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ACTIVE THROUGH FOOTBALL: CAPTURING SYSTEMS CHANGE THROUGH RIPPLE EFFECT MAPPING

Dr Jase Wilson
Dr Dan Bates

Executive Summary

Active Through Football (ATF) is a five-year initiative managed by The Football Foundation and funded by Sport England. The initiative is delivered in 25 locations nationwide in areas of deprivation, with the strategic ambition to 'do things differently' in order to increase participation in physical activity. This evaluation focused on 12 of the 25 ATF programmes (specifically the 12 'phase two' projects). The primary purpose of this evaluation was to capture examples of systems change and wider impacts of programmes that have succeeded in increasing participation in physical activity.

Over a 24-month period all 12 phase two ATF programmes contributed to data collection, which entailed a combination of interview, workshop, documentation analysis, and site visits. This fieldwork provided insight into the extent and nature of programme impacts, and their engagement with systems change. Additionally, a number of ATF programmes were then selected for in-depth case study on the basis that they would provide novel insights into specific aspects of systems change and programme impact.

Initial sections of this report provide an outline LBU's approach to the evaluation of systems change and programme impacts through ATF. Key 'systems thinking' tools are presented and applied to demonstrate how various levels of the ATF system have been designed and subsequently interact to produce impact. This discussion illustrates how project managers and participants' experience of ATF differs from previous physical activity interventions, and how this has contributed to desirable and impactful change. The 'middle' of the report is comprised of three case studies of ATF programmes. Through the use of innovative Ripple Effects Mapping, these case studies illustrate how ATF's place-based approach has been implemented in response to local contexts and communities. The case studies provide an in-depth insight into the workings of ATF local systems, the challenge and complexity of 'doing things differently', and crucially the intended and unintended impacts of such working.

The final substantive section of the report identifies key system 'leverage points' made evident through the case studies. Such leverage points summarise how and why ATF programmes have engaged in the processes of systems change successfully, with clear guidance for others who may wish to emulate such practice. The report concludes that although ATF programmes were not initially established with system change as a specific strategic objective or focus for implementation, over a relatively short space of time programmes have demonstrated clear and desirable momentum towards addressing the complex challenge of reducing physical inactivity in deprived communities.

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1. Introduction

Active Through Football (ATF) is a five-year initiative managed by The Football Foundation (FF) and funded by Sport England (SE). The initiative is delivered in 25 locations nationwide, targeting places identified as deprived (according to the Indices of Multiple Deprivation), with the strategic ambition to 'do things differently' in order to increase participation in physical activity. Leeds Beckett University were appointed as the national evaluation and learning partner for ATF and commissioned to provide the following three interconnected workflows:

1. The production of the Active Through Football 'Playbook' which provides an instructive toolkit for those who may wish to emulate the lessons and successes of local ATF programmes. This is a process evaluation to identify and share critical programme success factors
2. A evaluation of systems change and impact as a result of ATF programming
3. Creation and facilitation of a 'Community of Learning' (COL) to provide a peer learning and knowledge exchange network through which good practice can be shared.

This report is the research output for workflow two on systems change and impact. Please note that due to the timings in the commissioning of this work, workflow one engaged 'phase one' ATF programmes (which began in September 2021) and workflow two evaluated 'phase two' programmes only (which began in February 2022). All ATF programmes accessed the community of learning sessions and resources.

Please note: ATF was not initially established with system change as a specific strategic objective: it was not a focus of programmes application for funding or their initial implementation work. This means that this report summarises system changes which have occurred across ATF Phase 2 programme areas which can be clearly attributed to ATF over a relatively short period of time, often as an unintended consequence of their delivery. The findings expressed within this report indicate only what can be confidently reported at the end of this research programme regarding systems change in ATF. Given the time of time of writing, two years into a five-year funded project and where systems change now has greater strategic importance, it is likely that the degree and impact of systems change will become increasingly evident.

1.1. ATF Strategic Outcomes

ATF identified the following strategic outcomes and key performance indicators (see Fig 1). The system change column was an addition to the original ATF strategic outcomes, and reflects the increased importance of this work over the first two years of programme delivery. Furthermore, local ATF programmes were, and continue to be, encouraged to work towards developing locally specific strategic outcomes which are identified as important by each project based on its community engagement and understanding of localised community needs and context.

Figure 1: ATF Strategic Outcomes

Logic model categories:	*Process Outcomes*		*Physical Activity Outcomes*	*Intermediate Outcomes*	*Impacts*
ATF ToC Categories (with addition of System Change):	**Insight**	**Community Ownership**	**Increased Activity**	**Behaviour Change**	**System Change**
Strategic Outcome	Improved understanding of target groups and communities, and the barriers they face	Increased involvement of target audience in design and delivery of activities through ongoing community engagement	Increase physical activity levels in people aged 16+ from target groups	Target groups demonstrate sustained participation in physical activity	ATF practice has a positive influence on local community, stakeholders and national strategic partners
KPI	Increase in engagement with traditional PA stakeholders Increase in engagement with non-traditional PA stakeholders Improved understanding of and relationship with local assets Development of local asset maps of traditional and non-traditional PA stakeholders	Local community and stakeholders have increased input and ownership Increased opportunities for participants to get into physical activity	% of participants from target groups % of participants that are more active as a result of Active Through Football % of participants participating in football for the first time % of participants returning to football participation	Participants have a more positive attitude towards physical activity Participants have a more positive view of football % of participants still active after six months	Programmes achieving locally defined outcomes Non-traditional partners improved view of physical activity Improved programme sustainability Partners improved understanding of place-based working
KPI Evidence	Monthly project logs Bi-annual reviews	Monthly project logs Bi-annual reviews	Attendee registration and survey data	Attendee registration and survey data	Project-specific surveys data Monthly project logs Bi-annual reviews Workforce development and sustainability plans

1.2. Evaluation purpose

This document presents impacts of the Active Through Football investment on 12 of the selected 25 ATF programmes (specifically the 12 'phase two' projects). The primary purpose of this research was to capture examples of system change and the impact of programmes that have succeeded in developing physical activity provision within areas of high deprivation and with traditionally 'hard to reach groups'.

Evaluation Questions

- How and in what ways has ATF enabled innovative and impactful ways of working?
- How has ATF funding facilitated systems change and impact in different project areas?
- What are the wider impacts (intended and unintended) of these system changes?
- How can complex systems change be documented and communicated to better understand and learn from ATF programmes?

1.3. Active Through Football Programme Overview

The ambition of Active Through Football was to 'do things differently'. Given its aspiration towards creating systems change and creating opportunities for those currently inactive, ATF committed to five years of funding to enable programmes to work towards the complex challenge of addressing physical inactivity. This factor, along with other key programme elements (described below) involve a set of implicit assumptions that working in such ways could lead to long-term positive outcomes at the local level.

Table 1 ATF programme characteristics

Active Through Football programme key characteristics	
Football Foundation funding	• Five years funding for ATF programmes. • Sufficient funding to ensure initially free programing. • Targeted interventions based on IMD/ Active Lives Survey data • Flexibility for programmes to select the best tools to engage people in their identified place (football, physical activity, or other active recreational activities). • An emphasis within the programme on innovation, insight and learning. • Less initial emphasis on programme KPIs to shift programme's focus to quality of engagement and not quantity of participants.
Consortium approach	• Formation of consortium within each of the 25 ATF places, with representation from a locally agreed cross section of often multi-sector, operational and strategic stakeholders.

Community Engagement	• Programmes were granted up to £25,000 for community engagement to better understand the specific needs, wants, and lived experience of:
	  • Groups within communities (e.g. different religious groups in a place)
	  • Sub-groups within groups (e.g. being a Muslim and a women)
	  • The community engagement process was also highlighted further possible consortium members
	• Adoption of a 'Place-Based' approach,
	  • An understanding that places have specific contexts that require tailored programming to meet the needs of local people
	  • A recognition that there is not a 'one sizes fits all' model of ATF
	  • A valuing of local knowledge and gatekeepers in programme design and implementation
	  • An emphasis on community assets and co-production

Workforce Development Plan	• A goal for programmes to upskill volunteers and members of the community as coaches, or other certification programmes • An ambition for specific sessions to eventually become autonomous and self-sustained if possible

Learning and knowledge exchange	• Community of learning for programme managers,
	  • Monthly online sessions
	  • Bi-annual in-person events
	• Bi-annual regional reviews with Sport England and Football Foundation programme managers and neighbouring ATF programme areas

1.4. Report Structure and content

Initial sections of this report provide an outline of LBU's approach to systems evaluation and systems impacts through ATF. Section 2 details the evaluation approach adopted and introduces the reader to the methods of data collection and the research activities undertaken over the course of the evaluation. Section 3 outlines the systems theories and tools which have been utilised in the analysis of the data collected during the research activities. Section 4 applies these tools to examine why ATF can be identified as 'doing things differently', and how this has shaped the capabilities of programme managers to work in innovative and impactful ways. The section presents interview, focus group, and participatory research data to indicate these key differences and their importance.

The 'middle' of the report is comprised of sections 5-7 which provide in-depth case studies and form the core of the report findings. Section 5 introduces the reader to the Active Enfield project and examines what how and why key staff members have operated differently as a result of ATF. As a result, it also highlights the programmes key achievements such as the Women's Wellbeing project delivered in partnership with London CIC, a Turkish speaking cycling group who have championed the project. Section 6 focusses on the Active Women project in Leicester which sheds light on a how the programme has significantly reduced barriers for local female participants, but also significantly improved participants perceptions of football and physical activity. Section 7 is dedicated to the DE23 Active project which has demonstrated success in increasing physical activity and alleviating wider community inequalities. This has been achieved through sustained partnership working to influence local organisations and influence wider system change.

Section 8 summarises the main findings from the research and outlines 10 'leverage points' (see Section 3.2.1) for systems change which were reported or witnessed across the three selected in-depth case areas and other Phase 2 ATF projects. The leverage points summarise adjustments made at both the national level and local level which have been highly beneficial to creating change locally. Finally, Section 9 concludes the report by answering research questions outlined in Section 1.2.

2. LBU evaluation and learning approach

The list below table provides an overview of the main research phases, purpose, and data collection techniques utilised at each stage. Broad time frames have been outlined further below. Firstly, the report will introduce a systems change perspective to evaluation [(Section 2.1)], it will then describe one of the primary approaches – Ripple Effects Mapping and participatory research workshops [(Section 2.2)] and will close by summarising the main research activities [(Section 2.3)].

2.1. Adopting a systems change perspective in evaluation

Arnold and Wade (2015) have outlined a set of 'systems thinking skills' which are indicative of a systems approach to evaluation. They define systems thinking as:

> *analytic skills used to improve the capability of identifying and understanding systems, predicting their behaviours, and devising modifications to them in order to produce desired effect (2015, p. 675)*

Arnold and Wade's (2015; 2017) 'system thinking skills' outlined below have helped to define, measure, and assess systems change within the context of ATF. This report has adopted these analytical categories to inform its methodological approach and subsequent analysis of systems change within and through ATF.

2.1.1. Mindset: how to approach systemic problems

- Explore Multiple Perspectives
- Consider the Wholes and Parts
- Use Mental Modelling and Abstraction

Adopting a systems 'mindset' entails understanding that problems might not be solved by adopting the conventional or established perspectives or replicating previous approaches. This report illustrates how novel perspectives have enabled new ways of understanding and alleviating long-standing problems. The findings presented here demonstrate how a change in mindset has enabled staff and/or stakeholders to think in 'whole systems' [(see Section 3.1)]. The use of mental modelling is illustrated via the use of Ripple Effects Mapping techniques (Nobles et al., 2022c) which 'models' the programmes activities on a timeline to better demonstrate impactful activity through multiple 'impact pathways' [(see Section 2.2)].

