

Physical Activity

THEME TARGET: 18,172 housebound and inactive residents will improve their levels of physical activity through participating in social and leisure projects by the end of the portfolio in 2011.



The overall target for the Physical Activity stream of projects has been the highest of all of the projects, and by the end of year four has engaged **16,926** beneficiaries representing 93% of the overall profiled target. Although this is the only theme which has not hit its target, there is still six months remaining in project delivery and so time to engage the remaining **1,246** beneficiaries, particularly since 4,384 have been engaged in the last year alone.

Increased levels of Physical Activity are one of the most effective ways of positively influencing health and well-being. Regular exercise has been shown to reduce the risk of people getting serious conditions such as stroke, heart disease and certain cancers. It also improved peoples' life expectancy, but importantly it also improves mental well-being and among older people helps to maintain independence. For young people, who require more physical activity, promoting it at an early age is of vital importance in setting up good patterns in people's lives. Sport is also an effective tool of engaging young people, helping to pick up other issues they may have in their lives, and in being able to offer them other services and signpost them to the right agencies.

A common theme across previous evaluations has been the seasonal nature of delivery experienced by the partnership in delivering projects which meet this theme, based around the fact that it can be very difficult to engage people in projects when the weather is not good, and when the length of the days are shorter. The partnership however have been mindful of this, and organised a range of events mainly in the summer as to ensure that delivery is focused when it is likely to be most popular.

Back in Action, Southwark

This project has sought to promote improved levels of physical activity through sessions led by a trained tutor working with a group of predominantly elderly beneficiaries, helping them learn a range of gentle exercises to improve their mobility and to reduce the chance that they will have health issues in the future. The beneficiaries who have participated in the project were almost unanimously positive about the project highlighting how they are able to take part in the activities at home, but particularly enjoy coming to the classes at Darwin Court as it gives them a chance to meet with other people. Sustaining the project beyond its funded lifetime is likely to be more of an issue due to the costs of the project, however it is expected that alternative funding will be secured from alternative sources to continue the project, and importantly to keep it free to the end user to ensure that those who will benefit most from the project will be able to access it.

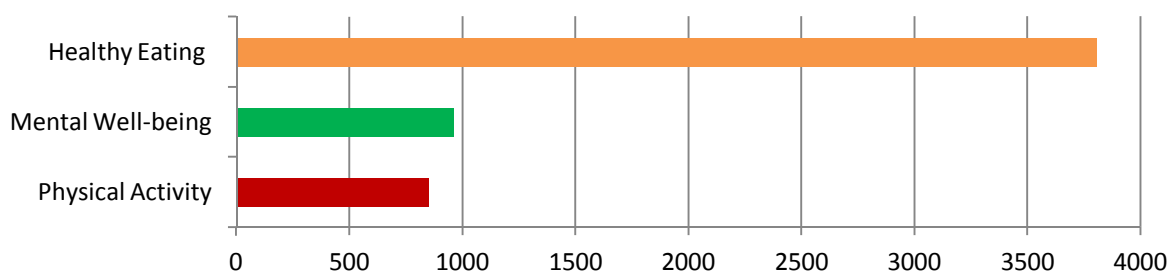
Partnership Level Breakdown

At a partnership level, the vast majority of the delivery has been undertaken by Peabody as the lead delivery organisation – this has totalled a target of **31,065** or **72%** of the total project portfolio. The other six partners have all had similar delivery targets.

	Healthy Eating	Mental Well-being	Physical Activity
Affinity Sutton	3,805	961	850
CBHA	1,306	1,068	1,486
Circle Anglia	N/A	311	1,252
Family Mosaic	802	517	1,693
Metropolitan Housing Trust	1,014	209	619
Peabody	10,929	7,635	9,319
Southern Housing Group	1,446	110	1,707

Affinity Sutton

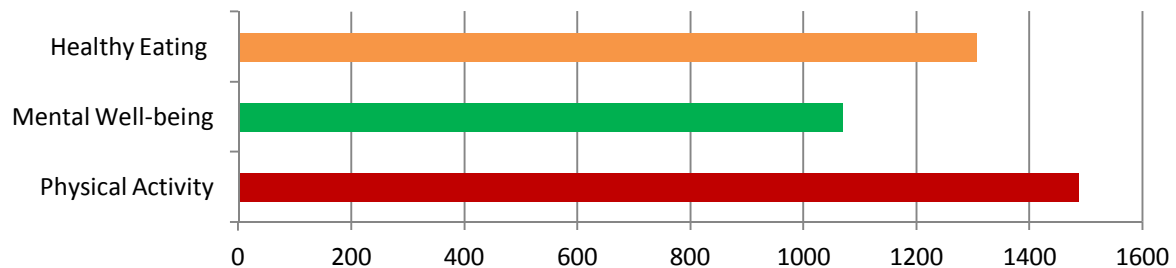
Formerly Broomleigh Housing Association and now part of the Affinity Sutton Group, they have been delivering primarily in South London, principally Bromley and Lewisham. The projects which they have delivered were initially profiled to meet the Mental Well-being and Healthy Eating Project themes, they have subsequently carried out significant levels of delivery under the Physical Activity branch of projects.



