

Active Calderdale

Process Evaluation Report

October – April 2023

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Report Outline

Purpose of this Process Report

With guidance and support from our national evaluation and learning partners (NELP), this process report provides an explanatory account (what works, for who, under what circumstances, and why) for one community project and in relation to Calderdale's evolving community engagement process. This resource also offers an across the system implementation update over the past 6-months, structured through the themes of NELPs conceptual model.

Summary from the Programme Lead

Over the past 6 months there have been two major pieces of work I) Refining how we track and monitor the progress we are making across the whole programme, and the so what question of the progress being made, II) How we approach working in and with our communities.

I) Refining how we track and monitor the progress we are making across the whole programme, and the so what question of the progress being made

Our aim through this piece of work has been to provide greater clarity and transparency with regards to the change we are delivering in and across the whole system, and the impact the change is having. To achieve this, guided by our theory of change, we have focussed on capturing and demonstrating the outputs we have delivered in support of our theory outcomes. We have also re-focussed our approach to 'zoom in' on individual projects to assess and show the impact being achieved through specific projects. Both approaches are enabling us to provide greater clarity and transparency with the progress being made and the impact being delivered.

II) How we approach working in and with our communities

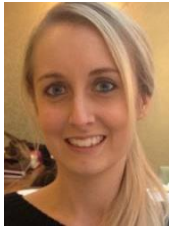
Over the last 6 months we have spent time and energy on refining and improving how we work in and with our communities in Calderdale. Based on the learning we have gained, particularly over the last two years, our approach to how we work in communities has evolved to enable us to have greater impact on working with communities to create better conditions to help our residents be physically active.

Through this report we aim to share the how, why and what we have learned in relation to both approaches. We hope this report provides useful and helpful information that other places can learn from.

People Behind the Project



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New Starter
Active Community
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Calderdale Council



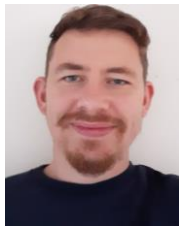
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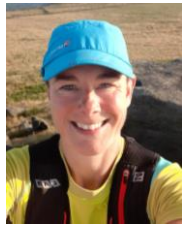
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Where we fit in



Reducing Inequalities

Strong Thriving Towns & Places

Climate Action

Starting Well:
Children are ready for school

Developing Well:
Every 15-year-old has hope and aspiration

Living & Working Well:
Working age people have good emotional wellbeing & fewer suicides

Ageing Well:
Older people have strong social networks & live in vibrant communities

Health & Wellbeing Strategy

Calderdale Air Quality Strategy

Clean Air for All in Calderdale

Healthier

Reduced risk of long term conditions & disease

Improved management of long term conditions & disease

Reduced frailty & falls

Happier

Reduced anxiety

Reduced depression

More confident

More resilient



when we move, we're stronger

More Connected

Reduced social isolation & loneliness

Increased social trust

Stronger & more cohesive communities

More sustainable Borough

Reduced demand on health & social care

More attractive & accessible physical environment

Safer & more accessible streets

Less cars on the road

Our Strategy

Our strategy focusses on the delivery of 10 system outcomes, the "what", and we report monthly on "how" we are embedding physical activity as part of everyday life.

For the purpose of our monthly reporting, system areas of 'Local Residents' and 'Voluntary and Community Organisations/Services' are encompassed within → 'Creating Active Assets: Individuals, Organisations and Institutions'.

Equally, 'Sport' and 'Leisure' are combined into → 'Creating Accessible and Attractive Physical Activity Sport and Leisure Provision'.

Similarly, 'Walking and Cycling Infrastructure' and 'The Built Environment' are reported within → 'Creating Active Environments: Streets, Public Realm, and Facilities'.



Executive summary

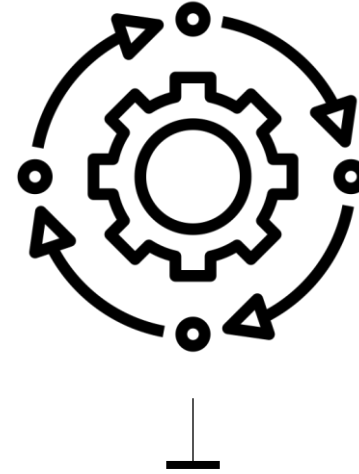
The purpose of this report is to share evaluation findings with evidence-based explanations on a selection of the work that we are undertaking in the Active Calderdale local delivery pilot funded by Sport England.

The first section focusses on our work across the Active Calderdale programme and demonstrates how we are using our programme theory as an explanatory framework for the work we are doing. Presented in this section are examples of actions that we are taking from each system area as part of our whole-systems approach to tackling inactivity.

The second section reports on a particular project within Calderdale to showcase how project leaders have supported a community asset (St Augustine's Centre) to implement actions aligned with Active Calderdale's strategy to influence physical activity amongst asylum seekers and refugees.

The final section of this report explores the process of doing place based systemic work with community assets in Calderdale. This section is based on the results of a research project which investigated the experiences of Active Calderdale Community Engagement Co-ordinators (CECs). A flavour of outputs and outcomes of the CEC role are detailed, as well as factors that enabled and constrained engagement with the community and local assets. Finally, a revised approach to place-based work that has been developed as a result of our learning is introduced.

Activating Components of Influence *Across* Our System

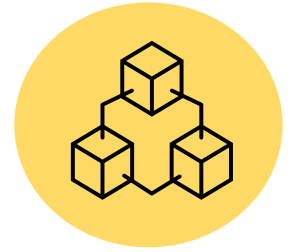


- 6 Sector Integration of Physical Activity
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The first section of this report shows how we are using our programme theory as an explanatory framework for the work we are doing. This is not an exhaustive list of all work, but rather, examples across the system areas of the actions we are taking to create a system that supports physical activity.

The examples of our work are presented using the overarching conceptual model proposed by NELP, to demonstrate our efforts across the layered approaches to tackling inactivity.

Sector Integration of Physical Activity



A key focus of our Whole Systems Approach is the integration of physical activity promotion into assets, services and sectors. In Calderdale we have taken steps to integrate physical activity into policy and practice across all our system areas.

Conditions we aim to Create

“Physical activity is embedded within policies, working practices and delivery of health and social care pathways and services”

“Policies, working practices and delivery for the built environment support enabling people to be physically active”

“Physical activity is embedded within policies, working practices and delivery of Voluntary, Community, and Social Enterprise (VCSE) organisations and services”

CREATING
ACTIVE
HEALTH &
SOCIAL CARE

CREATING
ACTIVE
ENVIRONMENTS:
STREETS, PUBLIC
REALM,
FACILITIES

CREATING ACTIVE
ASSETS:
INDIVIDUALS,
ORGANISATIONS,
INSTITUTIONS

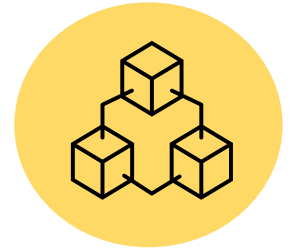
Actions Taken

‘**Active Leads**’ have been recruited for each of the five adult social care personalised long term support locality teams. Together, the Active Leads have co-designed an **action plan** for **integrating** and **embedding physical activity promotion** as part of what the service does. Active Leads are now leading the implementation of the action plans within their teams.

Urban design expertise and capacity has been procured by the planning service to support the implementation of Building for a Healthy Life (BHL) standards on four major developments in Calderdale, including the North Halifax Transformation programme.

An ‘**active charter**’ which sets criteria for physical activity promotion for VCSE organisations to work towards has been developed and implemented by Voluntary Action Calderdale.

Sector Integration of Physical Activity



Conditions we aim to Create

“Physical activity for all is embedded into policies, working practices, and delivery of schools”

CREATING ACTIVE EDUCATIONAL SETTINGS

Actions Taken

Creating Active Schools (CAS) **manual** has been created to **support new staff** in CAS schools to **understand** the CAS approach and how it's implemented within the school.

“Policies, working practices and delivery relating to the creation and delivery of parks maximises the opportunity to support people to be physically active”

CREATING ACTIVE PARKS & GREEN SPACES

A **plan** for park management and development has been **co-produced** between Green Space and Street Scene (GSSS) service and Active Calderdale. The approach is to 'make the Borough's parks and green spaces **attractive, safe, accessible, and sustainable** to enable people to use them to be physically active and socially engaged'. The plan has a set of objectives that will ensure parks are co-produced with communities to make them safer, more accessible, more attractive and more sustainable.

“Sport and PA provision is accessible and inclusive to priority groups”

CREATING ACCESSIBLE, INCLUSIVE & ATTRACTIVE PHYSICAL ACTIVITY SPORT & LEISURE PROVISION

An Active Calderdale booklet has been created for all physical activity providers to access **guidance** on becoming more **inclusive** and **accessible**.