2.1.2. Content & Structure: what is in the system and how is it organised

- Identify Relationships and what flows between them
- Identify Feedback Loops and Delays

A system is a set of elements interconnected in such a way that they produce their own patterns of behaviour over time (Meadows, 2008). Systems are affected by external forces, however, due to how elements of a system are linked by existing relationships they tend to respond in habitual ways. To think 'in systems' is to be able to critically examine relationships between elements of a system and the outcomes they produce [(see Section 3.1)]

2.1.3. Behaviour: structure gives rise to behaviour

- Describe Past System Behaviour
- Anticipate Future System Behaviour

By understanding the relationships between elements of a system, this enables a 'systems thinker' to clearly describe past behaviour of a system and envisage future behaviours. In regard to understanding system behaviour, this report demonstrates how ATF has enabled those working within local programmes to develop their knowledge of either their local system (e.g. the community) or their own organisational system. For example, the Active Enfield case (see Section 5) highlights how ATF enabled key staff to examine their current organisational behaviours, the barriers this created for their target audiences, and how they could work in a different and impactful way.

2.1.4. Understanding Leverage Points

- Understanding behaviour and structure to see how/where to intervene to create effects

According to Meadows (2008) in order to fundamentally transform a system, 'leverage points' should be clearly identified. For example, all three cases have demonstrated clear successes with underrepresented female audiences (see Sections 5-7). These changes have been realised through, for example, sustained efforts to reduce the stigma attached to sport and physical activity with the resultant changes in programme participants perspectives that physical activity is 'for someone like them'. For more detail on 'leverage points' see Section 3.2.1 which describes the Action Scales Model (Nobles et al., 2022a), which has been adopted as a key analytical tool to enable analysis. Crucially, Section 8 identifies the key leverage points that appear to be central to the success of ATF based on the preceding sections.

2.2. Ripple Effects Mapping (REM) & participatory research methods

Ripple Effects Mapping (REM) is a group participatory evaluation method that enables programme stakeholders to collaboratively map a visual chain of programme activities, outputs, and outcomes. There are variations of the approach to mapping in a REM workshop, this report has utilised the Nobles et al., (2022c) 'timeline' approach given its resonance with project managers. The timeline approach can highlight and visualise the chronological chain of activities within a programme and their contribution to programme development and success; enabling an examination of 'impact pathways' (see Fig. 2 for an example). Previous research has found that the process of conducting REM workshops is highly valuable for staff to chart the results of their project over time and to reflect on activities which have had significant impact (see Chazdon et al., 2017; Nobles et al., 2022b; 2022c).

Figure 2 REM impact pathways (in Nobles et al., 2022c)

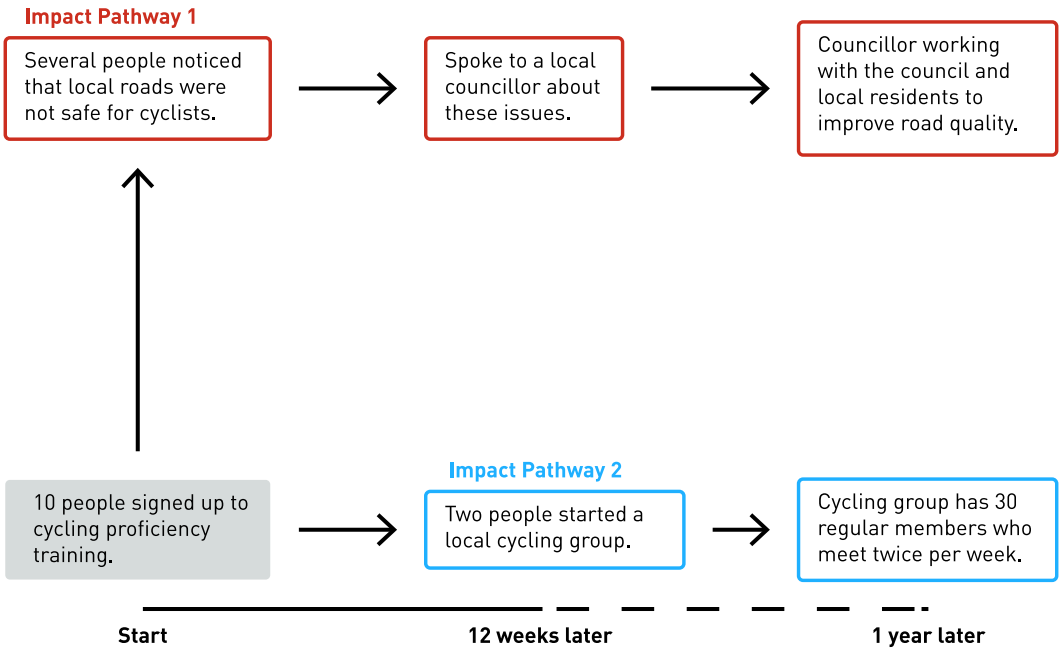


Fig. 4 Impact Pathways

Initial REM workshops with each selected case area was utilised as a way for the lead researcher to obtain an overview of the programme's significant achievements and plan follow-up visits to explore the various impact pathways 'branches'. From there, conventional research methods (interviews, focus groups, site visits, observational data, and documentation analysis) were employed to develop a deeper understanding of the impact pathways and key 'leverage points'. Section 2.3 below summarises the data collection phases. For information and guidance about the process of facilitating an REM workshop, an indicative workshop plan is provided in the appendices (see Appendices A).

2.3. Summary of site visits and data collection

Table 2 Summary of fieldwork and data collection

Phase	Objective	Research activities	Research Question
Phase 1 Evidence review and design of methodology	To design research process and develop an appropriate methodological approach to examine systems change across ATF projects.	• Rapid review of literature • Review of existing ATF Upshot data & programme documentation	Research Questions 1 & 2
Phase 2 Site visits and case study selection	Initial data collection with all phase two programmes to identify extent and nature of perceived programme impacts and system change. This informed the selection of exemplary cases for in-depth case study and Ripple Effects Mapping Workshops.	• 16 site visits, including four phase one programmes • Observations of ATF programme bi-annual reviews • Group & individual interviews with key staff & stakeholders • Four online focus groups with Phase two project managers	Research Questions 1 & 2
Phase 3 In-depth case studies & Participatory Research Workshops	Case study selection based on programmes that: a) Success in reaching physically inactive communities in areas of high deprivation b) Show evidence of impacting wider systems c) Show evidence of working in new and different ways d) Supportive local ATF project team who bought into the research process e) Presence of engaged consortium f) Evidence of 'systems familiarity' within consortium group	• Nine days research site visits across three programmes • Two Ripple Effects Mapping workshops or other participatory methods per site • 7-9 interviews per site with programme staff and participants to explore REM impact pathways • Two focus groups per site with wider stakeholders • Participation in consortium meetings and visitation to key project delivery spaces	Research Questions 1, 2, 3 & 4
Phase 4 Data Analysis & Reporting	Data 'sense making' processes	Transcription, coding, analysis and data visualisation of phase 2 and 3 data	Research Questions 1, 2, 3 & 4
Ongoing Community of Learning	As part of their role as Evaluation and Learning partner, LBU has managed a monthly online session and bi-annual in person 'Community of Learning' events which has given key insights into the development of ATF programmes.	• 16 monthly online meetings • 4 bi-annual in person events • Online focus group with Sport England and The Football Foundation programme senior management	Research Questions 1, 2, 3 & 4

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Phase 1									
Phase 2									
Phase 3									
Phase 4									
COL/MEL									

This section has provided an overview of the key information and decisions that influenced the design of this evaluation. The following Section 3 will outline the analytical tools utilised to evaluate practice across ATF sites. The section summarises the key models and frameworks employed throughout data collection to inform the evaluation.

3. Systems Change Analytical Tools

'Systems change' can be understood in a range of ways. This section provides an overview of the frameworks used in this evaluation to understand types of systems change and impacts. The first part of this section introduces the way in which ATF 'systems' can understood at two interconnected 'levels': the national and the local. Part two of this section introduces a set of systems change analytical tools which have been utilised throughout the evaluation to guide data collection and analysis, and ultimately demonstrate the nature and type of impacts observed through ATF programming. As per Arnold and Wade's definition of 'systems thinking skills' (Section 2.1) this evaluation has utilised a range of analytical tools (Table 3) to capture and demonstrate how systems change has manifest within and through ATF. The matrix provides guidance as to the types of situations and circumstances which are indicative of systems change which aided the process of data collection and analysis of the presented cases in Sections 5-7.

Table 3 Systems evaluation matrix

Systems Thinking Skills	Category & Objectives	Analytical Tools
Mindset How to approach systemic problems	-Explore Multiple Perspectives -Consider the Wholes and Parts -Use Mental Modelling and Abstraction	-Social Determinants of Health Model (Dalgren & Whitehead, 1991) -Ripple Effects Mapping (Chazdon et al., 2015; Nobles et al., 2022b; 2022c)
Content & Structure What's in the system & how is it organised	-Recognise system boundaries -Identify relationships, what flows between elements -Identify feedback loops and delays	-Thinking in Systems (Meadows, 2008) on feedback loops, delays & system boundaries -Community Capitals Framework (Flora & Flora, 2008) (See Appendices C)
Behaviour Structures give rise to behaviours	- Describe past system behaviour - Predict future system behaviour	-Sport England 'practicalities of systems change' (2021) (see Appendices B)
Understand leverage points	- Understanding behaviour and structure to see how/where to intervene to create effects	Action Scales Model (Nobles et al., 2022a)

3.1. Levels of the ATF System

As outlined in Section 2, a 'system' refers to people, places, organisations, projects which are in a relationship with one another and interconnected. To understand systems change within this context, and as per Arnold and Wade guidance to identify boundaries, the report outlines two system 'levels' of ATF. In reality such distinctions less clearly defined, however, the identification of these two levels is useful for analysis and evaluation to indicate how a changes in one part of the system can lead to changes in relationships and structures in another. This is a fundamental aspect of this systems evaluation; to identify how interconnected elements of a multi-level system may interact with one another to influence and shape local level practice. The identified 'levels' are outlined below:

1. The ATF national system – the relationships between ATF programmes and the managerial structures of ATF, The Football Foundation, and Sport England
2. ATF localised systems – the relationships between specific local ATF programmes and their selected 'place', consortium, community, and chosen target audiences.