In total Affinity Sutton has engaged **5,616** beneficiaries throughout the project, and have also been the first organisation to stop delivery all together having exceeded all of their project targets – most successfully in the Healthy Eating projects where they have delivered **132%** of the project target.

CBHA

A subsidiary of Peabody, the CBHA runs and manages housing stock in Waltham Forest and surrounding areas in North East London. CBHA have been profiled to deliver under each of the Activate Themes and to support 2,300 people.



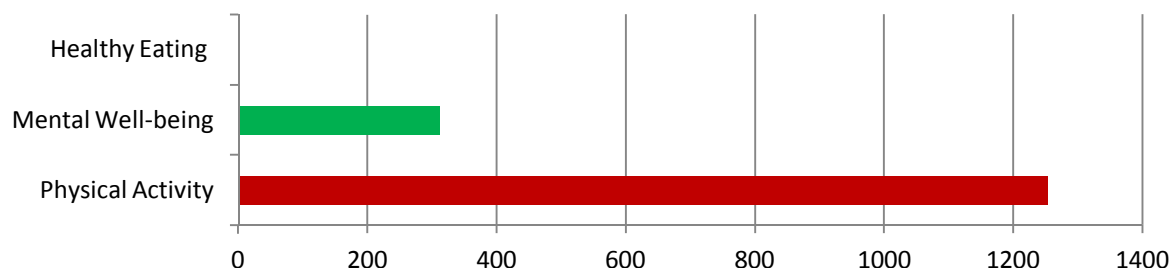
CBHA has already exceeded this target, having engaged 3,860 people and exceeded all of its project targets. They are continuing with the delivery of the project also to increase the reach of the project in the final six months of delivery.

Throughout the project, the CBHA have continued to innovate in how it delivers and engages people on the programmes. Previously the Activate Card was highlighted, which linked to the challenge range of projects. Since then it has also been reported that they have implemented an innovative scheme linked to the projects engaging young people over the summer.

They have required young people to pay a small sum for participating in the projects, this has then been paid into a savings account (set up in conjunction with the local credit union) which the young people can access. The Intention is to teach them how they are able to save up money – representing another one of the issues which impacts on a person's well-being.

Circle Anglia

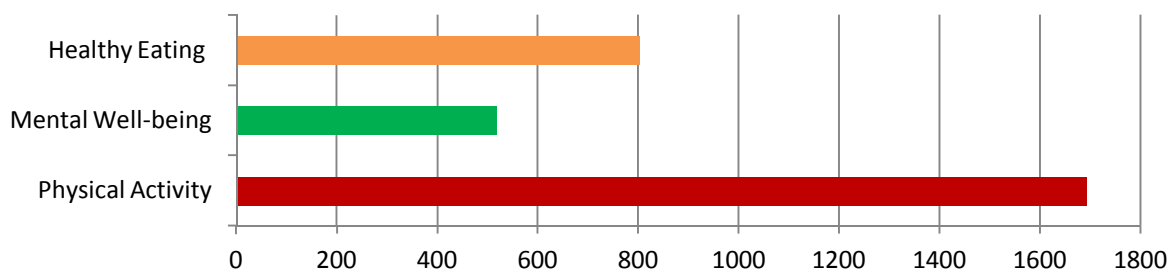
As an RSL they have significant presence, supporting in excess of 180 thousand people across the UK, with a strong presence in London (operating in 24 London Boroughs). Circle have delivered under the Mental Well-being and Physical Activity strands of delivery only.



Overall Circle Anglia have been profiled to engage 1,080 beneficiaries, and by the end of year four they have succeeded in engaging 1,797 people, representing 166% of the target. However at a theme level, this has largely been a result of the significant delivery seen through the Physical Activity theme, which has delivered 310% of its profile.