Strengthening Community and Individual Capacities

Conditions we aim to Create

“Health and social care staff are motivated, confident and able to integrate and embed physical activity into routine practice”

CREATING
ACTIVE
HEALTH &
SOCIAL CARE

“Organisations and services are motivated, confident and able to integrate and embed physical activity into routine practice”

CREATING ACTIVE
ASSETS:
INDIVIDUALS,
ORGANISATIONS,
INSTITUTIONS

“The physical environment is safe, accessible and attractive for being active”

CREATING
ACTIVE
ENVIRONMENTS:
STREETS, PUBLIC
REALM,
FACILITIES

In Calderdale, we have worked closely with communities to co-produce initiatives to tackle physical activity inequality. We have facilitated the strengthening of the community’s resources to improve access to affordable options for physical activity and to shift social norms.

Actions Taken

An **action plan** has been **co-designed** with Invictus Wellbeing to support them in encouraging, supporting, and providing opportunities for staff and service users to be active.

A winter **Physical Activity Challenge** has been **co-designed** with local community assets in Rastrick, called ‘Pole to Pole’. Each asset has committed to playing their part in mobilising and delivering the challenge.

As part of the plans to improve the accessibility of the canal towpath, a **canal towpath seating survey** has been developed and completed by priority groups, helping to inform discussions with the Canal and River Trust in January 2023.

Strengthening Community and Individual Capacities



Conditions we aim to Create

“Parks and green spaces are attractive and engaging”

CREATING
ACTIVE PARKS
& GREEN
SPACES

Skateboarding Sessions for girls and young women have been **co-designed** and funded with local stakeholders including **schools, youth support services, social prescribing link workers, and local voluntary and community groups**. Long term plan is to work with parks services and “friends of” groups to ensure the park is more safe, attractive, and accessible to girls and young women.

“Leisure facilities provide a diverse, inclusive and accessible offer”

CREATING
ACCESSIBLE,
INCLUSIVE &
ATTRACTIVE
PHYSICAL ACTIVITY
SPORT & LEISURE
PROVISION

Facilitated a **partnership** between Calderdale Metropolitan Borough Council (CMBC) leisure services and Calderdale and Huddersfield Hospital NHS Trust Cancer Pathway. **Physical activity provision** as part of the prostate cancer pathway to now be delivered at CMBC leisure facilities rather than at the hospital to make leisure provision more accessible to this cohort of people beyond the 12-week physical activity programme.

“Schools are motivated, confident and able to integrate and embed physical activity for all as part of their delivery”

CREATING
ACTIVE
EDUCATIONAL
SETTINGS

Creating Active Schools (CAS) **Champions programme**. Three schools selected to be Champions with roles and responsibilities defined. The Champions will lead on CAS in their ‘cluster’ area to encourage other schools to onboard and support them in creating, delivering, and embedding initiatives.

Tackling Structural Inequalities



As part of our mission to address physical activity inequality, we are taking steps in Calderdale to target physical, institutional and resource-based barriers that disproportionately affect lower socio-economic groups and areas. We are also attempting to address inequalities that can influence levels of physical activity. This includes tackling structural inequalities via sector integration of physical activity alongside mitigating the impact of structural inequalities via actions taken to decrease cost of living challenges.

What we aim to achieve

“The physical environment is safe, accessible and attractive for being active.”

“Sport and PA provision is accessible and inclusive to priority groups”

“Health & Social care pathways are encouraging and supporting their patients and clients to be physically active”

CREATING
ACTIVE
ENVIRONMENTS:
STREETS, PUBLIC
REALM,
FACILITIES

CREATING
ACCESSIBLE,
INCLUSIVE &
ATTRACTIVE
PHYSICAL ACTIVITY
SPORT & LEISURE
PROVISION

CREATING
ACTIVE
HEALTH &
SOCIAL CARE

Actions Taken

The first of three **Active Travel Neighbourhoods** has been installed and completed on the ground in Sowerby Bridge creating **better conditions** for people **walking and cycling**.

In support of and in response to the cost of living crisis, new **physical activity** and **food sessions**, which were co-designed with local children and families, have started at Field Lane Primary School in **partnership** with a local physical activity provider.

Fruit and vegetable boxes have been provided to people using the Basement Recovery Project to support and incentivise a more physically active lifestyle.

Activating Components of Influence *Within* Our System



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This section of the report zooms into a particular project within Calderdale to showcase how project leaders have supported this community asset to implement actions aligned with Active Calderdale's strategy to influence physical activity amongst asylum seekers and refugees. Although information represents year-one of this partnership, it has subsequently entered year-two and received additional funding.

Creating Active Community Assets



St Augustine's Community Centre



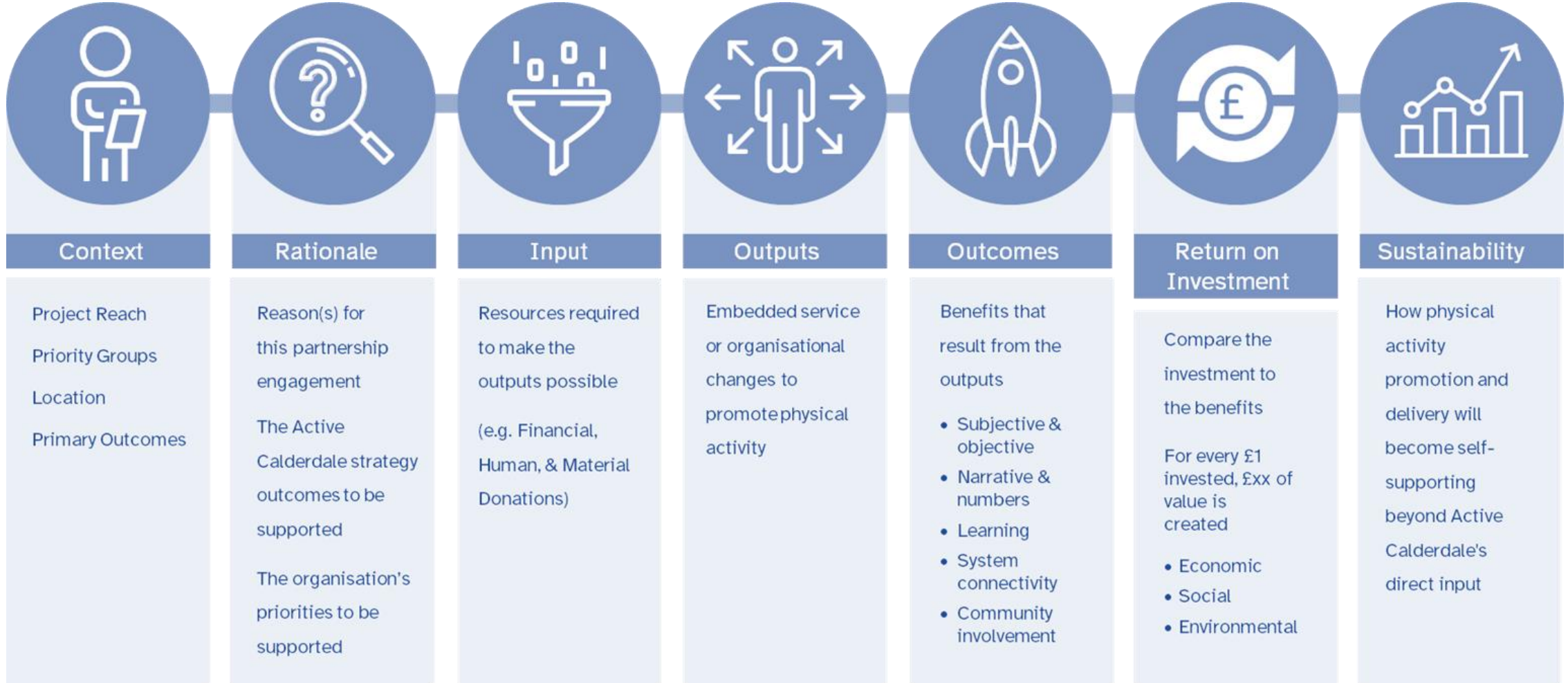
What Success Looks Like

Support and encourage peers and members to be physically active.

Individuals have the capability, opportunity, and motivation to support their peers and members to be physically active.

Assets are designed with the right policies, processes, and practices to enable physical activity promotion.

Project Evaluation Framework





Context

St Augustine's Centre is an established independent charity in the Park Ward area of Calderdale. It welcomes and supports people seeking asylum and sanctuary in Calderdale. The team features 15 staff and 150 volunteers who work with a community of 750 individuals from various genders, ages, faiths, ethnicities, and backgrounds, from 57 different countries. Sport/ physical activity opportunities are now an organisational feature because centre members struggled to access this since being in the UK, and particularly post-Covid.



Rationale

As a well trusted and respected organisation with individuals from ethnically diverse backgrounds, St Augustine's are well placed to support and enable the people they help to move and be active. St Augustine's valued supporting their members to be physically active as a way to enhance health and social outcomes for the people they support.

Project Aims

1

Embed physical activity into organisational support services.

2

Increased physical activity amongst service users.

3

Improved physical and mental wellbeing amongst service users.