3.1.1. The national level system

The national ATF system can be identified, in organisational terms, as those who have the responsibility and power to influence the direction, delivery, and implementation of ATF as national physical activity initiative. Crucially, examining the relationships within a system can reveal how such relationships between national and local stimulate individual and organisational behaviour. ATF programme manager Rich, for example, describes how a 'traditional' sport development programme may make people behave:

> *traditional Sport Development is: we identify a need, we go in until the money runs out, or people don't show up, then we disappear without a trace.*

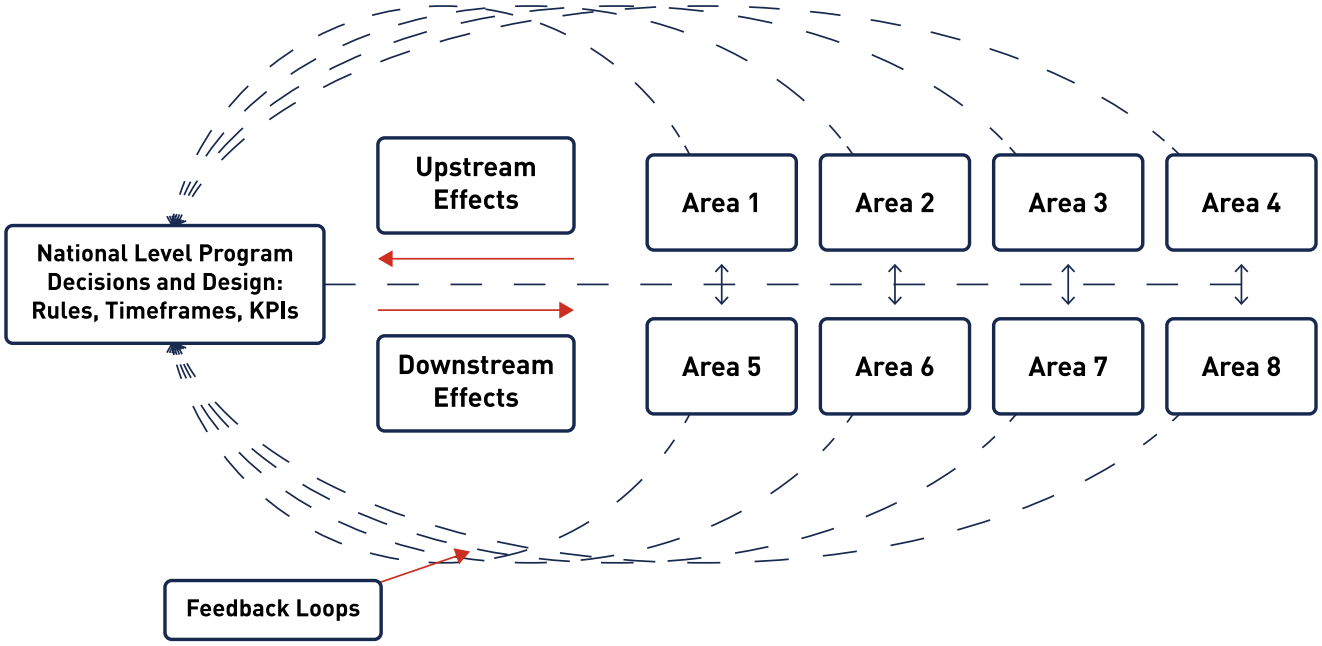
Furthermore, Figure 3 below reflects a common experience amongst programme managers on how they would typically respond to an upcoming 12-month project in which they must quickly produce results to satisfy programme goals.

Figure 3 Project manager behaviour high uncertainty avoidance and low innovation

Such reflections were common amongst ATF programme managers and stakeholders, and ATFs departure from this convention are illustrated in more detail in Sections 5, 6, & 7. Clearly, decisions about programme design (national level) can either constrain or enable local programme delivery (local level). It is also important to note that influence within a system travels multi-directionally, which can be defined as downstream & upstream influence (see Figure 4).

- Downstream influence: individuals and programmes are enabled or constrained by the programmes national strategic structure (e.g. KPIs, timeframes, rigidity around target audiences)
- Upstream influence: projects communicate back to the national level forming a feedback loop, communicating project development successes and challenges and reporting on intended outcomes

Figure 4 Upstream vs. Downstream feedback loops



The feedback loops illustrated above are flow of information or resources exchanged between the local and national level. While the influence of the downstream flow of information and resources are clear to understand, how the local level can influence the national, and how or if the national level can incorporate local level feedback (e.g. to learn about how to improve performance) is something this report seeks to examine with more clarity.

Systems are also defined by delays, for example, those who are most disengaged from being physically active may take weeks to respond to a programme offer due to fear and anxiety, as the example below exemplifies,

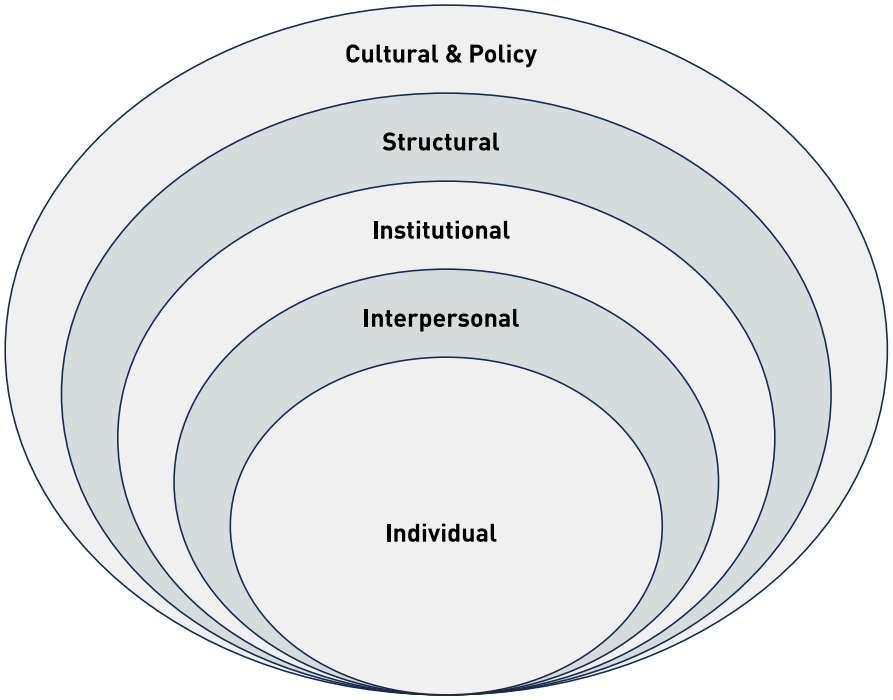
> *In one case, a female participant had described that it took her two weeks just to reach the end of her drive, and another four to actually approach the community centre where sessions were being held. While living in isolation during Covid19, she had developed extreme social anxiety but now she's a regular participant and an advocate for the project and the centre,* ***but it took over two months for her to open the*** *[community centre]* ***door and say hello!*** *(Lukas, Gateshead. Emphasis original)*

This quotation provides an example of how the local level system will take a period of time to produce outcomes, with resultant delays in how the efficacy of the programme is understand at both local and national level. To summarise, what is exchanged between the national and local level systems are flows of information and resources such as funding, KPIs, and other aspects of programme management. Furthermore, it is also vital to understand that programmes exchange information upstream through feedback loops; such as reporting on progression towards desired outcomes. Such information is vital to all levels of the system as it verifies organisational capacity to meet local and strategic objectives.

3.1.2. Local level systems

Local ATF systems are defined by those individuals and organisations operating in a particular 'place' with the power and responsibility for the design and delivery of a specific ATF programmes. Crucially, these local systems include the local community and culture, as well as other local stakeholders. Figure 5 (below) is an adaptation of Dalgren & Whitehead's (1991; 2021) Social Determinants of Health model which outlines five levels that influence health. This model is used throughout this report to understand how different 'levels' of the local system can influence participation in physical activity. Reference to a 'whole systems approach' implies that an intervention works across these levels to create systems change, rather than only attempting to influence individual behaviour, which is highly affected by multiple levels of influence.

Figure 5 Adaptation of Dalgren & Whitehead's (1991) Social Determinants of Health model

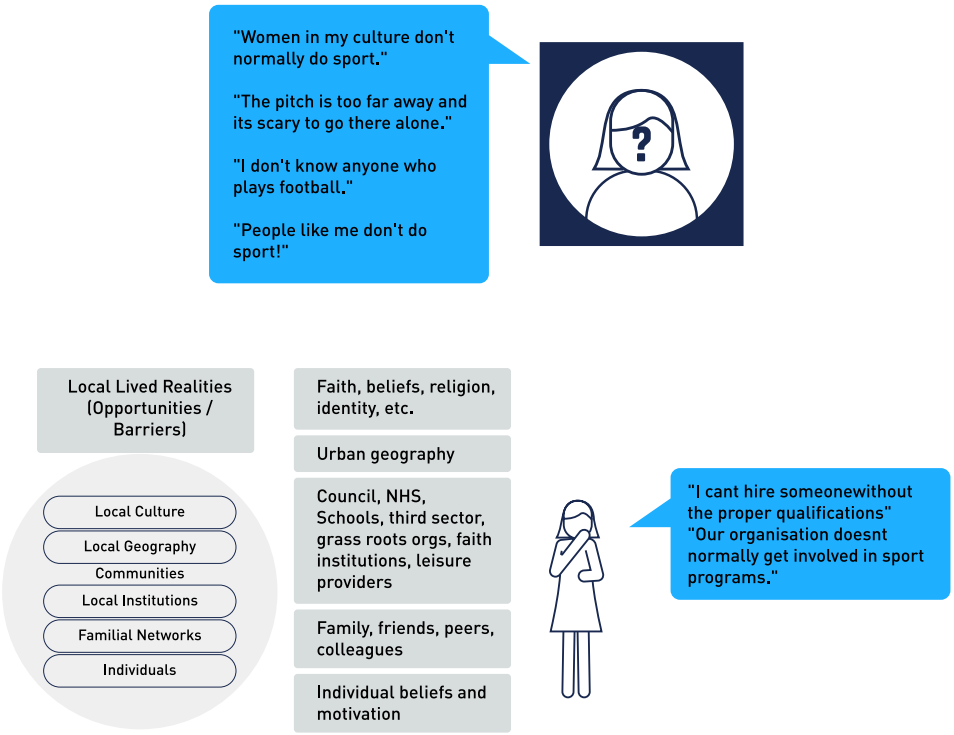


- **Individual** behaviour is an individual's lifestyle choices (e.g., smoking, exercise habits, diet) and demographics (e.g. age, sex).
- The **Interpersonal** level (friends and family) shape habits that may impact physical activity levels (whether sport is encouraged in the family or social networks), diet (e.g., cultural preferences towards healthy vs. unhealthy foods).
- The **Institutional** layer consists of those organisations that shape an individual's opportunities and social experience (e.g., work, home, the council, schools, local businesses). For example, having a job with long or anti-social working hours will impact an individual's opportunity and motivation to participate in physical activity with others.
- The **Structural** layer describes the built and natural environment which can impact health outcomes. Proximity to green spaces or well-maintained physical activity facilities can all impact how much exercise a person does.
- The final layer, **Cultural/Policy** describes how wider socio-cultural aspects impact individual's behaviours and health outcomes. For example, traditional gendered duties within the home

(household and caring duties), stigma around womens' exercise, or media preference for coverage of the 'men's game' has all impacted peoples' perception of physical activity.

To give an example of the types of issues projects may face locally when attempting to work across whole systems, Figure 6 demonstrates the types of local systems challenges experienced by individual programme managers and prospective participants. Firstly, the female participant comments on the left indicate a number of barriers that span across cultural, structural, interpersonal, and individual levels. While on the far right, the project manager faces system challenges to implementation, such as institutional preferences for qualifications. Furthermore, when aiming to work across system levels and engage with important local organisations (e.g. faith organisations, third sector developmental organisations) it can be expected that questions may arise. Making adjustments institutionally to overcome such issues is something that this report seeks to highlight.

Figure 6 Local Systems create barriers and opportunities



Local systems are complex due to the range of individuals, organisations, environments, and cultures which can influence a programmes efficacy and impact. This report demonstrates how the ATF has enabled local systems change which, as indicated here, can be understood through five interconnect levels. The next section, 3.2. will outline further analytical tools which have been employed in the evaluation of systems change and impact through ATF.

3.2. Analytical Tools to Understand Systems

3.2.1. Leverage Points and the Action Scales Model

Systems change theory is predicated on the notion of 'leverage points' as Arnold & Wade (2015; 2017) Donella Meadows (2008) and other key systems thinkers have articulated, leverage points are crucial to understand when aiming to change a system. Leverage points describe 'locations' in a system in which an individual or organisation can intervene to create long term change. Recently, Nobles et al., (2022a) have developed the Action Scales Model (ASM) to combine existing models of systems change into a simplified framework.

The ASM model identifies four main leverage points:

- **Beliefs** - the ideas which underpin programme assumptions, an individual's behaviour and decision making. Goals, structures and events flow downstream from beliefs which influence the entire system. Beliefs can be individual (e.g. an individual's belief that 'sport is not for people like me'), or organisational (shared beliefs about the best way of approaching particular tasks and/or overall organisational vision)
- **Goals** - the targets the system works towards and which the structure is designed to deliver upon (e.g. programme KPIs)
- **Structures** – the management and governance processes of institutions and organisations that arise to meet programme goals. Structures give rise to patterns of behaviour which produce events. For example, a reporting requirement of a funding agencies which prioritises high participant numbers over targeted individualised interventions will change how a programme 'behaves' over the duration of the project to meet programme goals.
- **Event Level** - symptoms, outcomes, or products of the system (e.g. reduced physical inactivity in a specific place) limited project and funding timeframes (structural elements) means that projects have little time to try new approaches or engage with new groups which is an event level symptom of the structure above it.