Family Mosaic

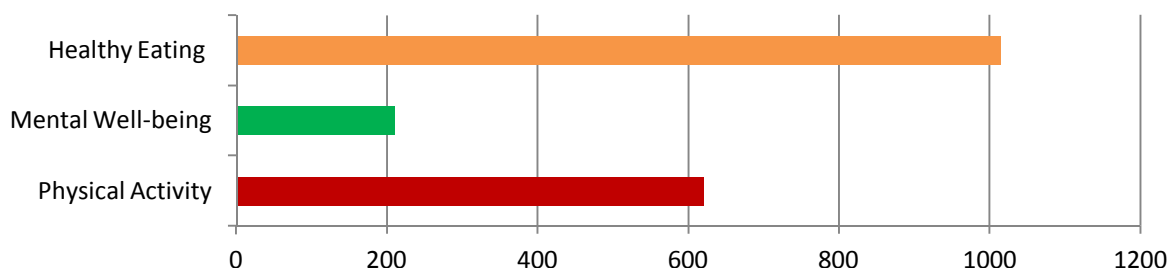
They support over 45 thousand individuals in communities across London and Essex through their management of in excess of 20 thousand homes. They have a particularly strong focus upon supporting those with ‘additional needs’ and of strengthening local communities.



Family Mosaic has engaged 3,012 people through the Activate Project, representing 120% of their overall target. This has been supported through exceeding delivery in Mental Well-being and Physical Activity projects, whilst also being very close to meeting its Healthy Eating delivery targets also.

Metropolitan Housing Trust

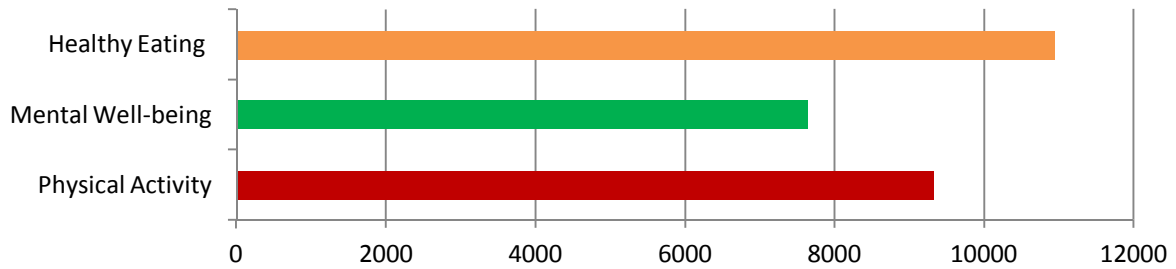
One of the largest RSLs in London and the South East, supporting over 70,000 people, They own and manage more than 18,000 homes across London and operate in 32 London Boroughs.



At 105% of delivery overall, notable successes have been seen in the delivery of the Physical Activity theme where 170% of delivery targets have been achieved. In addition Metropolitan remain very close in delivery of the Healthy Eating Theme.

Peabody

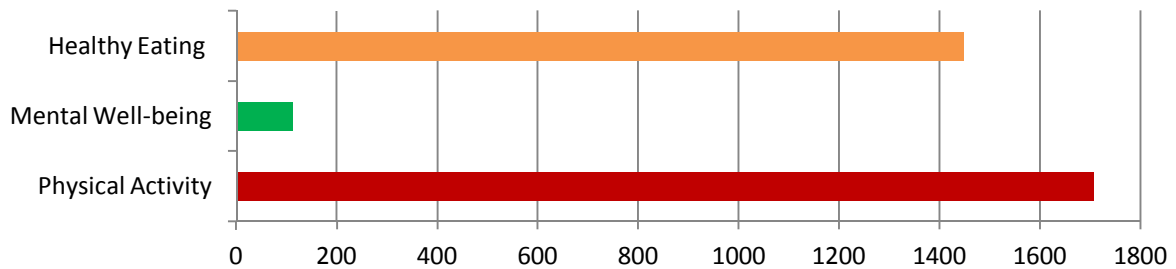
Established in 1862 by George Peabody, with the intention of supporting the “working poor”; Peabody now own and manage over 19,000 homes across London. Peabody have been the lead partner in the Activate London partnership, and as such have been responsible for delivering the vast majority of the project targets.



Peabody continues to perform well, maximising the flexibility available to continue to expand its delivery and reaching more and more Londoners. To date they have engaged 27,883 beneficiaries, representing an increase of 11,141 people in the last year alone – a significant achievement. In total they were profiled to deliver programmes to 31,065 beneficiaries, and so it is not anticipated that given the current rate of delivery that Peabody will have any issue in reaching that target in the last six months of delivery.

Southern Housing Group

One of the largest RSLs in the UK, they manage over 24 thousand properties – 4 thousand of which are in London across 14 boroughs. Their delivery has been primarily focused on the Healthy Eating and Physical Activity themes, although they have delivered one project ‘In My Prime’ which is focused on Mental Well-being.



Sothern has successfully over achieved delivery in the Physical Activity and Healthy Eating project themes, having achieved 131% and 161% of the targets respectively. Then looking at the mental well-being theme area, they have got very close to the delivery targets, having achieved 92% of the profiled delivery by the end of the target.

