

# Active Calderdale Process Evaluation

## Executive Summary

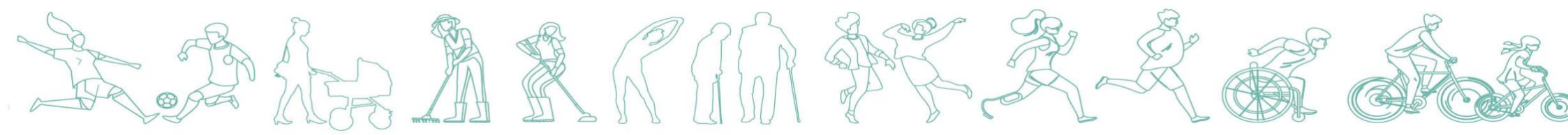
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Active Calderdale has continued to work in a virtual world over the last six months to navigate two further national lockdowns alongside localised restrictions. While challenging, the Local Delivery Pilot (LDP) Core Team have adapted their working ways to ensure they can continue to influence the system and embed physical activity (PA) into what the system does and delivers. Operationally, the Core Team continues to drive the work on a daily basis and has welcomed three new individuals in the following posts; (i) Project Manager, (ii) Education Manager, and (iii) Digital Content and Engagement Officer. COVID-19 forced the temporary redeployment of some members of the Core Team away from the Active work. The Transformation Group continues to strengthen, expertly chaired by Deborah Harkins, Calderdale's Director of Public Health. Deborah's powerful investment in the LDP continues to re-enforce the importance of the Active agenda locally and has retained it as a priority for many directorates across the system. New networks are being established across the system to replace the Implementation Group, with the aim of renewing the focus and direction for the Active work across Calderdale, either as a sector (e.g., Health & Social Care) or specific geographic area (e.g., North Halifax).

The "Why" of the LDP work remains the same – to recognise the importance of PA and value it as part of a partner's infrastructure, culture, and offers. The "How" of the LDP work is ever-evolving as the LDP learns to navigate the system it operates in. For example, existing tools such as the Influencer Matrix and Utopia Modelling remain integral to daily work. New tools and approaches are being developed, such as the Design Thinkers Course and the FEAST framework (Fast, Easy, Attractive, Social, and Timely). The Design thinking course acknowledges the importance of partners having protected time and space to consider the value PA can add to what matters to them, and then how PA can be embedded as part of what they do. This is facilitated by key behaviour change techniques (Influencer Matrix and FEAST) to ensure the opportunities to embed PA into what they do become 'frictionless'. This approach is facilitating embedding PA into policies, working practices, and delivery of services and organisations and is working to strengthen the system through greater connection between different parts of the system that are reliant on each other to enable the embedding of PA.

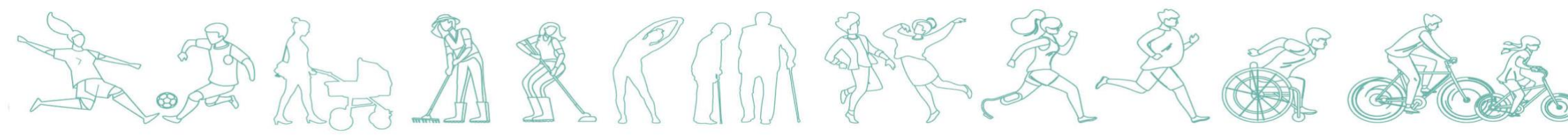
A number of key points need to be highlighted over the last six months' work:

- Deep Dives continue to be a useful platform for creative thinking about tackling challenges facing the LDP
- Winter campaigns (e.g., #StepOutChallenge and #FamAndFriendsFeb) have harnessed the power of social influence and increased the LDP's visibility
- Partners are being brought together (e.g., neighbourhoods, green spaces and street scene, transport, public health) to deliver a Liveable Neighbourhoods approach to build on the assets and character of Calderdale's localities. This aims to create long-term and sustainable change to PA behaviours
- Locality approaches are being tested in North and Central Halifax to gain insight, develop networks, and better connect the parts of the system together



Furthermore, over the last six months a number of key learnings need to be highlighted:

- *Importance of working up an “offer”*: having quick and easy PA “nudges” that can be refined using the FEAST framework are helpful in delivering the quick successes that built trust in communities used to indifference
- *Aligning narratives with a clear end goal*: Partners require a clear alignment between intervention/campaign narratives, the end goal and how partners can work to get there
- *Creating the time and space*: The Design Thinkers Course allows the LDP to consider what might represent best practice in their service. Activating dedicated time for this ensures that partners are serious about changing their ways of working to embed PA as part of their offer. This course develops the capability of attendees to think differently about services they thought they already knew. These settings need to be level playing fields, with everyone’s input and perceptions valued, so no hierarchy
- *Senior leader presence*: Higher level strategic support has helped to capture interest and buy in from those at a delivery and implementation level
- *The power of bringing people together*: Genuine collaboration on opportunities exposes partners to the power of reciprocal listening. What flows from this is elevated trust in others and in wider systems. Well delivered collaborations powerfully leverage influential social processes, all of which thrive on the spirit of positivity, hopefulness and future-focus. Creating these conditions encourages system connectivity and service redesign
- *Seeing “people like me” matters*: Activating the power of social influence is a strong driver in an individual’s motivation to engage in PA and to provide local opportunities to others like them
- *Collaborate to extend, not duplicate*: Collaborating with local partners generates both insight and understanding of, and by, end users. Insights are revelatory and central to seeing developing possibilities. Creating the conditions that generate insights builds excitement for, and commitment to, system revision
- *The virtual world ‘hears’ different voices*: A COVID-inspired shift to a virtual world has encouraged more people to speak up in meetings and contribute insightful comments to chat functions. Previously, their ‘voices’ would have gone unheard. Virtual working has brought more people together, particularly across networks
- *The ripples*: Capturing the ripples of actions is challenging. Yet, new connections have exposed how different mechanisms of change operate in the relatively unconnected parts of the same system
- *The unexpected achievements of the work*: Sports provision housed at local community hubs or schools are mainly aimed at local residents. Yet, scheduling these sessions when teachers and or cleaning staff at the facilities were finishing work gave an unexpected larger reach of individuals engaging in activity. The system connectivity between schools and residents groups proved successful in pulling a range of people together who wouldn’t usually be involved or be active
- *Understanding why people aren’t engaging*: While a lack of capacity, lack of time, no accountability, and or territorialism are a few reasons why partners do not engage with particular PA offers, often they are superficial expressions of ‘why’. It is important to see beyond these rationalisations to discover the ‘real why’ of non-engagement. It is important to tackle this and work towards unified collaboration
- *Fresh faces in the environment*: High staff turnover rates can affect characters who drive the Active agenda forward. While this turnover can represent a loss of momentum, it also provides an opportunity for new, accelerating, influences. New figures activate ‘fresh start’ effects, which may increase uptake by up to three-times normal rates



- *Battling barriers and impediments:* Emerging challenges halt progress because there is no in-built way to handle the scenarios. For example, how can we support individuals when their social and structural system reinforces non-engagement?
- *Social media relationships:* Engagement with partners on social media platforms is key to building relationships and provides an alternative way of influencing. This new 'trusting' context enhances sharing and mutual learning, creating opportunities for mutual influence
- *Pandemic continues to create the conditions for change:* COVID-19 has helped to change perspectives and to challenging existing policies. This new context has accelerated some work relating to the Active agenda
- *Re-establishing work post-COVID:* COVID suspended many opportunities with partners across the systems. Intentionally looking ahead creates an opportunity to reinvigorate these opportunities to assist in local recovery

Our learning has helped more people in Calderdale to understand their context, how it works, and how it might be altered to embed PA. The next six months offer a *once-in-a-lifetime* opportunity to activate the 'fresh start' effect for embedding PA into Calderdale's many systems. Plans for this need to be established now; the landmark dates around release from lockdown, announced for April, May, and June, represent unique and almost monumental, but quickly lost, opportunities for powerful, incremental waves of influence. Done well, these effects will create a powerful momentum for PA, driven by the work of the Active Calderdale LDP.

Capitalising on this unique moment could significantly increase the LDP's presence across the system and embed Active Calderdale as an integral part of the Borough of Calderdale and the subsequential vision. The wider ramifications with the local community represent a major opportunity for ensuring the post-COVID period delivers on aspirations bigger than just recovery. Continuing to deepen our understanding of the local context, particularly of the emergences (the new processes, events, or sequences that results from collaborations between existing agencies), will need to continue building trusting relationships. This is central to accelerating the speed of trust and, therefore, the speed of change. Creating dedicated time and space for individuals to think ahead about how to embed PA into a respective partner's offer and working ways is imperative. Through taking an inclusive, whole-systems approach, Active Calderdale continues to work towards addressing inequalities and influencing PA behaviour change across the system.

We are monitoring progress by capturing: the measures that have been embedded to promote PA when an organisation re-designs its services; the new connections that develop in the system when services are re-designed; and the community involvement in the design and delivery of the opportunities to encourage people to be more active. We recognise that more sensitive data sets are needed to show hyper localised impact, but are confident that measuring the above three factors will lead to PA being embedded in and across the system – developing a whole system approach.