The ASM model is employed throughout this evaluation as one of the main tools through which findings are interpreted and summarised. Section 4.4 provides an initial application of the ASM model to evaluate how ATF has enabled local programmes to 'do things differently'.

3.3. Summary

This section has provided an overview of the analytical tools used to conduct the evaluation of systems change across the ATF 'phase two' projects. The following Section 4 begins this evaluation through an analysis of how ATF is viewed and operationalised across national and local system levels, how this is distinct from previous football-based physical activity interventions, and how it has stimulated programmes to 'do things differently'.

4. Examples of a changing system

According to many of the project managers, strategic leads and wider partner organisations who have been interviewed as part of this evaluation, ATF is a decidedly different type of programme in contrast to their past experiences. This section examines the differences between ATF and past programmes which managers have experienced. Following the guidance provided by Arnold and Wade (2015; 2017) this section highlights how an understanding of system boundaries and shifts in perspectives and mindsets have produced key differences in system behaviour.

As further outlined in Section 3 the report has indicated two levels of the ATF system 1) the national level 2) the local level. To examine this in detail, Section 4.1 identifies the specific changes made at the national level which were intended to have 'downstream' impacts. The section draws from a focus group held with ATF programme designers and programme managers to examine their perspectives about the early shaping of the programme at the national level and what they have learned from the process. Section 4.2 then examines how programme managers and wider stakeholders at the local level have responded to ATF. Section 4.2 draws upon results from focus groups with ATF local area managers, as well as interviews, workshops, and site visits conducted during the 'second phase' of data collection (see Section 2.3). Finally, Section 4.3 summarises the type of system changes via the use of the Action Scales Model (Nobles et al., 2022c).

4.1. Programme design

4.1.1. Key Programme Differences

Adopting a place-based approach was a new direction for many of the key stakeholders involved with establishing ATF. This shift reflected, as a result of other research and learning, a change in perspective from within Sport England and The Football Foundation.

> *So, specifically we had the target around shifting the dial on people from lower socio-economic groups. We were thinking, what sort of activities could help to do that? At the very top level, football had come out as an activity that was appealing to those audiences. But then, where this was different was that as an organisation we were starting to develop our thinking around place-based working and the consortium approach, which was quite new to Sport England, also we understood that people wanted doorstep sport and a more recreational offer.* ***Patrick Brosnan, Football Strategic Lead, Sport England***

> *From a Football Foundation perspective, this was very different for us. [...] This was an opportunity for us to manage a revenue programme that would provide a lot of learning for us about trying to work with priority groups we wanted to engage with. So, for us, setting up this programme was totally from scratch. There was no tried and tested model that we had in mind.* ***Jack Matthews, Head of Delivery, Football Foundation***

Throughout the development of the programme learning how to develop a place-based programme that does not start with a predetermined programme of activities was a source of unease for many. However the advantages of such an approach have become more evident to the organisations involved, especially The Football Foundation.

Sport England and The Football Foundation are both grant distributors, you get very set ways of developing programmes. Whereas with ATF we were more focussed on getting the steps right. So gathering lots of insight and in-depth understanding of communities and then when you start talking to people your approach will evolve. So from a funding perspective, that's quite different to how we would normally work. [...] It's safe to say there was a healthy dose of scepticism and people asking 'why do we need to do this?' ***Patrick***

I think scepticism is absolutely the right word. Now, after seeing the project come to fruition, we've probably challenged that. The consortium led approach, giving community engagement grants, etc., we hadn't done this in any shape or form before. Was the community engagement grant normal? No. It was very much something new and we wanted to incentivise people, we wanted as many of those 50 areas as possible to go through the journey. [...] But now we've used these concepts to inform everything we're doing from a Playzones perspective [new capital development initaitve]. So a community led approach, driven by a consortia, going into communities of high need, developing the workforce, all of that is very much informed by what ATF has taught us. ***Jack***

It is clear that the ATF approach was a departure from the norm for both Sport England and the Football Foundation, but also more significantly for the sector more broadly. These key design differences can be summarised as: taking a consortium led approach; place-based approaches and the awarding of a community engagement grant; the emphasis on a responsive and flexible delivery model; and a specific focus on local workforce development for long-term sustainability. The above noted approaches are all underpinned by what can be generally identified as a 'bottom-up approach' to programme development.

4.1.2. 'It's gotta be bottom up'

ATF was influenced by existing projects such as the Local Delivery Pilots and the Recreational Football in Parks Pilot. As Patrick described in the interview 'we were hearing from the LDPs that its gotta be bottom-up'. The insights received from other programmes indicated that, in order to get new results, new groups needed to be involved.

I think we had [in the past] a tendency to go to what I think we could call the 'usual suspects'. You want to talk about football? You go to the County FA, or maybe you go to the CCO based there. But they immediately have a way of thinking 'oh that group, you're wasting your time' or they'll say 'we know how to reach that group and its THIS programme.' ***Patrick***

This is a key part of the place-based approach in regard to systems change. A bottom-up approach to programme development benefits from cycles of learning and processing feedback which in past models has not necessarily been possible. Patrick's comment indicates how entrenched ways of thinking within organisations can get in the way. Past efforts to engage with specific groups or communities have been limited because of a delivery model that did not have the capacity to respond to local contexts, leading to a resignation on behalf of those delivering programmes on the potential to engage with underrepresented groups. The capacity for learning, responding to feedback, and adapting or evolving as projects engage with groups is essential in place-based working. As an example of a bid that did not succeed, Asad Qureshi, who at the time was working with the County FA in Bradford describes how their group initially responded to the ATF bid.

Within the County FA the project landed like 'ohh here's potentially some money for us to do some delivery. We just need to deliver something by speaking to a group of people we already know'. I think it was a struggle for them [the County FA], because nobody was actually talking about place-based working. ***Asad, Relationship Manager, Sport England***

While a bottom-up, place-based approach were recognised in theory as being a promising new avenues for engagement with inactive and underrepresented audiences, in practicality there were multiple hurdles which needed to be tackled internally for The Football Foundation to be able actually employ the approach. A crucial example is found in adjustments made to the way in which incoming applications for ATF were assessed. An atypical system feature was the invitation for unsuccessful projects to be able to re-submit their applications after a round of feedback from The Football Foundation. Anna Sheils, Relationship Manager with Sport England describes the initial evaluation process below.

> *The initial applications came in and we rated them green, amber, red. So those we felt were ready to hit the ground running, those which needed a bit of work they had the concepts and ideas but just needed more work on certain elements, and then the 'red willows' who hadn't understood the principles. We went back to Sport England to request more funding, so that gave us the opportunity to go back to amber areas and say 'if you do XYZ' within a strict time scale, then they can be approved.* ***Anna, Relationship Manager, Sport England***

Again, assessing a bottom-up, place-based application was something that The Football Foundation did not have adequate capacity for at the start. This was a competency needed to be developed completely from scratch for ATF applications. An example of an issue is that the funding assessors themselves were used to applications that emphasised match funding and KPIs. Because of this, The Football Foundation worked to upskill the assessors internally to be able to properly evaluate the applications. Below, Asad describes some of the traditional ways of assessment thinking, while Jack describes the process of developing a new assessment criterion within the foundation.

> *Jack was battling a bit with 'old school' vs 'new school' assessment. So for example, the old school is looking at 'value per person' so dividing the investment by the total number of participants. That or, 'hey well you could have better value in this area rather than that area.'* ***Asad***

> *We received 49 applications and had to compare and contrast them against a single assessment matrix which we use to assess projects, but that needed to be developed entirely new from scratch for ATF, because the old one wasn't fitting. So we had to educate our assessors on what we thought good looked like. One point that was really difficult was that we purposefully wanted flexibility and creative freedom. I think the whole process of developing 'new school criteria', if you like, was a completely different way of trying to do things.* ***Jack***

The original project assessment matrix used to evaluate incoming projects did not adequately account for the processes within place-based programming. This is an example of how system distortions can be created by the internal goals and structures of an organisation, and how they have been adapted through ATF. Adjusting the matrix and upskilling assessors means that The Football Foundation can now accommodate different types of programmes in the future as The Foundation will retain the processes and human capacity which can properly assess a place-based project. This knowledge now informs the significant investment in 'Playzones' through The Football Foundation. To summarise, two key highlighted differences in this section are the adjustments made to be able to properly evaluate a place-based project funding, and the processes for projects to improve their applications and resubmit after a period of feedback.

4.1.3. Embracing discomfort

The flexibility that has been intentionally built into ATF has been an unusual part of the programming for all involved. The ability to adapt to community wants, such as non-football

activities, has been both a problem and a benefit to many programme areas. For more traditional football focused organisations, organising non-football activities has been a source of contention. However in some project areas this has eventually led to engaging with a core group of participants who after some time may play recreational, walking football. As Anna remarks below, she was surprised about how 'traditional' the football sector was at the start of ATF which explains the discomfort with place-based approaches.

> *I was surprised coming into the football sector to see how traditional its delivery of programmes was. You know, they were used to getting cash and delivering programmes, not doing the engagement and getting to know the communities and not place based working.* ***Anna***

The ATF programme began with a focus on football as the key engagement tool for the targeted socio-economic group. However over time ATF has shifted towards Sport England's emphasis on physical activity which is more movement and health focussed. This has been a challenging process and many programme areas who were accustomed to delivering football-based programmes had to re-learn how to develop their programming placing flexibility based on feedback at the centre of what they do. In the past, this could have been interpreted as an abandonment of programme goals, however, in this instance, it is a clear indication of community engagement and that programmes are responding to the needs and wants of local communities.

To facilitate learning across the 25 programme areas, Leeds Beckett University established a Community of Learning (CoL) for ATF project managers. The CoL has occurred throughout ATF's first two years of operation, with twelve online meetings and four in-person events in total. Over time, this 'culture spreading' mechanism has informed key staff and stakeholders of the primary approaches of ATF and worked towards aligning the values of the programme across multiple areas. Patrick and Jack, both reflect on the aspirations of the CoL and ATF more broadly, to establish ways of working and the sharing of learning.

> *We are hoping that people don't have to do what we did, go back all the way to the start and have to completely redesign something from scratch. And then have to go out and convince partners and stakeholders that this is the way to do it, because they should have built up all that learning and understanding on their journeys. So for me, its about a base level of understanding we are trying to develop.* ***Patrick***

> *The community of learning we set up, the network of project managers, has been really successful. Pretty much from day one they have been bouncing ideas off one another, so that's been real positive.* ***Jack***

Section 4.2.2 delves deeper into the impact of the CoL describing the elements of a learning support system which has been developed for ATF. The CoL and its constituent components have helped to transfer learning across the programme, however, it has also managed to effectively permeate the program culture across the 25 project areas. Moving on to Section 4.1.4 the report will highlight some of the key reflections thus far by the programme designers.

4.1.4. Key reflections at 18 months

> *I think one of the things we are learning is that [1] we can't just have a consultant parachuting in to develop a glossy application, then departing, ok that's community engagement done and dusted, just like a 'tick box' exercise. We know its absolutely not, and [2] we're now in more of a position to be challenging, like asking if the community has been involved in the development. [3] We have in our own workforce now people who are more comfortable and confident, and they're looking*

to challenge that way of thinking. [4] It all comes back to the point of having key individuals and community influencers and organisations heavily involved. It stands out like a sore thumb if not, and we want to do more now with this. So that's a direct result of what this programme has taught us. ***Jack***

In Jacks statement above, the four main learning points and changes within their organisation are clear. It has been chosen above other similar statements for the way in which it succinctly highlights changes in beliefs and behaviours as a result of the process of developing and learning from ATF. Overall, the statement asserts that the organisation is more confident in recognising applications that lack true community engagement, and that because of internal system changes, they are much more willing to be challenging than in the past. Being more challenging is a key behaviour outcome of the process for ATF within The Football Foundation. Asad described he is starting to feel more comfortable asking the question "how do you know that's the best way? Show me the research". Further to this point is the underlying belief that "key individuals and community influencers" (Jack) need to drive the process and be heavily involved. It is clear that the ATF programme has significantly altered the mindsets and approaches of key staff that have high levels of influence and responsibility to shape the programme.