Impact on Beneficiaries & Communities

Activate London has strived to improve the well-being of people across London and sought to look at how we can support and sustain inspiring and active communities where all residents are able to achieve their potential; become more engaged citizens and able to make a real impact on their communities.

Measuring Feedback

As discussed before, the notion of well-being is a highly subjective term, and this has an inevitable knock on in terms of how it is measured also. Through Activate, the partnership has largely relied on feedback forms which asked questions regarding people's confidence at making certain decisions; these are carried out at the beginning and the end of the project in order to measure change. This measures what is known as 'subjective well-being'⁵.

This type of information has neatly complemented the quantitative information gathered, and provided anecdotal information. This type of measure for well-being has collected *soft* information which is hidden by raw numbers, and helped the partners to understand local needs, track progress and to really help understand the actual impact of the project.

Improving Well-being of Individuals and Communities

Volunteering and community action forms a key pillar of the Government's Big Society agenda; to empower individuals and communities to **"determine the shape"**⁶ of their neighbourhoods and to foster a culture of giving (both time and money), to **"encourage people to get involved, support each other and create the change they want to see"**⁷. This is coupled with the increasing importance placed on volunteering in terms of securing employment, through providing the opportunity to **"develop skills and experience, and to demonstrate reliability and commitment"**⁸.

Baroness Newlove's recent report states that "the community has a sense of pride an ownership in their area"⁹ which make local activists and leaders very powerful agents for change in their communities through being effectively able to most actively identify cause for change and to help inspire their local networks for action. However, Social Mobility remains to be a persistent issue, which prevents all from being able to make the most of the opportunities which available to them and to instigate that change.

The opportunities through Activate London, coupled with an increasing pressure to deliver programmes to support communities in an environment where years of significant funding

⁵ Young Foundation (2008), 'Local Wellbeing: Can we measure it?'

⁶ Cabinet Office (2010) 'Building the Big Society'

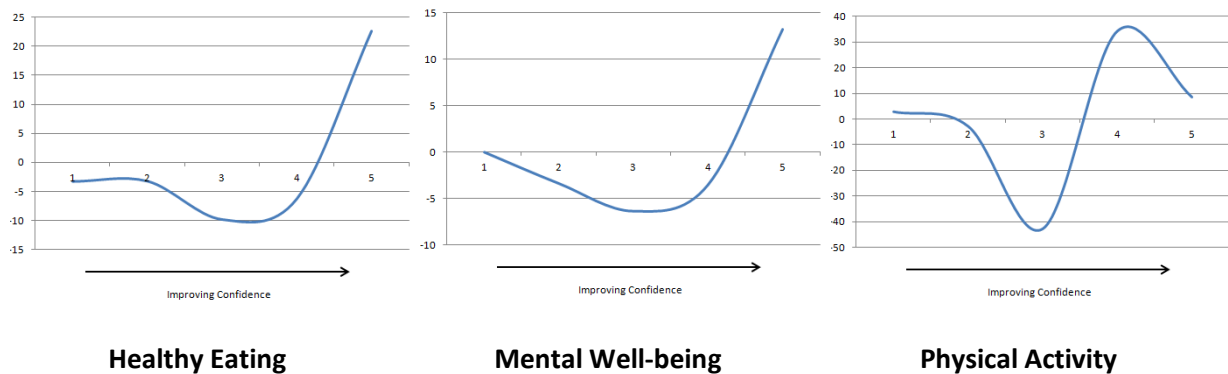
⁷ 'Giving White Paper' (2011)

⁸ ESF Works (2011) 'Changing role of volunteering'

⁹ Baroness Newlove (2011), Our vision for safe and active communities

investment are coming to a close has made enabling communities to help themselves increasingly important.

A snapshot of the feedback has been taken from projects across each of the project themes. This has been shown below. All of these demonstrate an improvement in the confidence of those who have been engaged in the project at the end of their engagement compared to the beginning. In addition, it is also clear from looking at these there has been a reduction in those who reported middling levels of confidence, an little change at the lower levels (although importantly the numbers who reported very low levels of confidence was small).



Across all themes it has been clear that the projects have had a large range of differing impacts on the lives of beneficiaries engaged. Several of these have been common to many of the projects and have been highlighted below:

Reducing Isolation: High rates of isolation have been identified in the communities where projects have been delivered, which have a well recognised impact on an individual’s mental well-being. All of the activate projects have been shown to reduce isolation, enabling beneficiaries to meet new people, and to push their boundaries and complete a range of activities.

Improving Confidence: Particularly to try new things, encouraging people to go out of their comfort zone and try new things. For young people this has been evident through the growing projects, whereby they have seen the full food cycle from seed to plate and have been encouraged to try food they wouldn’t have before. On another level, projects such as the Make Over days have used papering projects as a tool to bring people together and help make them feel better about themselves.