4

Better integration into civic life amongst service users.

5

Greater community understanding and appreciation of challenges faced by asylum seekers and refugees.

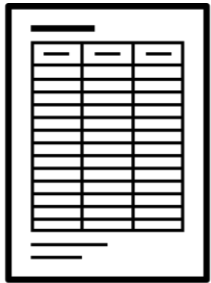


Figures from the first year of this on-going project:

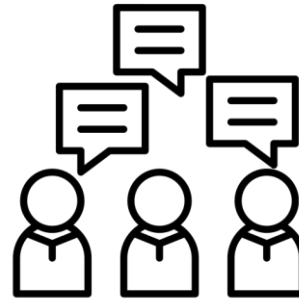
Activities Manager	£12,055.68
Bike Library	
Bike Equipment (e.g., locks, lights, & helmets)	£1,000
Bike Mechanic (repairs & training)	£2,100
Bike Storage/Workshop Container	£3,500
Bike Maintenance Materials (e.g., cables, chains, inner tubes, oil)	£600
Asylum/Refugee Awareness Training	£1,000
Leisure Centre and Community Sports Club Staff	
Sports Activities & Volunteer Expenses	£1,444.32
	<hr/>
Total	£22,900



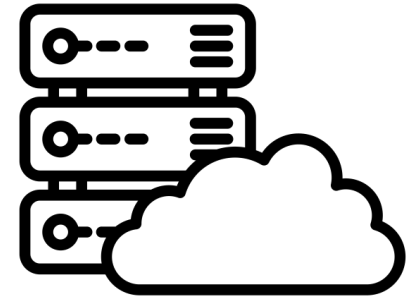
Methods



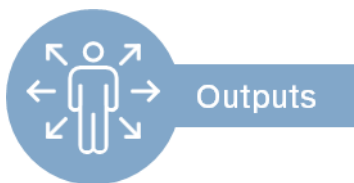
Throughout this project, St. Augustine's completed a tracking document, outlining the **implementation progress** against the project aims. This was submitted to Active Calderdale every quarter, with information collated from one-year featured within this evaluation report.



Having written an evaluation report using data from the assets tracking document, a **focus group** was arranged to fill in several gaps, and expand on points further. This occurred using Microsoft Teams, with four members of St. Augustine's' staff talking for around an hour. A semi-structured format stimulated rich responses about factors which enabled or constrained implementation.



As part of this project, St. Augustine's invested in a **digital monitoring system**. Once operational, this system tracked the engagement and journeys of centre members. St. Augustine's staff analysed data from this service, fed insight into this report, and used it to make operational decisions.



Outputs

This section outlines how St Augustine's staff and volunteers have activated multiple aspects of the Influencer Matrix to create conditions that encourage and enable physical activity.



Personal Motivation

Some St Augustine's members struggle to see the **relevance** of physical activity, with other priorities like immigration status taking precedence.

A lot of [members] complain that their head is busy, or what they mean is, 'oh my God, my stress levels are just through the roof'

Centre staff **experiment** with implementing a range of physical activity sessions to align with member preferences.

We've been quite flexible responding to what people say they're interested in ... I think by and large, there is something for everyone ... we tried women's yoga and it didn't gain any traction. Then we tried women's keep fit and it worked really well

The introduction of a technological **monitoring system** has generated robust data on physical activity engagement, which has informed the refinement of future opportunities.

We've tried some things that haven't been that popular or successful, so we try something different, and use the data that we're gaining in terms of how many people have engaged, to inform what we're planning for the future.





Personal Capability

Financial precarity is an important factor amongst refugees and asylum seekers. In response to this, St. Augustine's offers a **free physical activity programme** for members to engage with and reduces internal costs by securing affordable venues.

It's free for everyone. We cover everybody's costs for everything because [members] live on £40 a week.

Despite this, **economic hurdles** still thwart engagement with community leisure facilities (gyms and swimming pools) amongst members.

We have tons of people that would love to go to the gym ... they're always asking how they can access it for free or at least very cheaply.

Member Training

St. Augustine's' staff encourage and support interested and talented members, volunteers, and staff to pursue **formal development** opportunities with partner organisations.

People have got their squash level one training ... [names] have just got their sports coaching qualification.

However, the **transience and turnover** of centre members can hinder the feasibility of return of investment from formal training opportunities.

We did talk about getting some people trained in walk leading skills, but we've got such a turnover of participants in the walking group, you don't get somebody engaged for long enough to be able to take them through some sort of training qualification... it's just such a big question mark around how long they're going to be here for.

External encouragement to train St. Augustine's' members to take sports leadership roles proved **overoptimistic** with the limited capacity of St. Augustine staff and volunteers.

One of last year's targets that we didn't really meet was if we saw [members] who are skilled and could lead activities, giving them sports training opportunities, but it's time. It was Active Calderdale that wanted us to do it, and I get why they wanted it, because it's about empowerment of people, but we've got to be realistic about what we can do here ... I think it was one point too many.



Personal Capability

Equipment Access

St. Augustine's attempted to activate physical capability amongst members by offering **personal bikes** for use within the community.

We have a bike repairman every Thursday, and we try and repair as many bikes as we can, to give away ... on average, per month, we could have about 25 repairs and maybe about 7 bikes given away to our centre members ... when we give them a bike everyone looks very happy and excited

However, the short-term nature of asylum seekers and refugees' location status generated **accessibility challenges**, with an alternative organisational approach required to enable ongoing bike use.

We've taken loads of bikes to the hotel. But we've given locks to people, so it's their bike, but then they've been moved on. They don't have any warning, a taxi comes, pack your bags, you've gone, and they leave the bike there, but it's locked, and they've got the key.

Deploying Limited Staff Capacity

Having a small team of staff and volunteers restricts community outreach, prevents upscaling of internal processes, and presents difficult decisions about selecting beneficiaries.

We can't do the initial need assessments and support plans for everyone. It's not possible to take that model on a big scale ... it's [members] that are likely to be in Halifax for a decent amount of time, which kind of reflects its worth my time doing it because we know they're going to be here twelve months plus.

Limited staff and volunteer capacity makes fulfilling **high demands** for bikes challenging, with the pace of maintenance and refurbishment too slow for some members to benefit. Additional staff have since been introduced to enhance output.

Meeting demand is the biggest challenge ... all bikes are donated by local people and trying to fix them is hard and takes a long time ... we need to get them out as quick as they come in ... we've still got a massive list of about 50 people waiting for a bike ... but some people have had to wait six months and then they've left already or given up, they get a bit frustrated.

This limited organisational resource is compounded by additional service demands via **increased refugee and asylum seekers** within hotels in Calderdale. Additional roles have been created to manage this growing community need and enable centre outreach.

It's coming through loud and clear from the team that we need to do less because our numbers are up ... Three hotels have opened. One was already there, but it only had 23 men in, it's a few miles away, and two more have opened, and there may be another one, and that's 200 more people that we weren't already supporting. But actually, the number of people going through the hotels per year is probably something like 600 as opposed to 200.



Social Pressure and Encouragement

St. Augustine's **staff** use multiple strategies to promote physical activity opportunities amongst existing members and within community partnerships.

We've got the menu board as you come in, we give out flyers, we've got a WhatsApp group where we send out what's on each day. So, we're constantly bombarding people with information about what [PA] is on offer.

Although time consuming, staff routinely highlight the benefits of physical activity and **encourage** members to engage with sessions of interest.

We do the majority of engagement ... I think [staff] do a lot of targeting individual people. So, once somebody shows an interest, we say come and try this.

Adopting a **human-centred** approach is important for engaging members with mental health challenges and significant life changes.

When we're working with a lot of people whose mental health is not in a good place, it's that hand on their arm thing ... saying I get that you've got a lot of stress, a lot on your mind, but come and have a look, give it a try, and it'll make you feel better afterwards, that's what gets people through the door often.

Having **relatable** and **empathetic** role models involved in this advocacy process may amplify the effect of such influence attempts.

I always try to be a friend with them, because I came through this system and I know what they need, that's why I always try to encourage them to come out from home and just do something. We have a good relationship together. That's why I think it helps encourage them to come and play.

Notwithstanding the promotion effects from staff and volunteers, this may be overshadowed by influences from more **relatable peers** talking about positive physical activity experiences.

Members who engage then go back into their communities and tell people ... I'll use a boxing session as an example, we have a few who routinely come every single week and they drag people in because they see the benefits from it. They see how it helps them, and it's them passing the word, and I think that message is a hundred times more powerful than it is from myself, it's massive.



Social Support

Introducing a **needs assessment** process reveals insight about all new members, with this used to generate personalised plans and guide support from St. Augustine's staff.

The individual support plan goes hand in hand with the needs assessment ... to give us a better overview of who [members] are, what their hobbies are, areas of improvement, rather than just their immigration status ... to get a holistic overview of where they are at, where they want to go, and how we can facilitate people integrating into St Augustine's, but also the wider community, and our external providers to make life a positive experience in Calderdale.