4.1.5. Summary

The original programme designers wanted to design a programme that worked differently, engaged with communities in a different way, and lead to more effective practice. This section has explored how ATF was intended to be different from the outset, and some of the processes that needed to take place in order to make the change possible. Moving to Section 4.2 the evaluation analyses how local project managers and wider stakeholders have responded to these changes.

4.2. Local system level response

4.2.1. Taking on the challenge: it takes more than 'easy wins'

When I started, I thought, 'oh no problem, we will just do xyz' but then as I got going everything changed. Now, and I learned this from Naomi [Stoke Project Lead], she and I share a hatred of the term 'easy wins'. People say all the time 'oh I got a quick win for you'. When someone says that to me, I think no chance. ***Rich, Project Lead, Liverpool***

Developing a place-based programme has been considerably challenging for many programme areas and workers who were used to working in more conventional ways. The problem persists when project managers reach out to wider partners who have yet to fully understand the remit of ATF. As Rich's comment alludes, his attitude has significantly over the course of his engagement with ATF. This is a sentiment reflected in comments from several programme managers. Other key differences afforded through ATF is the recognition that community engagement takes time, flexibility, and building of momentum. Again, this is a departure from the 'norm':

Traditionally there isn't a lot of time for reflection and learning or community engagement at Sefton Council. Our coaches are billed directly for each session, so doing community engagement just isn't something we've been able to do. ***Helen, Sefton Council, Derby***

A key point of reflection that many project managers had is the impact of the length of funding. Clearly funding has a significant impact on programme design, but crucially here, five years funding provided programme managers with the time to develop strong relationships and build

trust within the community, and to trial new approaches to address the more complex challenges of engaging those not currently physically active.

The duration and flexibility of the funding as well as the emphasis in the programme on testing, learning, and community engagement has impacted the attitudes and behaviours of key staff. The result is that many ATF workers now feel more supported and able to address the challenge of developing provision for audiences with complex needs. This is a start contrast opposed to the past where pressures to meet participation targets may have meant that programmes would forgo engagement with more complex audiences and instead find 'easy wins'. The above indicates a shift towards a learning-based programme, in which increased time has led to the possibility of innovation through providing the systemic tools to take risks.

4.2.2. A culture of openness and learning

> *Something that has made a big difference for me are the internal reviews and the community of learning. I come looking for ideas and leave with 20. It's helped me to feel more confident. Actually coming down and speaking to other project leads helped me to see how we need to be flexible in our approach and it gave me the confidence to say actually right should we do this, should we do that.... It's about the culture, it's all about learning. You feel encouraged to be open and talk about our challenges. And that culture comes from the top.* ***Lauren Flaxen, Sunderland Project Lead***

The learning component of ATF has played a significant role in the development of the program. This plays out in three ways: 1) the Community of Learning; 2) Sport England & Football Foundation relationship managers; and 3) a system of bi-annual reviews where projects share practices together. These learning-related functions have significantly impacted the perspectives and behaviours of local program managers. As Lauren describes her interactions with other managers in the CoL helped her to slow down and not rush towards solutions that may not work for the community.

Organisations, communities, individuals and systems, without effective tools to navigate uncertainty will struggle to innovate over time (Wenger, 1998). It is clear that the length of time provided, the social support to encourage a process of trial and error, and the 'safe spaces' provided to openly share reflections about the process, has significantly impacted many programme managers practices. Themes of learning, capacity to reflect on practice, and adapting to the pace of communities are clear hallmarks of the ATF programme, and these themes are highly evident in the cases explored in depth in sections 5-7. The next section will describe some of the unanticipated impacts that ATF has had on programme areas.

4.2.3. Unexpected impacts

Across project areas, many programme managers and stakeholders reported unanticipated impacts of the ATF programme. For example, Val a community centre manager in Middlesbrough described that I the past she had spent considerable time applying for funding to do PA sessions.

> *So what do you do with your time now that ATF has come along and has this free up your time to do other things? [Researcher]*
>
> *Well, we've recently been able to obtain £40,000 worth of funding to revamp our kitchen, now we can be doing cooking classes and events, Its really going to help with the long term sustainability of the centre. I don't think I would have ever had the time for that before!* ***Val***

In Derby (see Section 7) the core ATF team has further obtained multiple grants to deliver work in Normanton, the core area. There are many examples of situations where the support provided by ATF funding has enabled programme areas to 'upscale' their funding to further compliment their work. Anita Rao, the community centre manager at Wesley Hall in Leicester, reflected that ATF has helped her to focus more on the centres vital services and let ATF handle the physical activity provisioning. Furthermore in Section 6, Anita Rao describes how her mental health and wellbeing programme at Wesley Hall has benefited from Active Women (their local name for ATF). Further examples can be found in Sheffield where one consortium member SOAR who provides high-demand social-prescribing and intro to physical activity services indicated that because of gym and exercise sessions provided by Sean (Sheffield ATF project co-lead) they have been able to clear a considerable back-log off their waiting list. SOAR's waiting list for services is over two months, ATF sessions have enabled them to signpost participants to a trusted programme faster than in the past.

Thereare many such examples of unintended impacts across the 25 ATF programmes. These impacts can be categorised in three ways: enabling the reallocation of time and resources; sharing of expertise with key partners; and reducing demand on vital partner resources which has improved partner capacities to focus on other complex issues. To elaborate these impacts further, section 4.2.4 presents findings from participatory workshops conducted as part of the Ripple Effects Mapping sessions. These results help to provide an insight into the range of impacts across a range of provision.

4.2.4. Indications of system change

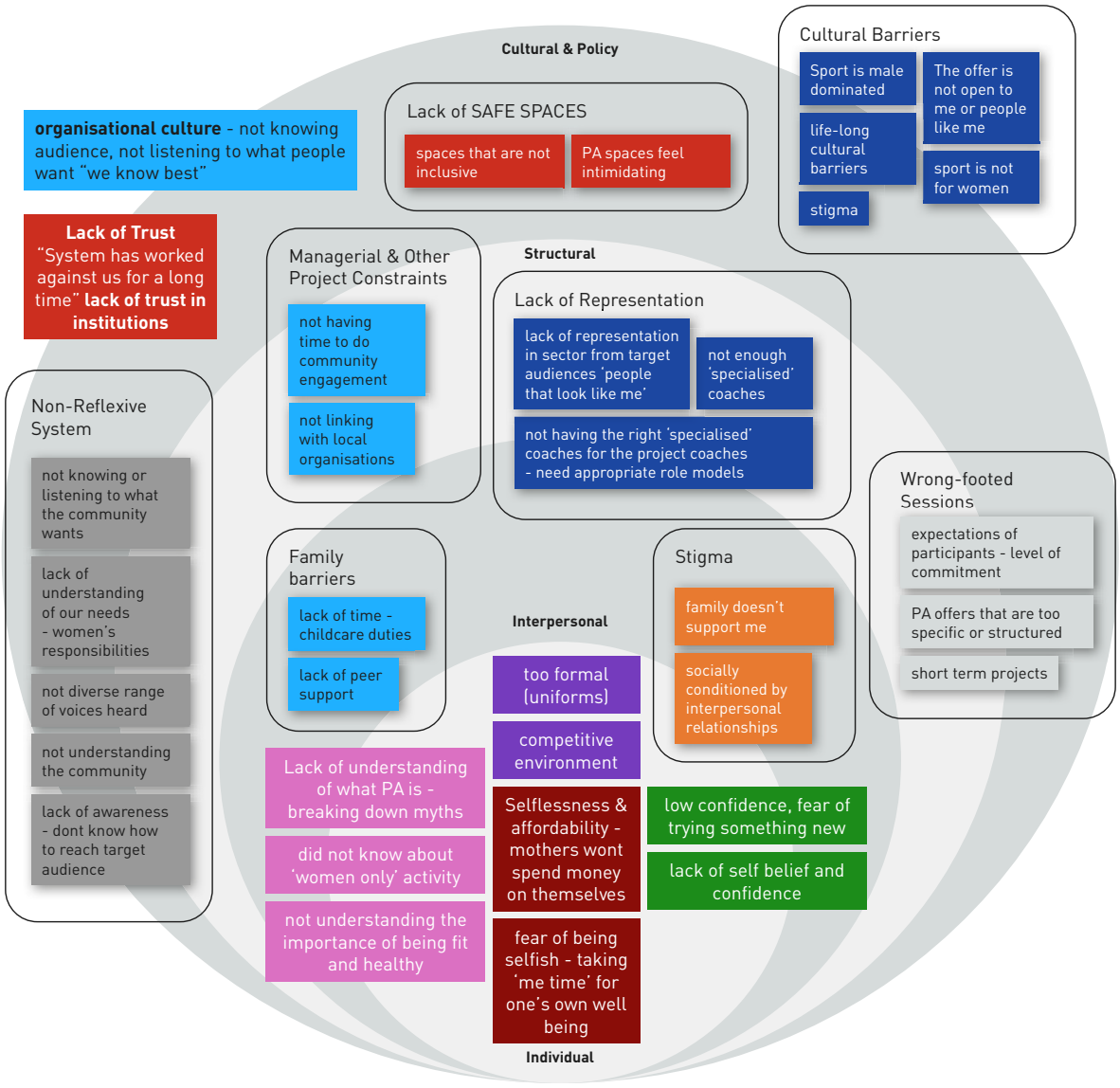
This section presents results collected from workshops with session participants held in the case study areas: Enfield, Leicester, and Derby. The exercise utilised the adapted Dalgren & Whitehead's (1991) social determinants of health model described in Section 3.1.2. The model indicates the level of influence that local systems may have on the behaviour and health of individuals. In this instance, it has been utilised as a tool to help categorise systemic levels in which the ATF project has impacted upon. Figure 7 presents responses to the following question

(Q1):

In the past, what barriers have you experienced to participating in physical activity provision?

The results of this process were thematically organised in Figure 7 (below) which collates responses from across all workshops to give an indication of the types of reported experiences.