Life Long Skills & Knowledge: Evident right across Activate London, these range from teaching people about healthy eating through to how to live a more active lifestyle which will have a positive impact on the rest of their lives.

Fostering Community Spirit: Helping support strong communities through encouraging and supporting community leaders and inspiring communities to get involved and help themselves to deliver locally appropriate solutions to local issues.

Chris Kimberly

Chris has recently been named “Peabody Champion of the Year 2010”, “Islington Volunteer of the Year 2010” and “Most Outstanding Contribution 2010”. Chris lives on the Whitecross Street in Islington, and since becoming involve in the BIG Lottery Funded projects his life has changed massively, and he is now at the centre of his local community, getting involved across a wide range of community initiatives and events.

Originally from the Isle of Dogs, Chris moved to Whitecross Street over ten years ago with his then girlfriend and now wife. Chris suggested that when he moved in that it was a very different place to how it is today, **“no-one knew anybody, there were a group of lifers who had been there for more than 25 years, and they formed their own clique, they just come home and shut their doors”** which was very hard to break into. The area itself was also very different, there was no newly refurbished community centre, nor was the local street market the bustling area it is today. When Chris moved in, he was a postman, however soon after he began to suffer from several health problems, **“I’ve been going through it, I’ve had back problems, knee problems and now I’ve been diagnosed with Osteoarthritis”** and as a result he had to stop work, causing him to feel *low* and to lose his confidence.

Having never volunteered before (bar working at the stables when he was a teenager), Chris began volunteering **“almost by accident”**. When he found out about the gardening club project being funded by the BIG Lottery Fund, he asked Heather (funded by EC1), whether he could have some plants and pots to put outside of his flat, she let him have some and it blossomed from there. Chris didn’t know what to grow at first, so decided to grow tomatoes, growing over 50 plants the first time, meaning he ended up giving them away to his neighbours. The second attempt he grew even more, 60-100 plants and then began selling his excess on Whitecross Street market. This gave Chris the moniker *The Tomato Man*.

As Chris became more involved, he began broadening what he was doing in the local community, and started to approach other organisations for funding to support the expansion of the project, including more raised bed planters for the community to use and even funding to grow a greenhouse (this was something he received help from Peabody to do).

Over this time, Chris highlighted the massive change in the local community. More and more of his neighbours on Whitecross Street had began to become interested in his project, saying how nice it looked, and wanting to get involved; something which was an immense source of pride for Chris, and an affirmation making him feel much better about himself and the work he was doing. Chris reported that even two years ago the place was different, they weren’t allowed BBQs and people mostly kept themselves to themselves. They have begun to have BBQs in the summers (for which they have bought tables and chairs), and run open events where anyone can bring their food, and there are always soft drinks and food available for the children. This has attracted support not just from within the estate, but also neighbouring estates too.

By 2011 Chris was **“enjoying every minute”**, he was spending more time outside and meeting lots of his neighbours, he was the new chair of the gardening project and was recognized by Voluntary Action Islington and Peabody for his considerable effort in the local community.

- The importance of creating and environments where strong communities can be fostered in the promotion of well-being
- The value of an active lifestyle, and becoming more socially engaged in the promotion of well-being
- The importance of supporting communities and individuals in becoming more able to work for themselves, shown through Peabody’s support in dealing with funding, and other aspects of community development work.

Management & Finances

A key element in ensuring that the project is able to meet its targets is ensuring that the management and administrative processes are smooth and efficient. Effective top level management resultantly then filters down through the delivery chain, helping to ensure that on a project level the targets and ambitions of the project are being met.

Staffing and Management Systems

Overall management and administration of Activate London has been led by Peabody as the lead delivery organisation. This has included:

- Maintaining contact with the BIG Lottery Fund;
- Submitting returns and narrative reports;
- Drawing down funding;
- Setting project targets, and
- Negotiating and communicating contract variations.

Each partner has then effectively managed their own delivery as a spate contract, submitting claims and narrative reports through to Peabody in advance of claim dates. No administrative issues in managing the contract were reported at this stage, with Peabody effectively leading and partners providing the required information in time to submit claims and reports.

Management Structure

Management has been led by Peabody as the lead partner and ultimately the accountable body for delivering the contract. The management board (including members of the partner organisation) has set the strategic goals and outcomes for the project. This has provided a good focus for the project, acting as a forum through which strategic goals could be discussed.

The management structure has changed throughout the delivery of the contract. At the outset two separate management committees were established. These were the Management Board, and the Steering Group; the former being responsible for the strategic direction of the project, and the latter leading on the day to day management and operation of Activate London. It was however noted that as the project progressed, there became increasingly little difference between these two committees, with an overlap in remit and members attending the different groups.