Motivated staff and volunteers have rekindled physical activity sessions and sports clubs, which has generated additional interest and engagement amongst members.

We did have a football team before lockdown, but it was quite small. It was run by a volunteer and it stopped, and then [volunteer] has grown that again ... we've had a couple of matches and got kit ... we have more than 24 players, and play twice a week, sometimes in Saville park, and sometimes at Halifax Academy Indoor Outdoor ... maybe ten different nationalities ... mostly men, but it's open to everyone.

Positively, centre members often **volunteer** to support physical activity related opportunities, especially during the warmer months, and/or when personal skills can be developed through involvement.

Finding volunteers isn't a problem ... at the moment, we have around four ... and to be honest, you don't really want more than 3/4 at a time because it's too much to manage

St. Augustine's staff support members to connect and **build relationships** with community physical activity providers.

Those [members] who are more independent, I'll say, this is the person who you need to speak to, this is the number, get in touch ... there are some really good examples of people that have now got their own relationship with sports providers independently of us.

In tandem with social support from St. Augustine's, members also receive interest and support from **community organisations**.

The two guys who run it [boxing club], and the extent to which they've been supportive. Particularly one member who trained there, who was really talented, and going through a hard time...they gave him a pep talk and sort of said come back and we care about you.

Community understanding about refugees and asylum seekers can be misinformed, with educative efforts amongst civic partners currently delayed by lack of staff capacity.

We're working with leisure partners to know how to work with our centre members and we are going to deliver awareness training ... it would be amazing to skill up staff, so they understand ... we've got a presentation which is like busting myths, explaining about asylum, and why people flee, why people end up in Calderdale. A lot of people don't know the facts about this.



Systemic Rewards and Accountability

Alongside offering encouragement and support, St. Augustine's staff also remind and hold members **accountable** for previous intentions to engage with physical activity sessions.

On a very practical level, we set up WhatsApp groups for each activity, and put the new people in. Then it's reminding them, see you tomorrow, at this time.

Offering community partners a **free lunch** proved an influential approach for stimulating conversation, strengthening relationships, and reinvigorating collaboration.

We haven't done much with Calderdale Squash for a few months, so it's an opportunity to come [to St Augustine's], I'll give you a free lunch, let's have a catch up, and we're able to put plans in place, moving forwards.



Environmental Capability

Dedicated capacity at St. Augustine's enables ongoing outreach and relationship building with **community partners**, so members can pursue additional physical activity opportunities.

It's me reaching out in the community to try and find local organizations where [members] can do things. It reflects what the need is, from what people are saying to me, then I'm jumping on any opportunities that are offered to us, like [name] started indoor rock climbing recently, and that was on the basis of the partnership with ROKT in Brighouse offering us that facility

Community partners were prepared to offer support to refugees and asylum seekers.

We are blessed to be in Calderdale in that it's a welcoming place for people seeking sanctuary. I've never been turned down by anyone. The vast majority say, look, come give it a try, have a freebie, they seem to understand what people are going through, and also there's a lot of value in working for St Augustine's because it does have a really good reputation. So, it's well known to people. [Partners] all want to help in some way.

Lack of **community facilities** and or **affordable opportunities** presented a barrier for engagement with some physical activities amongst members.

Oh, there is a massive need for swimming ... but there is no pool in Halifax ... there are private pools that you can rent, but then there's no lifeguards. It's just the sheer cost. If we were to pay for ten people swimming costs at Selby bridge, its capacity, and the travel costs to get them there.



Capturing physical activity Engagement and Impact

St. Augustine's staff and volunteers passionately acknowledge and discuss the positive impact (stress relief, fun, socialising) that physical activity has on centre members, since they facilitate sessions. However, the need for evidencing this **tacit knowledge** and learning more about reasons for member disengagement were also acknowledged.

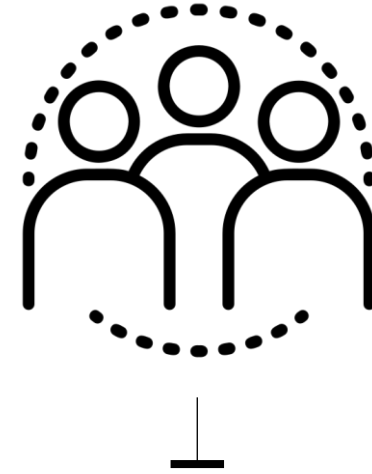
We get feedback because we're facilitating the activities and know what people are saying to us. We know because they're coming back means they're gaining something from it. You see the big smiles on people's faces ... we know it instinctively, but we've got to get better at capturing qualitative stuff over the coming year.

Introducing a **digital monitoring system** enabled a wealth of information to be routinely collected from members, which includes biographical information, physical activity engagement, personal preferences, and health and wellbeing indicators. This allows individual journeys to be tracked, trends revealed, and re-engagement strategies developed.

Now we're collecting much more nuanced information about members ... every time somebody engages with something, we're capturing the evidence ... we can literally look up an individual, to find out all the different ways they've interacted with us ... I was able to go into seventy people's records that were new arrivals and track their journey with us in terms of sports.



What we have learnt from our approach to community engagement



In this section

- Context, Rationale and Input
- Methods of CEC evaluation
- Key Outputs
- Outcomes
- Learning from the CEC approach
- Sustainability - What now?

This section explores the process of doing place based systemic work with community assets in Calderdale. A research project was initiated to explore the experiences of Active Calderdale Community Engagement Co-ordinators (CECs) to understand the outputs and outcomes of this role as well as factors that could enable and constrain engagement with the community and local assets. Rich insight was generated from interactions with CECs and project leaders, and is presented here.



The Community Engagement Function was initiated as part of Active Calderdale in October 2019. Since then, significant investment has been made focusing on four priority locality areas in line with the Active Calderdale strategy.

This piece of evaluation took place between August – October 2022 and, following analysis of the semi-structured interviews, we are now able to share valuable and insightful learnings from the Community Engagement Coordinators within their roles.

Since the evaluation has taken place, Active Calderdale has had time to reflect on and learn from the last four years of community engagement to refine their approach (see Section 21 for further information).



As there are two different approaches Active Calderdale have used within their Community Engagement Function (see 'input') as part of the 'test and learn' approach, we wanted to better understand what the strengths and challenges of each approach were to inform how to move forward with the Community Engagement Function and strategy.



Three members of staff were recruited into Community Engagement Coordinator (CEC) roles to support the Active Calderdale programme.

Two staff members were embedded in established community anchor organisations in Upper Valley and Central Halifax.

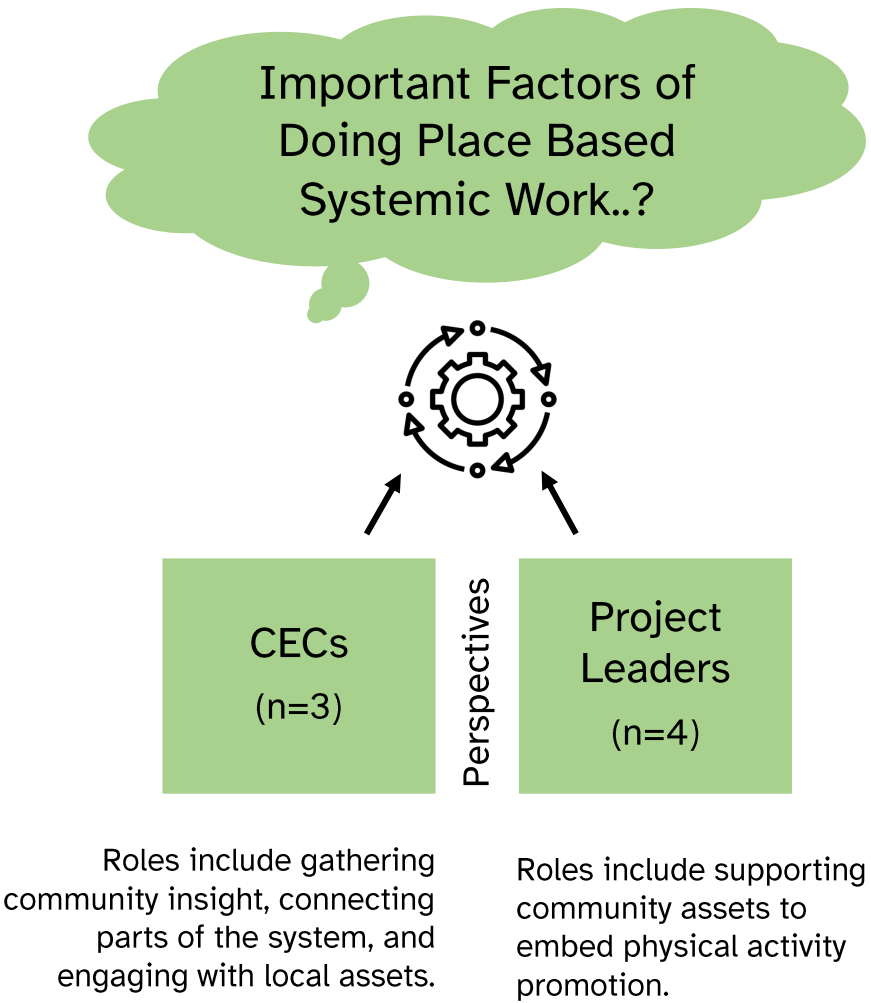
One member of staff was employed directly within Active Calderdale at Calderdale Metropolitan Borough Council as there was no established community anchor organisation in that locality. The locality this individual worked within was the Lower Valley.