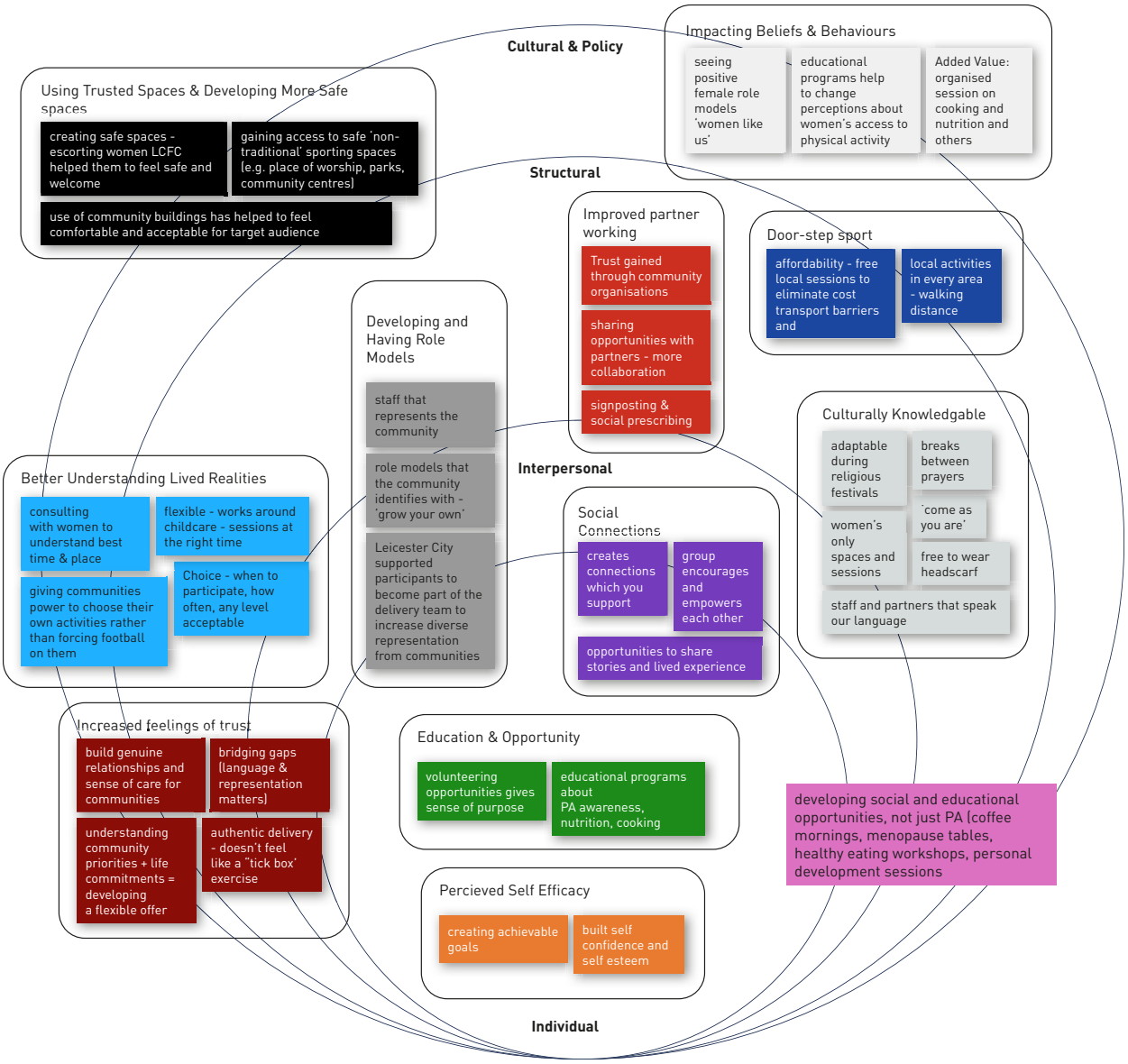
Figure 7 Thematic analysis for Q1 responses



After a group discussion to reflection on Q1, workshop participants were then asked to respond to a follow up question (Q2) which was designed to get them to reflect on the differences in their experiences from past to present as a result of ATF. Figure 8 (below) collates the typical types of responses given during the workshops.

What about ATF has helped to overcome these barriers or issues?

Figure 8 Thematic analysis for Q2 responses



Figures 7 and 8 shed light onto participants experiences of physical activity. Crucially, the changes in experience noted in figure 8 reflect changes made the ways through which ATF has been designed and delivered. It is clear to see that ATF has been effective in engaging such participants because programme managers have adjusted their practice to respond to community needs: participants' positive experiences come as a result of systemic adjustments made because of the focus on community engagement and learning in ATF, which as Figure 7 indicates was not as possible in the past. As such, it can be asserted that the improvement of participant experiences as represented by increased feelings of trust and cultural knowledgeability as well as the impacts

upon participants' perceptions and beliefs (e.g. 'physical activity is for people like me') is a result of the ATF system in its entirety.

4.3. Section Summary

Section 4 has provided examples of how ATF local areas have responded to the changes made at the national level of the programme. To enable this, programme designers made adjustments to the structure of ATF and as a result this has significantly facilitated the adoption of place-based and bottom-up approaches. The case studies [(see Sections 5-7)] provide further in-depth detail about local level changes and impacts, enabled through changes in both national and local systems. To summarise Section 4, Table 4 collates findings into the Action Scales Model, thereby highlighting lessons for key leverage points for systems change.

Table 4 Summary of Section 4 findings

Changes	From	To
Beliefs	• Professionals understand the issues and have the answer; 'we know best' • Perception that some groups and communities cannot be engaged • Thinking that communities can be changed without needing a wider consortium and engagement strategy	• Understanding that communities need to be co-produce the process of developing programmes • Starting with questions, not answers • Understanding the need to start with trust building and engagement activities • The 'old ways' of working may be part of the problem • Understanding among key staff that organisational documents and policies can distort how projects are implemented
Goals	• Starting with predetermined solutions • Set timelines, KPIs, milestones, and targets from the outset • Reporting on impacts and evaluation at the end of a programme • Evaluation as a performance measurement • Collecting data that shows value for money and numerical targets • Long term planning and visioning at community level not a stated goal/outcome • Limited representation from community at higher strategic levels - not a stated goals	• Start with engagement in mind • learning as a key goal/focus of the programme • Develop community specific programme goals, targets and schedule through community engagement • Learning and adjusting to feedback throughout the process • Collect stories that indicate depth of change or could point to long term change • Develop local workforce and build up capacity within a Place • Reflection and learning from mistakes encouraged at a strategic level
Structure	• Limited flexibility in session design and delivery; 'one size fits all' • Structured time (direct billing for coaches), no community engagement or learning capacity • Transactional relationships and lack of opportunity to form trusting relationships with existing and new stakeholders • Centralised decision making - information from local level does not relay to higher levels Limited community voice, participation, ownership or empowerment in process	• High flexibility to adapt and adjust to local needs • Community engagement grant provided to conduct initial research • Opportunities to form relationships with new groups and support them to customise and develop an offer • Length of funding overcomes issues of 'delayed participation' and helps to sustain momentum • Community of learning helps to process and transfer knowledge across the programme and within wider stakeholders • Development and deployment of new tools (e.g. assessment matrix) and upskilling of internal staff to adequately assess place-based projects • Invitations for projects to resubmit and improve their bids based upon feedback

Events	• "Talking to who you already know" or engaging with existing sport audiences • 'parachuting' predesigned programmes into communities • 'box ticking' evaluation and learning • Non-reflective practice • Short termism • Low trust in system between communities and organisations • Lack of understanding lived experience and local context • Risk avoidant / low penchant for uncertainty engagement (no learning) • "Telling them [the community] what we think" • "doing TO not WITH [the community]" • Local benefit limited to passive consumption of provision • Limited learning transfer across project areas without a dedicated learning function across the programme • Resigned and defeatist thinking about ability to engage some community groups	• Increased feelings of trust among local community members • Increased courage among employees to 'push back' at assumptions, ineffective practice and to challenge existing beliefs about groups • Improved staff attitudes towards tackling complex challenges; 'no easy wins' • Increased capacity for interpreting community needs and responding with appropriate offer • Learning functions, increased time allocation, and bottom-up focus has led to increased capacity to innovate and take calculated risks in many programme areas • Increased capacity to adjust to community needs and/or complex needs • Increased capacity for organisational self-reflection • Stronger relationships between partner and stakeholder organisations who have experienced unintended benefits from the programme

Table 4 summarises the changes across the national and local level systems and indicates key leverage points for change. The above list of leverage points is not exhaustive, and the Action Scales Model is be deployed across the following section 5, 6 and 7 to analyse findings.

5. REM1, Active Enfield: 'Time to Learn Ourselves'

5.1. Enfield Case Introduction

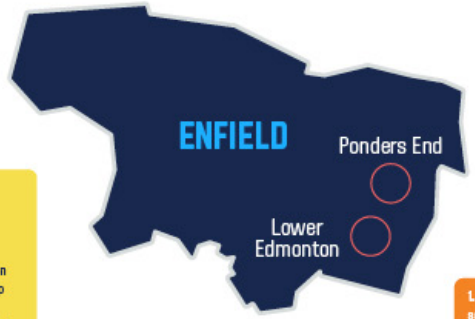
Over the space of one year's delivery, Enfield has engaged with 142 unique attendees (as of September, 2023), 140 of these, 98.5%, are repeat attendees and average attendances across the programme amounts to 19.15 attendances. Across the 12 Phase 2 ATF projects, Enfield has managed to establish one of the highest repeat attendee records across all Phase 2 ATF projects with only one other area having higher repeat participation rates. This high repeat attendance rate is driving Enfield's overall attendances (over 2600) which is again one of the highest among Phase 2 projects. The focus on numbers is not to pass judgements on programmes, each programme has a specific set of contextual factors that determine locally specific goals and outcomes. What the above numbers highlight is the programmes ability to engage with and build a strong core group of participants across the various streams of their work. Furthermore, the fact that Enfield did not begin to fully initiate its programming until February, 2023 (roughly 6 months after the project officially began) makes this data worthy of deeper evaluation. Roughly 47% of participants are female, 44% of whom are from the most deprived wards, of the women, 44% identify as are from the Turkish/Kurdish audience.

As Strategic Lead Tim Harrison at Enfield Council indicated, women from the Turkish/Kurdish audience typically in the past have not really engaged with their programmes or wider public services due to specific language or other cultural barriers. Reaching and building trust with this audience is one of the key points of the insights gained from this case and a reasoning for its inclusion in this evaluation. According to the strategic and project leads (Tim and Frank respectively) their project is engaging almost entirely with "groups and organisations that are totally new to them" and as well that working with the specific approaches they have adopted (identified below) is something that has been a totally new way of approaching their work. The focus on Enfield is of course to single them out for their achievements, however, what is more important than this is to take a closer look at how managers such as Frank and Tim have responded to the new resources offered by the ATF stream of funding, and how they have used this programme as an opportunity to learn and explore new ways of working. Their reflections, found within the case, are representative of the types of experiences of many programme areas across ATF.

In response to national level systems change, the Enfield REM case demonstrates that they are reflecting more deeply on their work than in the past, they are exploring new ways of working, and they are achieving different outcomes and results than they have in the past. The ripple effects map highlights key points which indicate how the programme has evolved, and what managers have learned along the way. It will highlight significant, yet often subtle shifts in mindsets or approaches which have developed as a result of the ATF system. All REM maps can be read generally from left to right, and a colour-coding scheme has been applied to help the reader navigate the various streams of work.

5.2. Enfield Case Summary

ACTIVE ENFIELD



Enfield/Edmonton

Enfield is a borough of North London which is home to roughly 330,000 in 2021 putting it in the top 15% of the most densely populated boroughs of London (ONS, 2023). In 2021, 12.1% of Enfield residents identified their ethnic group within the "Other" category ("Arab" or "Any other ethnic group") while, 52.1% of people in Enfield identified their ethnic group within the "White" category (compared with 61.0% in 2011) with18.3% identifying as "Black, Black British, Black Welsh, Caribbean or African" (ONS, 2023). Across its Eastern boundaries, Enfield has high levels of deprivation. Two areas were chosen as primary target areas for the ATF project 1) Ponders End 2) Lower Edmonton & Edmonton Green.

BASIC OUTLINE OF THE PROGRAM IN ENFIELD BASED ON TARGET AUDIENCES

Expression of Interest – Awarded £25,000 to do Community Engagement January, 2021.

Core Strategic Relationship formed with Edmonton Voluntary Action (EVA)

Began community engagement with eva jan, 2021, with Eva's established relationships and other groups.

Target audiences chosen after community engagement.

Those with mental health, or health issues related to isolation and inactivity.

1. Those with severe conditions

Identification of Key Partners

NHS - Social Prescribing Route

Main Partner NHS Trust

Main Goals:

- Provide physical & social activity.
- Work towards social reintegration/social skills.
- Learn team work.
- Experience structured activity.

1. Community Rehab Team – deals with those living under 24 hour supervision/ support.

2. Locality Team – works with those living in their own homes .

3. Step & Thrive team – bridge between community hospital (for those still in hospitalisation).

1. Session 1: Women's only gym hours (January, 2023)

Work to Establish Women's only Gyms hours (previously unavailable) also open and available to public.