It was initially decided for the Management Board to begin to meet less regularly, at first reduced to quarterly and then half yearly. Eventually it was agreed that both of these groups should be combined.

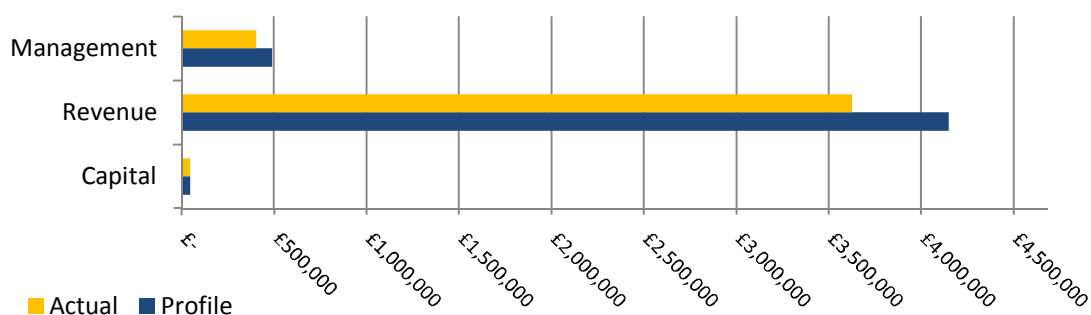
This may also be symptomatic of the nature of the partnership, which is formed of seven relatively large RSL's, experienced in the delivery of similar projects, making this somewhat less necessary. Indeed the partnership has successfully exceeded its targets.

This did have the potential to lose some of the strategic direction of the project, however this did not prove to be the case, due to the level of the staff who attended the meeting, and the enthusiasm of most steering group members in effectively delivering the ambitions of the contract.

In terms of staffing numbers and day to day management of the project no issues were reported at this stage.

Finance & Funding

The Activate London partnership has been allocated **£4,685,389** to deliver the portfolio of projects by the BIG Lottery Fund. This is broken down into approximately 1% for Capital, 10% Management and 89% Revenue Costs. To date a total of **£4,074,692.43** has been spent by the partnership, representing approximately **88%** of the available budget. This leaves **£610,696.57** remaining in the budget for the rest of the programme.



As a partnership level, each of the partners have delivered a greater proportion of their overall delivery (most have exceeded targets), than the proportion of their allocated funds which they have drawn down.

Breaking this figure down further, it could be estimated that each beneficiary engaged with Activate London has costed approximately £87, a significant improvement in value for money gained through the project from the £118 / beneficiary figure estimated at the end of year three evaluation.

This improvement in value gained is relatively straightforward to account for, given the majority of the projects had already been set up engaging more people resulted in little additional cost to the programme.

Exit, Sustainability & Mainstreaming

A key element of the Activate Project, particularly as it enters into the last six months of delivery is to consider the importance of maintaining a clear exit strategy to the programme, promoting its legacies and ensuring that good practice developed through the project can be continued where possible.

Key areas to be discussed through this section include:

- The strategic impact of the project on the partnership at a corporate level and the development of the role Registered Social Landlords in tackling and promoting well-being.
- The development and maintenance of partnership working within and outside of the partnership.
- The development of new models of community engagement and support, enabling communities to help themselves.
- Mainstreaming, and the method through which successful elements of the partnership through to strategic learning has been and can be disseminated.

Strategic

This is the impact the project has had on the partner organisations at a strategic level, and the degree to which engagement in the project has resulted in structural change at the corporate level. Undoubtedly well-being is increasingly high on the political and social agenda, with well-being policy being embedded throughout government and local policy and when asked about this, the partners generally responded positively, commenting that it marked an almost inevitable shift in the ways which the partners interact with and support their residents.

For those who commented that little change had taken place at a strategic level, it was suggested that this was a result of a lack of understanding of the importance of well-being in supporting the development of stable and more reliable resident populations. This has an implicit impact on maintaining and increasing revenues, through reducing costs associated with tenancy breakdown.

In terms of how the partnership has effectively publicised and promoted the good practice and key stories throughout the project it was suggested that progress in this area had been limited to date. To date much of the publicity has surrounded the use of social media, including Twitter, Facebook and other community forms of online media. Peabody communications team have prepared short video clips highlighting the successes of the programme, and these have been used as promotional tools at events and conferences and events across London.

Publicising the project further afield and publicising the project more widely through national media is the next step being focused on by the partnership, and thinking proactively about the differing target groups and the concordant levels of PR and promotion required.