The learnings shared in this process evaluation report represent the Accelerator phase of investment in the Community Engagement Function between April 2021 and March 2023.



Community Engagement Coordinators

each took part in an individual semi-structured **interview** using Microsoft Teams. Interviews were recorded and transcribed verbatim ready for analysis. Discussions lasted for around an hour and produced **rich data**. Supplementary to this procedure, CECs were also asked to complete a **paper-based task**, responding to specific questions intended to evoke additional insight. This resulted in two completed documents. **Inductive thematic data analysis** was conducted using digital software (NVivo), with three main themes generated. Pertinent quotes were selected to illustrate particular subthemes.



Additional insight was gathered from **Project Leaders** who responded to a question posed during a routine face-to-face meeting about important factors when engaging community assets. Post-it notes were used to capture reflections and ideas. Colleagues selected examples they felt were particularly important and articulated this to the group, which prompted further discussion. All audio was recorded, transcribed, and analysed, as per the CEC approach.



Outputs

The following details a flavour of some of the outputs delivered through the Community Engagement Coordinator function over the last two years.

Generating Community Insight

A vital element of the CEC role has been generating insight from within the community. CECs have encouraged local residents, organisations, service users, action groups, and voluntary groups to publicise physical activity and complete related surveys. They have **also facilitated discussions** about individuals' motivation to be active and barriers to physical activity, and promotional ideas regarding getting active.

I joined [organisation] Wellbeing Walks to discuss and record personal benefits of walking to improve local insight and provide comms quotes/photos, with two walks and about twenty people spoken to (CEC).

This **community insight** has been used by the Active Calderdale programme to align opportunities and decisions with the needs and aspirations of priority groups and testimonies are used to inform relatable communications campaigns.

Girls skateboard sessions in [park]. Seeking views from schools, voluntary and community groups, and local services to inform levels of interest from target groups and increase use of park facilities by girls (CEC).

Social Encouragement

CECs have supported local assets to learn more about physical activity **opportunities and promote** these amongst service users and residents

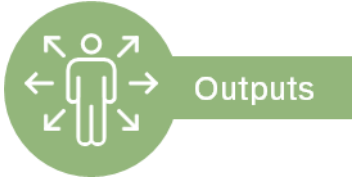
Making more of an effort to be aware of what's available, sharing the resources with them, "this is what's available that some of your clientele might be interested in", and then them actively promoting that with the people that they support (CEC).

Some community assets routinely share physical activity opportunities via their **newsletters and social media** accounts.

[Asset] routinely shared active posts via their newsletters and social media (CEC).

CECs have liaised with their counterparts and local organisations to engage **influential members** of the community to support and advocate physical activity opportunities within local services.

[Asset] organised for the West Yorkshire Mayor to attend [locality] as part of The Big Bus conversation to enable older people to stay active via use of public transport and ensuring it meets their needs. Invited the [locality] CEC to ensure that physical activity is fully represented (CEC).



Social Support

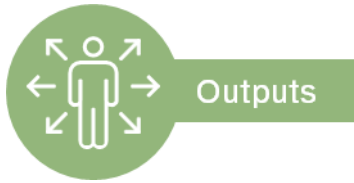
CECs have encouraged local sports and physical activity providers to better **support** Active Calderdale's **target groups** and linked these with other assets to enable collaborative work.

[I] Engaged and supported five different sports or PA providers to enhance their offer to target groups. This included meetings with [local club] and [local club], and linking them with Sport Services to address facilities and funding issues, as well as providing connections to local voluntary and community organisations (CEC).

Structural Support

CECs encouraged and supported local assets to value and promote physical activity within the **practices** of organisations and services. Examples included (i) integrating physical activity questions into onboarding processes, (ii) environmental features that highlight physical activity, (iii) introducing physical activity into teaching frameworks, (iv) active meetings, and (v) promoting pertinent physical activity resources or opportunities.

[PA] wasn't the main thing on [assets] agenda ... having gone through the influencer matrix, and explaining my role, and what we're doing, what they're doing now is as part of the assessment questions at the start, they're making sure that everybody knows about [PA] ... they are embedding [PA] into service delivery ... when they come in for meetings, creating an environment that is visually prompting them to be more active ... going on walk and talk meetings, instead of just sat at a desk ... making an effort to be aware of what's available, sharing resources that [users] might be interested in, and then actively promoting that (CEC).



Improvements in System Connectivity

CECs became integrated into **community networks and initiatives** and worked with up to 60 different organisations, stakeholders, and services to address local physical activity related issues.

Facilitated conversations via Canal Tow Path Workshop, between Calderdale Metropolitan Borough Council and Canals and Rivers Trust to get dog poo bins replaced with larger ones and emptied to make the tow path access points more attractive/safe (CEC).

CECs supported assets to **work with** other local providers to create **new** physical activity **opportunities**, where appropriate funding was used to make these more affordable. For example:

Sure Start linked up with Brighthouse pool, anyone who attends 4 family walks now get a free family swim at the pool.

Curious Motion linked in with Elland Library and now host active reading sessions there

Meetings convened by CECs were perceived as useful by assets for learning more about local physical activity related contacts.

The meeting yesterday was really good, and I think productive. Great to be able to make those connections (Volunteer Hub Coordinator).

CECs responded to community insights by **linking assets** together to mitigate physical activity related challenges, and/or develop appropriate opportunities for residents.

Based on medical data, [asset] identified the need for an older men's health and well-being group. This included addressing need for men to reduce weight to receive surgery for existing conditions. I linked [asset] with a suitable PA provider in area and also with local voluntary and community groups who could both signpost members and share assets with the new group. For example, the use of [asset] allotment space for [developing] outdoor activities, the health centre who agreed to host the sessions for free, and [asset] who were in need of activity sessions for older men (CEC).

Liaising with five schools and six voluntary and community services, [name] at Yorkshire Sport Foundation, and local skate training providers to shape opportunities for girls skateboarding sessions at [park], following observation and insight that girls don't feel confident using park facilities (CEC).



The following details a flavour of some of the outcomes delivered through the Community Engagement Coordinator function over the last two years.

Individual Motivation

Residents **enjoyed** engaging in physical activity sessions and recognised several associated benefits.

I often hear feedback through [asset] that their members thoroughly enjoy the activity sessions and feel the benefits of taking part – more energy, improved mood, improved fitness, improved levels of wellbeing (CEC).

Physical activity experiences **fuelled motivation and intention** to engage in more regular physical activity. Transparency about activity levels offered by **step counters** offered an additional incentive to make daily physical activity targets.

During the [walking challenge] we had lots of individual feedback from participants stating how the challenge motivated them to be more active ... everyone that took part has continued to make more effort to complete more steps on a weekly basis ... one of the individuals has resorted to walking the dog late at night on days when she doesn't volunteer to make the daily quota of steps (CEC).

Individual Capability

New Walking Leaders felt **confident** to lead walks for others post-training-course. Facilitation of regular sessions (n=40) resulted in **enhanced knowledge** amongst attendees of new places to engage in physical activity.

Since starting the walking group I've discovered new places and we're going further afield to keep it interesting for the group (Walk Leader).



Social

After Walk Leader training, individuals talked about physical activity more, which **inspired others** to establish similar opportunities.

I always try and get walking into the conversation now ... other people have been inspired to set up their own groups (Walk Leader).

Walk Leaders found it rewarding to facilitate physical activity opportunities **for others**, they received positive feedback from attendees, and affirmation from close social support members.

Leading walks has given me an extra boost ... afterwards, I always get messages of thanks and people saying, I really needed that ... it's so good for the mind – especially when people are struggling ... even my mum tells me she's really proud and asks about my walks (Walk Leader).

A CEC organised **walking challenge** engaged local residents and staff from multiple organisations. Involvement created **role models** and showcased **exemplary business** behaviours. Engagement also stimulated further conversations about physical activity within the workplace and socially.

Part of the [locality] walking challenge, due to 23 organisations playing their part, lots of staff members took part, leading the way as individuals but as organisations too ... Staff also having more conversations with other people about moving more since the challenge ... there are still chats in the volunteer WhatsApp group about that too (CEC).

Structural

Improvements to a local park have anecdotally resulted in more residents from target groups accessing this **green space**.

[Asset] now include physical activity as part of initial and ongoing assessments/conversations (CEC).

Some assets have changed **organisational practices** and now embed aspects aligned with physical activity promotion.