2. Session 2: Open Football session (April, 2022)

Open Football session – Due to low attendance session moved to Edmonton Leisure Centre Oct, 2022.

2. Whole Communities

Partner – NEXUS
Key Outcomes:
- Safe spaces
- Reduce Anti-social behaviour

Identification of Key Partners

Friday Night 'Intergenerational' Session Friday evenings from 7-10pm starting January, 2023.

3. Turkish/Kurdish Women

Main Partner London CIC

Identification of Key Partners

Goals:

- Improve women's health through a women's wellbeing program.
- Increase understanding of target audience.
- Help women integrate into English life.

Key Partners Identified: tapping into established networks of key audiences.

First meeting between Frank, Ozgur & Menekse Oct 2022.

Ozgur & Menekse take the lead Women's Wellbeing program Launched March, 2023.

Wellbeing Program Launch – Monthly educational delivered in Turkish by Turkish speaking specialists.

New Ways of Working For Enfield Council

"Because you never get funding for this, and you have limited time, you just end up talking to who you're already talking to, or who you've always talked to. So the result of this is you end up submitting your application without having done any true community engagement at all. This funding really allowed us to seriously consider the bottom-up place-based, co-design approach which we wouldn't have really been able to do before. Now as a result of this project, most of the organisations we are working with are totally new to us or were unknown to us in the past."

Tim Harrison, Enfield Council

Key Achievements of this period:

1. Improved/established relationship with EVA opens doors to new community groups to collaborate with.
2. Improved links to previously unconnected groups.
3. Clear formulation of the idea to work through community groups rather than be a delivery focussed project.

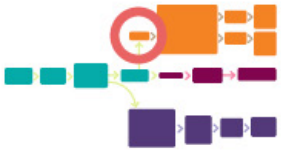
Early Decisions – Changing the Forms – On increased flexibility and empowerment to make local level decisions.

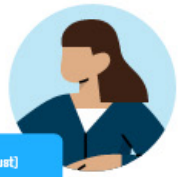
We realised that we had to change the registration forms to make it easier for people and reduce the barriers they experience, so we translated the forms. Yes that adds a layer of work for me, I need to translate the form multiple times from English to Turkish and back, but this project isn't about me, its about the participants and reducing the barriers for them to take part. In the past you'd never really have been able to do something like this for sure.

Frank Kain, Enfield Project Lead

Impacts:

1. Increased accessibility for participants
2. Helps to overcome low trust/high guard barrier





Lisa Kirby (Barnet, Enfield And Haringay Mental Health Nhs Trust)

"I had had this idea to set up a sports program for some of our clients, which are people with acute and enduring mental health conditions. Many of our clients don't consider themselves to have a mental health condition, so we needed something that didn't put rehabilitation of health centre stage, where it felt more informal."

Can you tell me about some of your clients? What are their lives like?

One person that comes to mind, for example is Lucas has been coming for years now. He has lots of things he wants to do, but a lot of those things aren't materialising for him. He is on long term medication and its really difficult for him to work, form relationships, he has extreme difficulty being independent. This is the thing with some of our clients, they may only just manage to eat, get dressed and wash themselves. Some may be just waiting around to use drugs. So, they don't really have any sort of structure or positive validation in their lives. But for someone like Salman, always now he has the football. And having that to look forward to has made a huge difference in his life.

Relationship-based Investment

Less structured time demands and KPI constraints means project managers can devote attention to wider partners to improve relationships add value to partner organisation processes, helping them to meet key outcomes. Approaching work through a relationship-focussed, asset-based approach, enables opportunities for learning and innovation which are not otherwise permitted with more rigid delivery models.

Is there anything unusual about taking this approach?

"I would say its pretty novel. Its run in a public place, so they get social integration. There is only one other project run in London that we are aware of that is similar."

And how has ATF specifically helped to make a difference?

"ATF provides the coach, and have helped arranging the space. But more than anything its just the ongoing support provided by Frank about how to keep improving the project."

Any key organisational takeaways in regards to this project?

We are starting to look at something like the structured activity offered as part of ATF as a more formal assessment method. Can this person re-integrate? Can they be trusted to leave the ward without a member of staff being there? Can they take social cues like not interrupting others? Or can they keep from inappropriate behaviour? ATF is a wider training opportunity for us to asses how our clients are developing.

Lisa

Immediate Issue: no women's only gym hours.

Women asked for female only gym sessions (unavailable at the time). The program started with football in mind, the women did not feel comfortable playing.

The program works with FUSION LIFESTYLES to establish women's only gyms hours.

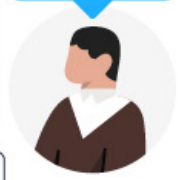
Women's only gym hours are now also available to the general public and FUSION is working on women's specific leisure passes.

Unexpected Impact.

Some women who began with these gym sessions are now regularly attending walking football sessions with the mixed group.

ATF As A Catalyst

"We had previously done research to show that women wanted a women's only space in our facility. But we hadn't been able to start this yet. Then ATF came along and it really acted as a catalyst to get this started."



Reported Impacts of Women's only sessions.

- Improved self confidence.
- Increased feelings of comfort.
- Improved experience.
- Changed perceptions of fitness.
- Seeing physical activity in a new way.
- Increased feelings of safety.

Fusion has since also introduced women's only swimming hours. "This has proven super popular, especially with Muslim women." **Dominic**

Have you changed anything about how you coach because of your involvement with ATF?

"Its really important for the participants to feel a sense of accomplishment. We don't want them to go away feeling like a failure. I had to adjust, and really focus on the social side of the session and keep it achievement focussed. I think my involvement in this program has really changed the way I think about looking at outcomes that aren't football related. Have they participated more? Have they engaged with their peers more than last week? Things like that. " **Cem**

And what about the participants, has anything changed for them?

"I think their general outlook and well being is definitely impacted after the come to the session. We have Lucas who now has a job. I can say that for Lucas now, the way he talks, he has the confidence to do that. But he still does his best to come to the sessions." **Cem**

1. Those with severe conditions

NHS - Social prescribing route with NHS Trust

Project had been in-development before ATF, however ATF came along to provide a significant source of funding to make the project a reality and sustain it till now. Within the NHS there are 3 main teams.

Main Goals:

- Provide physical & social activity.
- Work towards social reintegration/social skills.
- Learn team work.
- Experience structured activity.

1. Community Rehab Team – deals with those living under 24 hour supervision/ support.

2. Locality Team – works with those living in their own homes.

3. Step & Thrive team – bridge for those still in hospitalisation but close to leaving.

Two Sessions Developed To Support

1) Session 1 - Women's only gym hours (January, 2023)

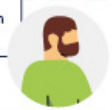
Work to Establish Women's only Gyms hours (previously unavailable). Still open and available to public

2) Session 2 - Open Football session (April, 2022)

2) Session 2 - Open Football session at Edmonton Leisure Centre Oct, 2022

New Coach CEN begins, June, 2023

Lucas, one of original participants joins from the outset.



After 1.5 years involvement in the program. Lucas is back in part time work.

2. Whole Communities

Partner – NEXUS
An entity in the council that works with young people around anti-social behaviour

Ponders End is an area of Enfield with high levels of deprivation and incidents of anti-social behaviour. A significant amount of anti-social behaviour occurs on Falcon Road, which is located in the centre of Ponders End.

Working with NEXUS, the idea was formed to create a "multi-generational" session for young people, families, women and girls, etc., to have a safe space on Friday nights

"I think you hit the nail on the head the other day when you asked if active through football was a sport project or a community project. For me, straight away, its community first. We are hearing about the difference this is making, that its really helping to improve a sense of community and its really managing to bring people together. That's the case we are definitely hearing about our Intergenerational Session in Ponders End." **Frank**

Friday Night "Intergenerational" Session

Working with NEXUS a session was formed for Friday evenings from 7-10pm starting January, 2023.

Current attendance shows up to 50 people of all ages, genders, cultural backgrounds, and social roles (Moms, Dads) etc., taking part. The session has been hugely popular. Upshot data shows that most attendees reside on Falcon Road within areas highly effected by anti-social behaviour.

Reflections on personal change & Quality Assurance – how organisation barriers get in the way

18 months ago, I would have seen this session completely differently. I probably would have shut it down ... There's kids running around, it looks a bit chaotic, there could be some issues with supervision. But that's just me thinking in terms of Quality Assurance because I worked at a football club before ... I mean, the badge of a football club is elitist. It has to be. The club needs to represent something highly organised and all activities need to be held to the standard of the brand. But ATF isn't elitist, it shouldn't be.

And how do you think about Quality Assurance now? Has anything changed?

"I think now, is everyone happy and having a good experience? Sport has this idea that is has to be perfect, but when you're trusting external partners, who are in a better position to engage that audience, you have to accept it might not be perfect." **Frank Kain**

TURKISH/KURDISH WOMEN

Contextual Issues Around Engaging the Audience

- Turkish/Kurdish women prefer group activities and don't feel comfortable exercising alone.
- All female interview participants encountered did not speak English or only rudimentary English, a translator was required.
- Lack of language capacity makes it difficult for them to navigate life in England - gaining access to public services, looking for work, or taking care of their health.

"We've always had difficulties engaging with the Turkish/Kurdish Communities. The context is that, historically, these groups don't access public/health related services."

Tim Harrison, Enfield Council

Community Engagement Process identifies potential key partners, London CIC stood out in the process, and was in a good position for the project

Key Partners Identified: tapping into established networks of key audiences First meeting with London CIC October, 2022

LONDON CIC

"We began 'walk and talk' sessions about 2 years ago and had great interest from female participants, we were just doing this ourselves with no funding, so we only did 4-5 sessions over the space of 2 years. Already it was a good success, 58 women came to our first event! So we knew there was huge demand from the women for something like this."

Ozgur, London CIC

Ozgur & Meneske @ London CIC

Started London CIC, a cycling focussed group, 5 years ago. Well known and trusted among Turkish/Kurdish diaspora in North London, strong presence at Alevi Cultural Centre.

- Well positioned to engage target audiences.
- Strong social media profile. (e.g. Established what's app chat group with over 250 women from the community)
- Good connections with Turkish/Kurdish speaking coaches and specialists.
- Insider understanding of community challenges and barriers to engaging with PA, sport, or wider public provisions.

The British Alevi Federation & London CIC, an 'Asset Rich' environment

- Target Audience Familiarity
- High Degree of Trust
- Centre Point of Turkish/Kurdish Community

Trusted Community Spaces and Key Delivery Areas

SHAPING THE PROGRAM

British Alevi Federation

The British Alevi Federation is an umbrella organisation for approximately 300,000 Alevis living in the United Kingdom.

London CIC is located at a British Alevi Federation community centre in the heart of Edmonton, an area with a large population of Turkish/Kurdish migrants. Many, especially women, do not speak English, as a result they do not engage with public services.

- No prior PA function prior to London CIC (now 4 years running) "they have lots of priorities, but physical activity is the lowest on the list for them" (Ozgur, CIC)
- Once CIC began, they held 4-5 'walk and talk' events over 2 years, they recognised huge demand for the services, but could not find funding to support the scaling of activities.

"The majority of the participants are not confident their English language skills. And the other thing is these people are being more closed and not like open to other outside of activities that much. So that's why we wanted to provide these physical activities in a community place which they already feel familiar with or safe so they can come more easily. And we do this because we know our audience, we know already what they are gonna say, because we know what their challenges are."

Ozgur

Impact on London CIC

"Has ATF helped our organisation to grow? Definitely, definitely. Before people know us as just a cycling club. Now we are in a position to say we do all kinds of physical activities and thats helped our organisation grow. Now we we have more followers and it attracts kind of attention from our community. And also in the community as well. We have very good feedback coming. From other organizations as well. Because they watch us, other Turkish groups, so they see what we are doing and want to do something similar, so this is also a kind of pilot scheme for some of the other organizations. So people are very interested in us and what we are doing, and its more now than before."