Partnership

The development of a strong partnership has been key in the successful delivery of the Activate London project over the past four years, and there is strong support for this to continue into the future. This is not to say that the partners seek any formal arrangement, but expressed a desire to maintain the momentum and method of working developed through the project. Key ways in which the partners have reported seeking to develop this includes:

- Continuing to work together and jointly apply for future funding as appropriate, developing on the good name and successes of partnership.
- Continuing to share best practice in community working and engagement, to facilitate the development of new and innovative means of working.
- Developing a 'tool kit' to be shared across the partnership detailing key contacts who have been made through the project.
- Maintaining wider partnership working with local schools, PCTs, community groups, social enterprises etc.

New Models of Delivery

Piloting new models of delivery has been a key focus of Activate London, developing methods of co-production generating a sense of community ownership of projects, with locally appropriate solutions and ways of working to address locally identified issues.

Typical approaches include:

- **The Partnership Approach:** Activate has effectively developed strong relationships with external specialist companies, charities and social enterprises which has allowed the targeted use of resources for the most effective outcomes. Specialist and locally based organisations are well placed to respond quickly and appropriately to the needs of beneficiaries. The partnership reported a desire to continue working with such organisations post Activate as part of the emerging legacy and development strategy, and it was reported in one steering group meeting attended that the partnership are seeking to document these organisations to share across the partnership.
- **Strong and Robust Commissioning:** Allowing for the best use of resources and to effectively deliver strong value for money through the procurement of products and the commissioning of services – to achieve this, the partnership have effectively utilised their status and size, making the most of their organisational capacity.
- **Floating Support:** Part of the ongoing support to communities to allow them to take greater ownership of the projects and to continue them in the long term. This recognises that many communities do not have the full skills base required to deliver projects, including fund raising, management and organisation of the projects. To this effect it has been noted that some partners are committed to provide a degree of continual support and signposting to community organisations to enable them to continue running projects. This includes, but is not exclusive to:

fund raising support, management and financial auditing, convening meetings and developing project targets and aims.

- **Seed Funding:** The partnership has allocated small pots of seed funding to community groups to allow them to develop their own well-being targets, this has been supported through the floating support provision. This has further allowed for more targeted projects developed by local groups and targeting locally identified issues and needs.

Continuing Successes

The final area is to maintain good practice developed through the project and to ensure the learning developed is not lost, and to take a pragmatic approach in understanding and developing project delivery beyond the end of funding from the BIG Lottery Fund. This process requires taking a pragmatic approach towards assessing projects, embracing failure and bringing through good practice demonstrated into future delivery.

Supporting communities to help themselves, generating genuine community ownership has been a key strategy employed across Activate London. Getting local 'buy in' is an essential process in encouraging residents to take on the responsibility to delivering the project. This process has relied on the promotion of increasing involvement of Tenants & Residents Associations and local community groups in the delivery of projects, enabling the projects to meet genuine need in the communities in which they are based in.

At the same time it has been important to recognise that communities do have a lot of the skills and expertise necessary to deliver projects themselves, but that they often require a degree of additional support from the partners to access finance and manage the projects in the long term. The partners are committed to developing this facilitating role through future delivery.

In seeking to continue projects it has been important to recognise that in addition to the necessary management capacity to organise the projects themselves, funding is a vital element necessary to ensure that they are sustainable. Indeed this varies across projects, with some requiring little more space, light and heat which can be provided in kind through the partnership right through to those reliant on tutors and materials (such as Bees Knees).

- Leveraging in additional funding through charitable and private sources, the most direct method of continuing projects in their current form or very close to it. This however does not provide long term sustainability, but does allow the partnership to continue to develop and innovate on the model, and better address the ambition of improving well-being.
- Implementation of a 'Pay as You Go' model, with beneficiaries paying a fee to attend the project, this makes it possible to pay for the tutors and materials required. These fees vary, and are carefully worked out on a project by project basis, based on project costs and the ability of the beneficiaries to pay. It is important that these levels are considered carefully to ensure that the project does have enough money to operate to its full potential.
- Investing in capital items whilst funding is available thereby reducing the operating costs in the future. The benefit of this approach is more appropriate for some projects more than others and

it is important that these purchases are carefully considered, as there has been evidence of purchases not being appropriate or even used in some cases.

Inevitably a mixture of these approaches will be adopted for projects continuing. For those with only an element of delivery being retained, the partners have again taken a practical approach and will ensure that the good practice developed through the project informs the fundamental structure of future delivery and community engagement.

Key Messages



The Activate London project has come to the end of its fourth year of delivery supported by the Big Lottery Fund and targeting improving the well-being of those living in London's social housing across the three themes of mental well-being, healthy eating and physical activity.

The project has been led by Peabody and been delivered through a consortium of seven of the largest London based housing associations: Affinity Sutton, Circle Anglia, Community Based Housing Association; Family Mosaic, Metropolitan Housing Trust and Southern Housing Group.