Now [manager] is accessing the park, he'll go on his breaks and walk through in his own free time on the weekends ... [also] we're seeing a lot more women in the park (CEC).

Learning from the implementation of the Community Engagement Coordinator role



- Role Requirements
- Surfacing Community Perceptions about physical activity – What worked well? And Challenges
- Engaging community assets – What worked well? And Challenges
- Active Partnership Approach
- Personal Characteristics
- Role Structure
- Sustainability

This section of the report explores the realities of doing ‘community engagement’ from the perspective of those doing the work. It covers the results of an in-depth piece of qualitative research, predominantly exploring the experiences of all three Community Engagement Coordinators (CECs) but also the experiences of other project leaders within the programme.



Community Engagement Coordinator Responsibilities

Discussions with Community Engagement Coordinators (CECs) revealed a range of perceived and interrelated **responsibilities** and a **variety of approaches** which are summarised here

System

Unique **opportunity** to influence community behaviour.

Connecting with parts of the Calderdale system, especially voluntary and community assets, that interact with residents.

Linking individuals, groups, and organisations with similar interests.

Working with other CECs to drive physical activity agenda.

Community

Gathering community **insight** about physical activity barriers.

Conducting **observations** of community behaviours regarding physical activity.

Supporting deprived areas to **visualise** possibilities.

Creating **community networks** with shared goals.

Creating **conditions** that enable physical activity.

Sharing physical activity **opportunities**.

Refining community **perspectives** about Active Calderdale's remit.

Linking people and organisations who share similar aspirations or agendas.

Introducing priority groups to community organisations, services, groups, and or contacts.

Assets

Being a **conduit** from Active Calderdale to assets in the local community.

Selecting community assets and building **relationships** and trust.

Encouraging assets to **recognise the value** of physical activity.

Helping assets **understand** the Active Calderdale strategy.

Supporting project **investment** proposals.

Generating quick **wins** to enhance motivation.

Supporting assets to promote physical activity.

Embedding physical activity promotion into policies and working practices.

Navigating community assets to solve problems.

Amending engagement strategies in response to feedback.

Focusing on project **sustainability**.



Learning

Surfacing community perceptions about physical activity

An important aspect of the Community Engagement Coordinator (CEC) function involved gathering **community insight** about physical activity, which was used to inform project **decisions** to meet residents' needs.

What worked well?

Community Presence

CECs expressed that having **community presence**, face-to face-contact, and offering small perks for engagement in Active Calderdale related tasks had proved more effective than technological alternatives.

I think the best way I've managed to do it is to go and sit in [Supermarket] ... and just putting some food on and getting families to come and sit with us and have chats (CEC)

Similarly, offering residents **support** with reading, language, and/or technological skills (e.g., completing surveys) also boosted engagement.

when you go face to face, and you help support them through that questionnaire, and you're there with them, we got loads of responses, and I think that worked really well. (CEC)

Utilising local assets

A tactic for gaining community insight involved **activating connections** with local assets, because these people/organisations were **trusted** by residents.

This **relatability** and **rapport** generated richer information

I'm not necessarily best placed to work with every single person or asset within the area, but I understand that the best kind of insight that we're going to get is from people that residents trust ... it's going to be more raw and insightful if it's done by somebody that they trust. So, the staff and the volunteers, I'd be working with them and not directly with [service users]. (CEC)

Social media

CECs used personal **social media** accounts to stimulate discussions amongst residents and collate perceptions about particular topics

I've used social media as a tool to gather insight and collate that ... I've used that kind of relationship that I have with the community ... I've got my own followers that I'm already connected to, so they're already watching my stories, and already engage, and already getting in touch about X,Y,Z. (CEC)



Surfacing community perceptions about physical activity

An important aspect of the Community Engagement Coordinator (CEC) function involved gathering **community insight** about physical activity, which was used to inform project **decisions** to meet residents' needs.

Challenges

Limited capacity

The amount of insight that could be gathered by an individual CEC was limited

I don't think it's enough to just rely on the insight through organizations like we're doing at the moment, essentially because you often get skewed views from leaders ... It's often five people said this, or six people said that, whereas if you do something on a wider scale, you'd have a wider representation ... (CEC)

Equally, gathering insight was a competing priority with taking action and delivering projects.

if it was part of the CEC function to spend a lot of time gathering insight, then you'll often have to wait until you've got it all to act, but if someone's doing it at the same time, you can act yourself in in line with it (CEC)

Accessing views of priority groups

Difficulties accessing residents' perceptions were compounded when working in deprived areas, since individuals could be **overshadowed** by their more affluent and assertive counterparts within community engagement opportunities. Those in deprived areas also struggled to **visualise** new ideas or possibilities

I think in my experience the more affluent areas tend to have more vocal people that are heard and prioritized, in meetings and things ... They are just more aware of what their rights should be, I suppose, they feel that they have that permission (CEC)



Engaging community assets

Central to the Community Engagement Coordinator (CEC) function was the engagement of **community assets** to work with the Active Calderdale programme to **embed physical activity** into everyday life

What worked well?

Understanding the asset

Researching and learning about assets helped to inform the CECs' discussions and **matching** assets with a range of physical activity promotion opportunities

when I do have a conversation, I know things about the organization that, if they don't offer, you know when I'm talking about what they do or about 'active', if they don't raise something, I can say "oh I'm aware you do something that's active" like a gardening club that they may not consider (CEC)

Getting to **know** asset staff and volunteers made it easier to link physical activity into their everyday lives. Also **integrating** physical activity promotion into the things the **assets already did** reduced effort, demands on individual capability, and increased the likelihood of sustainable change.

Highlighting value

In order to engage community assets in the physical activity agenda, it was important for individuals to **understand the value** of physical activity promotion for themselves and others, and how it linked with other organisational priorities

If organisations aren't bothered because they don't see the value in it, then they're never gonna get on board. So, for me, whatever approach you take, if they're interested, they'll find a way. I think that's a major part of the CEC function, allowing that person to see the value and [experience] the value themselves (CEC)

Strategic targeting

Community assets should be **targeted** in relation to the physical activity agenda. **Individuals** who seem interested in physical activity should be **identified**, these people were the most capable of engaging others, promoting physical activity, and driving change from within organisations, services, and groups.

[it] is about spotting an ambassador, if you see someone there who looks like they are interested, then nurture them, because they are probably the key, whether they are a [senior or junior] staff member, they'll be the way to create change. (CEC)



Learning

Engaging community assets

Central to the Community Engagement Coordinator (CEC) function was the engagement of **community assets** to work with the Active Calderdale programme to **embed physical activity** into everyday life

What worked well?

Building relationships

Developing **relationships** and trust with individuals in community organisations and groups was important for asset engagement, onward linking to other parts of the system, and generating sustainable outcomes.

Because I have a good relationship with [asset], they've put me in touch with one of their training leaders for a green scheme, who I've been in touch with and met up with to look at areas in the community that could benefit by having some work done by this team of volunteers from the [area] Network ... From my experience, I think that building relationships and connections are really key to delivering sustainable outcomes (CEC)

Well-established social and professional networks optimised engagement with community assets, priority groups, and faith groups regarding physical activity promotion.

Social encouragement

Sharing examples of other similar assets who were already promoting physical activity helped to develop capability and/or motivation of new assets.

[I] provide or talk about examples of what other groups are doing that that could be 'active', and I try, where possible, to give examples of groups that the organization might know or have worked with, or have similar clients, so it's almost like them seeing "someone like me" (CEC)

[Host Organisation] is at the heart of the community, it's already established the networks and a hub for the community ... the community are familiar, comfortable and confident in using the service, and then they see my face out and about ... we have people coming in that fit all our target groups, BAME, low socioeconomic, elderly, women, and girls. They've already got the established relationships, partner organizations, and they're all working together. So, I just fit into this ... because [manager] has worked here, I think 22 years, [they] know the community inside and out, got links with the elderly, links with the mosques (CEC)



Engaging community assets

Central to the Community Engagement Coordinator (CEC) function was the engagement of **community assets** to work with the Active Calderdale programme to **embed physical activity** into everyday life

Challenges

Resistance to change

Individuals within assets were sometimes **reluctant** to engage due to reasons including (i) attention directed to competing organisational agendas, (ii) limited capacity, (iii) being protective over existing roles, and (iv) aversion to assuming more responsibilities and/or working differently.

I suppose there's different reasons [for resistance]. Some people are doing a really good job and just really busy. But I think on the whole, there's services that maybe have defined their role to be what they want it to be and when you come in with a fresh pair of eyes and ask questions, they're automatically defensive, or they've created a role that is nice and easy, and not too challenging, so they don't want to have to do extra work, or they don't want to change what they do. And they, I suppose, don't want to be exposed, and I don't mean that I go in and sort of say why aren't you doing this, but just asking questions about have you thought about that. Why do you do it this way? It just seems to create tension straight away (CEC)

Geography

Having a wide geographical remit, could reduce relevance, personalisation, and engagement amongst assets

We just didn't get the buy in; it was too much of a big area that wasn't common to everybody. So, there was no shared objectives, I suppose. Or if there were, they were too big to deal with at that scale (CEC)

Taking ownership

It was important to define the **boundaries of the CEC role** and identify when the CECs are needed to support an asset versus when the asset needs to take ownership over change.

