediate provision of key services.

1. Engagement in planning process:

Engagement with planning decisions around health infrastructure improvements will be measured in a number of ways, including community awareness and response to proposals, and ease of access to plans. The evaluation of developments on the ground, and their impact on health, will be the joint responsibility of Moving Thetford Forward and Breckland Council, with regular reporting to respective Boards and Committees. Moving Thetford Forward and Breckland Council has a proud record of consulting the people of Thetford on plans and proposals, as demonstrated recently with the latest Thetford Area Action Plan consultation whereby 10% of the population responded to a 20page questionnaire – a huge response rate when compared to other town and district proposals (a 1-3% is more common).

2. Health improvements:

We are still working on the precise items to be measured and monitored, but will include them in the final Programme Plan. Items likely will include the following, but we anticipate a more comprehensive and clear package by the full Programme Plan:

- Increased physical activity measured through the adult participation indicators in the Sport England, Active England survey and the number of children taking part in 2 hours or more of high quality PE and School Sport;
- Reduced prevalence of obesity measured through the childhood height and weight measurements and practice registers.
- Self reported health status

- Other outcome measures will include: access to health services and advice by migrant [new] communities.

The opportunities for community-led research, exploiting established links with Anglian Ruskin University are currently being explored.

APPENDIX 1. THETFORD HEALTHY TOWN – DRAFT LOGIC MODEL

Thetford Healthy Town							
A once-in-a-lifetime opportunity with everything coming together to embed 'health' into the town: huge growth; significant regeneration; a keen food/agricultural based community; building on health related best practice across established and arriving communities, including migrant workers and their families.							
The situation in Thetford →	Assumptions →	Healthy Town Priorities →	Inputs →	Outputs (The Programme) →	Impact and Outcomes ↓		
					Short Term (Year One)	Med Term (End of DoH funding – March 2011)	Long Term (Towards Thetford 2026)
<p>Growth Point Status - planned growth from 21,500 today to 40,000 in 20 years. <i>So, a rare opportunity to be pro-active and plan for a healthy town as part of large-scale growth and re-generation of Thetford.</i></p>	<p>Primary Assumption: That by reducing obesity, increasing physical activity and enabling healthier food choices in Thetford it will become a healthy town to live in, with improved open spaces.</p>	<p>Primary Objective: To embed a healthy lifestyle culture in a rapidly growing town; ensuring health is fully integrated into plans and regeneration projects.</p> <p>Secondary Objective: To deliver highly</p>	<p>DoH Healthy Communities money and local match Funding</p> <p>Local Delivery Structure, Partnership and Leadership</p> <ul style="list-style-type: none"> • Moving Thetford Forward 	<p>The doing: A set of projects within the wider Healthy Town Programme.</p> <p>These will cover:</p> <ul style="list-style-type: none"> • detailed and accurate baseline data and information • projects to embed a healthy 	<p>A clearer understanding of the health needs of the target populations; further opportunities for community led research</p> <p>Health related policies embedded into the Thetford Area Action</p>	<p>To have put in place the skills, resources, plans and strategies which ensure that growth encompasses the infrastructure (soft and hard) to facilitate long term healthy lifestyles in Thetford.</p>	<p>To see the hard infrastructure to support healthy lifestyles being implemented in parallel with the growth to 2026</p> <p>To continue, revise or trial new 'soft' infrastructure for other health projects, with continued learning and dissemination of advice and best</p>

<p>Pockets of severe deprivation and significant migrant worker population (6,000 - estimated at > 25 per cent of town's total). <i>The health needs of our growing migrant worker communities are not yet fully understood.</i></p> <p>Small town with rural hinterland offers the chance to build on current best-practice around physical activity and nutrition programmes.</p> <p><i>Adult obesity and prevalence of diabetes are significantly high; and levels of physical activity are low.</i></p>	<p>The methodology assumes change is required at four levels:</p> <p><i>Strengthening individuals</i></p> <p><i>Strengthening communities</i></p> <p><i>Improving infrastructure and access to services</i></p> <p><i>Making structural changes to economic, cultural and environmental conditions</i></p> <p>There will be local and national learning.</p> <p>Key National Learning Lesson: <i>a growing town which focuses efforts on healthy lifestyles can be more successful at embedding healthy lifestyles</i></p>	<p>visible initiatives on the ground, some building on good practice and others new initiatives. To encourage healthier lifestyles within existing communities and commitment to deliver a regenerating town with healthy lifestyles at its heart.</p> <p>Target Groups: To increase adult participation in sport and recreation.</p> <p>To reach and understand the specific health needs of migrant workers.</p> <p>To reduce obesity among primary school aged children.</p> <p>Underlying Objectives: 1. To increase knowledge + understanding of our communities; their health</p>	<p>Board</p> <ul style="list-style-type: none"> NHS Norfolk Primary Care Programme Board Healthy Town Project Group <p>Senior manager and officer - skills, experience and time to develop and implement programme</p> <p>A 'community development approach' that will enable target groups to support their own health improvements.</p> <p>Regional and National support through DoH, GO East and other public bodies.</p> <p>Academic interest in research and evaluation.</p>	<p>lifestyle culture in a rapidly growing town</p> <ul style="list-style-type: none"> a set of discreet, relatively short term projects, to foster a culture of healthy lifestyle <p>The reach:</p> <p>Individuals, at home, at work and at leisure; including: school age children and older people, particularly those from disadvantaged neighbourhoods</p> <p>New arrivals to Thetford will be targeted.</p> <p>Specific communities e.g. migrant worker communities</p> <p>Planners, health professionals and other decision makers</p> <p>Providers of primary health</p>	<p>Plan</p> <p>A joined up approach to local food production and distribution</p> <p>Closer ties to the target groups; and new ways of working with them; particularly migrant workers and their families</p>	<p>The extension of existing good practice.</p> <p>Increased physical activity levels</p>	<p>practice.</p> <p>By 2026, at the completion of the growth and regeneration of the town, we will see sustainable and diverse communities, where healthy lifestyles are embraced and are the easy choice for residents and visitors, where people feel and are, on the whole, healthy, and where levels of obesity are below regional averages.</p> <p>People will move to Thetford because it is known as a 'healthy town'.</p>
<p><u>Fulfilling the Vision:</u></p> <p><i>The creation of an environment which facilitates and embeds healthy lifestyles into the rapidly growing and regenerating town of Thetford, through the provision of education, skills training, infrastructure provision and creation of a health culture.</i></p>							

<p><i>Breckland's lowest levels of life expectancy and highest numbers of children living in poverty are in Thetford.</i></p>	<p><i>within new and regenerated communities compared with other growing places or towns?</i></p> <p>Also that: <i>there will be successful outcomes from projects that could potentially be replicated elsewhere in the country as good practice.</i></p>	<p>needs and aspirations.</p> <p>2. Embed a culture that delivers health promoting environments within new built and social infrastructure.</p> <p>3. Address issues of obesity through physical activity and community nutrition interventions, with an approach that seeks to engage new communities.</p> <p>4. Build on good practice in health promotion and prevention of poor health; a 'community development' approach.</p>		<p>and other services, leisure opportunities and those involved in local food production and distribution.</p>	
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Appendix 2 - Thetford Healthy Town Delivery Structure - DRAFT Dec 08