Project Overview

To this end, the project has been exceptionally successful, with six months left to deliver it has already exceeded its targets having engaged more than 47 thousand beneficiaries and had a clear impact on fostering greater community spirit, increasing participation and improving the confidence and well-being of those engaged.

The project has continued to achieve well against the theme targets, notably through the healthy eating and mental well-being themes, with strong progress also apparent against physical activity. One area which became more overt through delivery has been the strong inter-connectedness of these targets, which led the partnership to take a more holistic approach towards meeting the overall approach of promoting well-being amongst project beneficiaries.

In the last year alone, the partnership has engaged 15,326 people which has increased the overall achievement to 109% of the anticipated project target – a significant achievement. This high level of delivery towards the end of the project has been representative of strong planning and the setting up of the project early on.

Indeed, one of the partner organisations when questioned about the spread of delivery through the project remarked that when it began the targets overall seemed daunting, leading them to focus more closely on meeting the overall numbers, however as the project progressed as the popularity of the project became more evident, there was a greater focus on the overall well-being mission causing the project to become more targeted in its approach towards individual groups.

The locally targeted nature of the projects through Activate has helped it to better address the specific needs of the community. This has been supported through a culture of encouraging local

buy-in and involvement, allowing communities to “**determine the shape**” of their neighbourhoods. Beyond the project delivered, the opportunities through Activate London, coupled with an increasing pressure to deliver programmes to support communities in an environment where years of significant funding investment are coming to a close has made enabling communities to help themselves increasingly important.

Management, Administration and Finance

Overall management and administration of Activate London has been led by Peabody as the lead delivery organisation. This has included: maintaining contact with the BIG Lottery Fund; submitting returns and narrative reports; drawing down funding; setting project targets, and negotiating and communicating contract variations.

Variations in the management structure have been evident throughout delivery, particularly in terms of the differing management boards, which were combined through delivery - this was in direct response to the partners, and did not have any strong impact on delivery.

In terms of financial management no issues were reported. The partnership has drawn down 88% of their funding allocation, and though strong delivery has effectively been able to reduce the cost of the project by beneficiary to approximately £87, down from the £118 figure evident at the last evaluation.

Impact on Communities

Across all themes it has been clear that the projects have had a large range of differing impacts on the lives of beneficiaries engaged, across the board there have been several strong common impacts evident across all of the projects, including:

- **Reducing Isolation:** All of the activate projects have been shown to reduce isolation, enabling beneficiaries to meet new people, and to push their boundaries and complete a range of activities.
- **Improving Confidence:** Particularly to try new things, encouraging people to go out of their comfort zone has been evident throughout Activate London, providing people with the confidence and skills to try new things, improve confidence and resultant self-esteem.
- **Life Long Skills & Knowledge:** Evident right across Activate London, these range from teaching people about healthy eating through to how to live a more active lifestyle which will have a positive impact on the rest of their lives.
- **Fostering Community Spirit:** Helping support strong communities through encouraging and supporting community leaders and inspiring communities to get involved and help themselves to deliver locally appropriate solutions to local issues.

Exit, Sustainability & Mainstreaming

Activate London has performed exceptionally well, having exceeded delivery, whilst continuing to have strong impacts on communities and individuals engaged in the projects across London. A key element of the Activate Project, particularly as it enters into the last six months of delivery is to consider the importance of maintaining a clear exit strategy to the programme, promoting its legacies and ensuring that good practice developed through the project can be continued where possible. Key messages have included:

- The project has continued to have a strong **strategic impact** on most of the partner organisations delivering the project, which has been particularly poignant given the raising profile of well-being on the wider political agenda.
- In terms of **publicising** these successes evident through the project, it has been reported that this has been mainly at a low level to date, and as the project enters the end of delivery a greater focus on wider national media and influence is the next step being focused on by the partnership.
- The development of a **strong partnership** has been key in the successful delivery of the Activate London project over the past four years, and there is strong support for this to continue into the future.
- Developed through the project have included **developing strong working relationships** with specialist companies, charities and social enterprises, allowing for the effective use of resources for the strongest outcomes.
- In looking forward to allow for greater **community ownership**, the partnership are dedicated to continuing to provide support for community groups through providing 'floating support' and seed funding, providing support in signposting and support in areas where community groups do not often have the necessary skills.
- In seeking to continue the successes, the partnership have taken a **pragmatic approach**, looking at projects where continued delivery will result in the most significant impact and has targeted resources in developing delivery capacity in these areas.
- Furthermore, looking at **project legacies**, it has been apparent that the partnership have taken a varied project specific approach, through leveraging additional funding, implementation of differing models of delivery (including a Pay as You Go approach) and also in investing in capital items whilst funding is available thereby effectively reducing the long term cost of running projects.