The [organisation] feel that I should be doing all of the work around it and I'm sort of saying, well, [my contribution] is actually to embed it into your role and I can support you with it, but I can't do it for you. And I have that conversation pretty much every week when they say, "oh, you know, somebody's come forward and we've emailed it to you", I thought I'd have a look and I can support you, but you know, this is for you to have these conversations (CEC)



Engaging community assets

Central to the Community Engagement Coordinator (CEC) function was the engagement of **community assets** to work with the Active Calderdale programme to **embed physical activity** into everyday life

Challenges

Perceptions of Active Calderdale

Some individuals and organisations within the community held negative perceptions of Active Calderdale, resulting in resistance, hostility, and need for professional negotiation. These attitudes were linked to several contributory factors, including (i) lack of understanding about Active Calderdale's strategy, (ii) perceptions of misplaced organisational competition, (iii) engagement with investment procedures that required refinement, and (iv) scepticism stemming from previous Council behaviours concerning unequal and short-sighted spending.

I'm aware that there's a lot of criticism of our team ... I think in [organisations], I don't know if they see Active Calderdale as a threat, but it's quite open that they don't think that we understand, and that our role is unnecessarily duplicating their work. And then they're very open to me about this most of the time, and about their probably misplaced understanding of Active Calderdale. But when I try and explain it to them, and this can be on a weekly basis, they just refuse to believe that, and carry on thinking that Active Calderdale is forcing people to be very fit (CEC)

Investment process

The investment process received challenge from community partners which has resulted in friction and a lack of trust with partners. The time taken to navigate this procedure had resulted in **disinterest and disengagement** amongst some community assets.

it seems like a long-winded process for getting £1,500, like it's not a lot of money in the grand scheme of things ... this is just the feedback that we were getting from the people that we're supporting ... just yesterday, somebody that applied for some funding that got approved withdrew the application saying it's taken too long, and the pilot project was meant to start, and it's not happened in the time frame that we were expecting, so we're just gonna withdraw our application and maybe apply for a bigger amount of fund in the future (CEC)

As a result of this feedback, Active Calderdale have worked with Sport England to **refine** their investment procedures, with changes already receiving positive feedback.



Engaging community assets

Central to the Community Engagement Coordinator (CEC) function was the engagement of **community assets** to work with the Active Calderdale programme to **embed physical activity** into everyday life

Challenges

Pace of change

Tensions were highlighted about the **pace** at which systemic working could occur, often being in the hands of the assets. This created conflict with the success criteria of the fixed term project that is the local delivery pilot

There is sometimes a bit of a focus more on the speed in which things are being done and the outcomes. There's a lot of priority put on those things. And I think trying to develop good strong relationships and trust takes quite a long time, and you can have several meetings before somebody will buy in ... you're under pressure to quickly move things along but you also have to go at the pace of the organisation or network you're working with (CEC)

Project reach and inclusion

Doubts were raised about primary efforts to implement systemic changes through selected community assets as they struggled to reach individuals who were **not connected** with those organisations, services, or groups

Even if you do engage all the systems, on that whole systems approach, then you're still gonna have a lot of people who are not engaged because they're not always connected with your library, or your social services, or your sports clubs. (CEC)



Engaging community assets – Active Partnership Approach

One specific strategy that was employed to engage community assets was facilitating **Active Partnerships**. Through their place-based systemic work, Community Engagement Coordinators (CECs) and project leaders realised that parts of the Calderdale system were **disconnected**. Motivation amongst community assets to engage in physical activity promotion was curtailed by **lack of capacity**, particularly within the voluntary and community sector. This awareness promoted consideration of **strategies** to better connect community assets, alongside supporting and encouraging them to engage in the physical activity agenda. Subsequently, an approach was explored which involved convening a semi-regular **collaborative space** within the community, where local organisations and services were invited to discuss physical activity promotion and related topics. Multiple **justifications** were offered about why these ‘active partnerships’ had proven effective.

CAUTION: When implementing Active Partnership meetings, increasing groups sizes reduced the amount of ‘**airtime**’ afforded to individuals, the relevance of sessions to all, and degree of **personalisation** that could be offered to attendees. Larger groups also required greater facilitation.

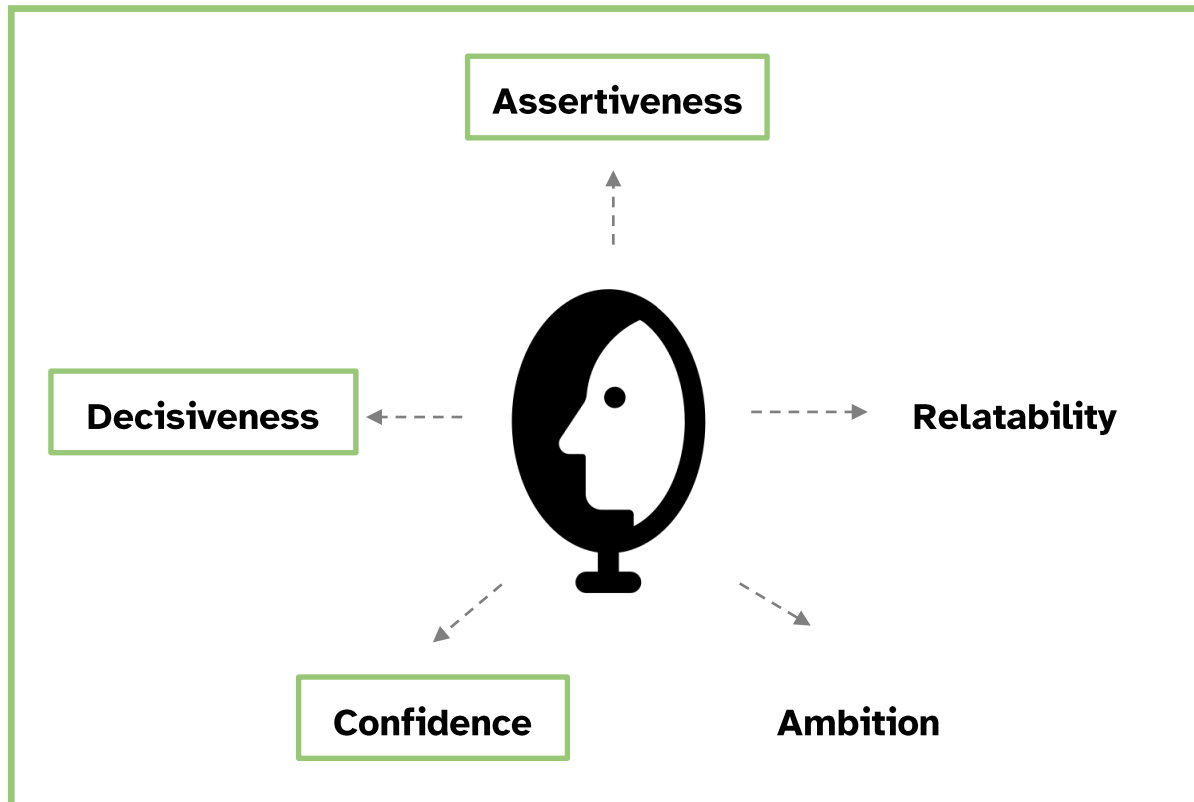
Key elements in the success of the Active Partnership approach

- **Scheduling** sessions over time and providing ample notice enhanced engagement.
- Encouraging and supporting different community assets to host active partnership events enabled **system exploration**, showcased different physical activity opportunities, and enhanced system knowledge and connectivity.
- **New partnerships** were cultivated within the community regarding physical activity promotion and other shared endeavours.
- Involving **relatable** people, organisations, and/or services enhanced asset engagement, especially when attendees spoke positively about their experiences with Active Calderdale
- Interactive and **collaborative** aspects enhanced the pace of systemic work and cultivated **knowledge or skills** amongst attendees which enabled greater independence
- Using specific **language** to stimulate individual **agency** encouraged **discussions** about shared aims.
- Dedicated CEC capacity **supported assets** working towards physical activity promotion, which enhanced capability, confidence, independence using systemic approaches, and likelihood of achieving successful outcomes.



Personal characteristics

Community Engagement Coordinators (CECs) highlighted several personal characteristics and competencies which they felt were required to be effective in this role.



Assertiveness was required to inform community assets when opportunities fell outside CEC's current priorities, engagement would exceed their current capacity, and/or expected levels of future interaction. This **decisiveness** was highlighted as important for maintaining focus on existing endeavours and not overcommitting.

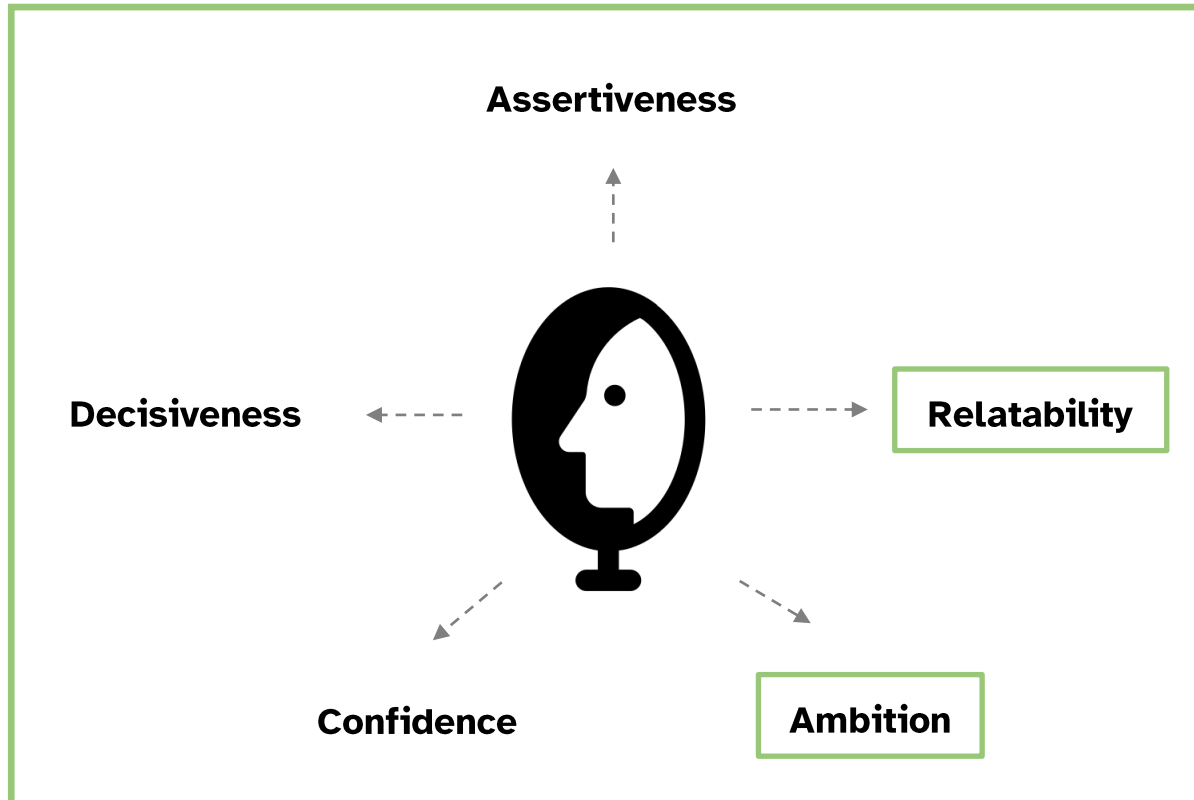
just using common sense really, and not kind of taking on too much work, as you'd rather just say no and disappoint someone at the start than pick up some work and then fail to meet your deadlines or the outcomes you're trying to achieve (CEC)

Confidence to speak one's mind and ask for support was an area some CECs struggled with for concerns of embarrassment, confrontation, professional disruption, and social judgement.



Personal characteristics

Community Engagement Coordinators (CECs) highlighted several personal characteristics and competencies which they felt were required to be effective in this role.



Relatability to people in the community was deemed an important factor of CEC work. Indeed, a rich understanding of cultures, religions, and societal expectations enabled more effective community engagement concerning the physical activity agenda.

My role is effective because I know my community like the back of my hand. I was born and I grew up in this area ... I'm working with my people. So, by that I mean people that have similar experiences growing up as me. Girls are growing up thinking we can't finish school and go do physical activity, or women from the area thinking our lives are just cooking and cleaning and staying at home. So, using my personal experience and understanding of physical activity and why it's important (CEC)

Being **ambitious**, embracing **experimentation**, and having a **diverse** range of projects was important, since this generates vital learning, and positive effects that could be replicated elsewhere.

It's thinking, can I be creative here? Can I be innovative and try something that could be long lasting and widespread ... I'm hoping that these can be replicated, if successful ... You need variety in your projects... So be open to everything, and if it doesn't work, it doesn't work. At least you tried it and there's a process to show what you've done and that's fine (CEC)



Role Structure - Importance of Insider Support and Guidance

Differences in the reporting structure of the Community Engagement Coordinators (CEC) roles created challenges and opportunities around support and strategic alignment

Community Engagement Coordinators (CECs) routinely turned to managers for **advice** and **support** about aspects of their work, citing a preference for **face-to-face** interactions. Two out of three CECs were employed and managed by different **host organisations**, and were tasked to work on the 'physical activity agenda' with Active Calderdale. Indeed, host organisations provided CECs with **immediate** and **tangible** one-to-one **support**, alongside access to established social networks, and community links when initiating projects for Active Calderdale. However, **distance** of host organisation managers from the Active Calderdale project sometimes resulted in reduced familiarity and capability to provide specific strategic support.

I find that [host org manager] is not necessarily as open and honest as I need [them] to be. When we talk about [AC issues] they'll say they don't understand Active Calderdale or the micro commissioning process

Conversely, CECs highlighted that employment and management from within the Active Calderdale project team was **optimal** for realising its ambitious physical activity agenda.

I think [CEC role] needs to be centrally based. I can see the thinking behind basing us within community hosts, but I don't feel that that it works based on two separate organizations. So, I feel like we need the objectivity of being centrally based because you can still form those relationships easily in the in the community, but without the added complications.

Specific benefits of this internal management structure included **frequent support** and guidance from senior Active Calderdale staff. This arrangement was valued because (i) managers were familiar with the unique **project strategy**, (ii) they had specific knowledge, skills, and experiences of doing **systemic place-based work**, and (iii) senior staff suggested useful community links, project ideas, and effective strategies used elsewhere.



Place based work is central to our strategy within Active Calderdale and as a result of what we have learnt so far our approach is evolving.

Community Project Manager

As demonstrated, the implementation of the Community Engagement Coordinator (CEC) role and approach has provided valuable learning for the Active Calderdale local delivery pilot (LDP). Whilst in the initial stages of the programme a focus on community insight gathering was key, the work now needs to be centred on action and project management and as such the work has been adapted. The CEC role has been replaced with an Active Community Project Manager role responsible for bringing community assets together to develop collaborative projects to reduce inactivity, and supporting communities to make decisions about where and how money should be spent.

Community Led Approach

The objectives of the Community Led Approach are:

1. Work with the community – residents and local placed based assets, to co-design interventions that enable more residents to be physically active
2. Support community assets to come together to develop collaborative projects that increase the number of people who are physically active in the local area
3. Enable communities to make decisions about how funding is best invested to enable more residents to be physically active



Additional Content

Resources

[Supporting PA Providers Booklet](#)

Active Lesson Ideas for English, Maths, and Science across Key Stage 1, 2, 3.

(Password protected on Active Calderdale website soon)

[Active Conversations Booklet](#)

(Available in alternative languages)

Blogs

[Rastrick Around the World Challenge](#)

[Sure Start Active Challenge](#)

[5-A-Side Flourishes @ The Basement Project](#)

[A Visit to Cromwell Bottom](#)

[Creating Active Environments](#)

[Designing a Winter Challenge in Rastrick](#)

[Rastrick Pole-To-Pole Challenge](#)

[Spotlight - Unity Street](#)

[Active School Champions](#)

[Activating the Community](#)

[Active Conversations in Health & Social Care](#)

[10,000 Steps - Jayne's Story](#)

[Opening School Facilities in Calderdale](#)

[Accessible Physical Activity Provision](#)

Project Evaluation Reports

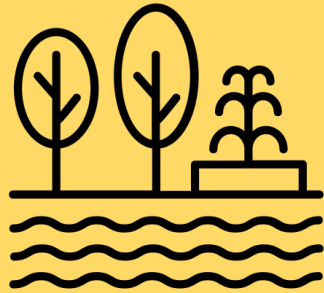
Embedding physical activity into...

- The Basement Recovery Centre
- St Augustine's Community Centre
- South West Yorkshire Partnership (NHS) Foundation Trust
- School Streets
- Rastrick Walking Challenge
- Active Schools
- Family Services
- The Space Community Centre

(Hosted on the Active Calderdale website soon)

What's on the Horizon?

Here are two examples of substantial projects and process changes we are testing over the next 6-months.



Parks and Green Spaces

Supporting transformational culture change of park services in relation to the physical activity agenda and devolved leadership.



New Community Led Approach

Supporting collaboration amongst community assets to lead the physical activity agenda at pace across selected areas. This includes establishing processes to guide investment decisions and monitoring/evaluation procedures.



Active Calderdale

Process Evaluation Report

October – April 2023

We hope that you found our Process Evaluation Report useful.
If you have any questions, then please contact one of our Evaluation Team:

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