Ozgur

HOW BEST TO ENGAGE THIS AUDIENCE?

Reflections from Meneske London CIC, Women's Health Project Coordination

Empathetic and Welcoming Provision

We understand our participants, we know their needs and their challenges. We tailor our program around all that. And it looks like A LOT of encouraging them, spending a lot of time with them, making them feel good. So first of all, we empathise with them. How do they want to hear from you, by whom, who do they want to talk to? Do they want it to feel formal? Then we just focus on making them comfortable, give trust and responsibility over time, make them feel good and positive.

RECOGNIZE participants for their efforts (applaud, clap, give thanks and certificates) and give positive regard

We gave them these certificate in front of the other women so they were recognised publicly. Some women have now framed their participation certificates [...] You have to understand, they have never received a certificate in their lives. God they were crying! They haven't got a lot of achievements, their husband and children are understandable. They don't ever hear thank you. So it felt like a really meaningful moment for everyone.

Key program Messages

- Deeper Integration Into Public Life

One of the ladies said to me "we have learned cycling, and learned even football and other exercise, whats next?" Now they are asking for computer skills and other work skills training. So this is becoming a new goal for us, to help the women integrate into English life. So we are very hopeful that they want to take this new confidence to other things. So we encourage them a lot to try new things and build their confidence, and we tell them to support each other. What we want is a whole new world for this women, so that's why we really focus on this message.

- The Practice of Self Care

I know what life is like for these women, I know they don't take time for themselves, like for their health. So that's our most important message, that they need to take time to care for themselves. And many of them, they never thought like this before, so that's the biggest change I think. This is a totally new thought.

- Keep it Fun and Relaxed

The women wanted a variety of activities, like a rota, something different to keep it fun. They didn't want it to feel too organised and intimidating, not at the start. So that's why we focussed on things like cycling, many of them wanted to go swimming for the first time, or just to go for a walk in the part. But now we are doing things like playing football, but at first, it was just relaxed to start.

SHAPING THE PROGRAM

Turkish speaking coaches, and appropriate individuals chosen to engage with the female participants.

"In our community, women don't think of themselves. They are wife, mother, they forget themselves. When we go to the forest, we forget all that! They say to me, "we just realised we are not just a mom, we are human!" For a couple hours each week, we can just be friends. Now they are discovering a new world. They trust themselves more, they have more confidence. They have found that they can go to the forest alone. They have hopes now, its totally a new world for them."

If the program ended today, do you think the women would continue?

"Yes absolutely, many of them yes. They have friends now, they have support, that's probably the most important part. But also, they realise now that its important to take care of themselves, they need to make time for this. This is the biggest change in them, they see how important it is, and they have some friends to support them with that.

Sibel, Yoga, Pilates, & Exercise Coach

Wellbeing Program Value Added Sessions:

Presentation on Obesity and Healthy diet (in Turkish)

- Causes and symptoms of obesity & related health issues.
- Coaching around healthy eating and exercise goals.
- How to cook healthy Turkish meals products/practices to avoid.
- Instilling them with the belief that "you must take care of your self and take time for yourself."

Other types of Sessions:

- Physio
- Well-being/mental health specialist

"For women in our community, the family and children are always first. They don't take care of themselves, they skip meals, they sacrifice sleep or exercise because always everyone else comes first. So the first and most basic message is that when women take care of themselves, they are ALSO taking care of the family."

Irene, Nutritionist
Former nutrition coach for 2012 Turkish Olympic Wrestling Team

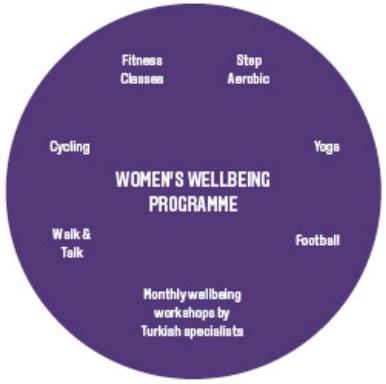
Ozgur & Meneske take the lead

- Ozgur & Menekse do research via social media and whats app channels.
- Formulate plan based on feedback.
- Decision was made to do a rota of activities.
- Women wanted advice on wider health and well being.
- Women's Wellbeing program.
- Launched March, 2023.

Shaping the Program

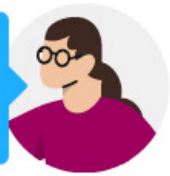
- Participants chose their own coaches (culturally and socially appropriate people) this helps to overcome language barriers.
- Participants also choose the activities, timings, and locations.
- Language specific communication channels and collateral reduces accessibility issues.

Ozgur and Meneske are given near full control of their women's wellbeing project, Jan. 2023



"I just have to say, this team is amazing! I have been working here for years. I have seen these women coming here for some time. Usually they don't get to do so much outside the house, they are very isolated. At best they go to a friends house for tea or coffee. But now look at them! They're going on nature walks, riding bikes, every week!"

Jan, British Alevi Federation Treasurer



"Once per month we have a well-being, etc., specialist come in who is from the Turkish/Kurdish community who speaks Turkish. The women really asked for this, and they are usually very excited about these sessions. They pay attention, they take notes. Many of them never got to finish school or go to university, so they are just very happy to learn and feel like they can improve themselves. People with authority and expertise are highly trusted in this community, so the advice is highly valued and has led to many women changing the way they cook or take care of themselves."

Meneske, London CIC

IMPACTS ON PARTICIPANTS

Participant Profiles: Fatma

- 43 years old, not in work, lived in the UK for 5 years.
- 2 daughters (15 & 7 years old).
- Does not speak English – struggles to access public services.
- Previous levels of activity – less than 150 minutes per week.
- Impacts:
  (Helped her to make new friends and connections. Less lonely/ isolated and depressed than before. Less shy, feeling more brave, more willing to go out and meet new people, more willing to be open and share her self. Increased willingness to try new things that in the past she avoided.)
- Changes at Home:
  (Changes to cooking at home, increased awareness of how to improve cooking and cook healthier meals knowledge of which foods to avoid & improved diet for children. I have taught my kids how to cycle, and now we do exercise together. Increased activity and outdoor time for children.)
- Increased confidence – what does that mean to her?
  (Choosing to do new things or go new places doing things in the past she would have avoided. Increased confidence to try new and possibly uncomfortable things increased willingness and openness to learning.)

What was my favourite experience in the program?
The day we did the cycling and picnic. I never thought I could ride a bike, but now I can! That day, I made a cake, I contributed, and the women applauded me, they said "thank you, it was so wonderful." No one has ever noticed me like that before, it was my favourite day of the whole program.

How has this project impacted me?
Well, I feel more powerful now and we all share in that experience together. This project has helped me to make new friends, and share, woman to woman what we are learning. We are like a family now, and we help each other with many things. So, this project has helped me to become more open, I feel like I can share more of myself with others and I feel like I can support others too. I feel now like I can try other things that in the past I would have avoided, like learning English, or computer skills. It feels like things are more possible now than before.

How did I find out about the program?
I found out about this project because I was already coming to the Alevi Federation. I already knew this place, so I felt more comfortable coming here, it was easier for me.

Participant Profiles: Elmira

- Age: 62, Single parent with two children (40 & 26).
- Not in Work, In UK since 2017.
- No prior experience with PA.
- Does not speak English - struggles to access public services.
- 1 year attendance with the program.
- Has stopped taking anti depressants since joining the program.
- Challenges: Depression.
  (lonely, isolated, taking anti depressants, eating to make herself happy - then feeling guilty for eating feeling angry at herself for eating - increased anxiety and depression feeling she couldn't believe in herself)
- Most Significant Change
  (realising she needs to do something to take care of herself "SEEING" herself - knowing she needs to do something for her health and wellbeing.

"I was having a very long term anti-depressant treatment. But my doctor was always recommending me to go out and be social, to make new friends, but I struggled to do it. I was afraid because its not so easy to go places when you cant speak English. But then my friends started coming here, so I came with them and I just felt comfortable here when I came. Now since I have started coming regularly, I have stopped taking the anti depressant medication, I feel like I have started to love myself again. I can sleep now, my sleep has really improved. And I just feel so happy to be meeting new people."

Before I used to think that making other people happy, that that was happiness. But now I can see that I need to take care of myself and do something for myself. Before I was just thinking of other people, listening to their problems, but now I know I have to make time for myself, to help me love myself, to take care of my health. I can see now doing something for my health is the most important thing. When I do the exercise and go home after and have a shower, I feel like I have done something for myself and it just makes me feel so so happy.

Participant Profiles: Yusra

- 4 years in the UK, struggles with English and accessing public services.
- Struggles with low confidence and to connect with others.
- Experiences unhappiness, loneliness, isolation
- Signposted via social media, one year of participation.
- Impacts
  (She experiences increased confidence and feelings of positive outlook. Yusra brings many new participants/friends along with her and actively promotes the group. She is motivated by her peers, but also after some time, she was able to give back motivation in return

"Learning to cycle made me feel so powerful, like I could do anything for myself! Now I want to learn swimming, I feel like I can try so much more now."

"We gave her a certificate for her cooking. She brought something so nice, and we all gave her applause. Afterwards she came to me and said 'no one has ever noticed me like that'. So that's the thing, many of the women have never heard 'thank you' or 'well done' before, so we tell them that. Afterwards, she told me she has framed this certificate and put it on the wall, so it really is so meaningful to her to be noticed like that."

Meneske

What is comfort for participants?

- Same community/ culture/group
- Friends and supportive Relationships.
- Spaces where one can express And explain oneself without Difficulty.
- A sense of being understood.
- Safety.

Possible Outcomes of Comfort Focussed Delivery For Inactive Audiences

- Increased feelings of Bravery and Courage.
- Increased feelings of positivity & positive outlook, a sense that things are possible.
- Increased willingness and openness to learning.

Inactive audiences need a comfortable, safe space, to build the capacity towards facing discomfort. However, this must begin from a place of comfort, safety, welcome and 'achievement focus'. Provision targeted at inactive audiences should place comfort, welcoming, belonging, and consistent achievement as its highest priority, and build capacity for 'discomfort' in participants over time.

Key messages with high traction among female audiences include the belief that its ok to make time for oneself and a support structure needs to be developed that normalises self care and reduces guilt.

How to build positive feedback loops within provision through reward:

- Participants regularly succeed at tasks 80% of the time.
- Participants are publicly recognised for their efforts, achievements, and contributions to the group.
- The program builds peer-to-peer reinforcement of positive messaging where participants both give and take motivation or other forms of support.
- This can successfully stimulate participants dopamine reward pathways and create positive connection between exercise and positive reward.

Over time, the program can also focus on the development of key skills, such as the ability to face discomfort and endure through a challenge of the right level. However, programs should only deliberately push at ONE aspect of discomfort at a time. For example, pairing an English lesson with exercise for inactive groups can be too much discomfort on all fronts.

Consistent experiences of success are empowering for participants, which can enable a mindset shift possibly leading to an increased sense of confidence, and a mindset of self development and willingness to engage uncertainty (such as new challenges, or learning a new skill).

Try fostering a culture of positive regard and peer-to-peer encouragement which can build 'positive feedback loops' where participants benefit from both giving and taking motivation, empathic listening, or other forms of support. Experiences of both GIVING and RECIEVING are important for the development of physical, mental, and emotional empowerment.

Participants May Need Comfort To BEGIN but not to continue.

ATF AS A LEARNING RECONNAISSANCE: KEY LEARNING REFLECTIONS

"This project has really taught us to listen. It truly is a learning project for us. We reflect on that word 'authority' a lot, as in we are the council authority, and it means you are supposed to be knowledgeable about your work. You get a job, you can't just say 'I don't know', that's not the culture. And you think you probably should know what the answers are. This ATF project has made me think very differently about that, rather than me thinking I should know what's best for people. So we feel like this has been a good opportunity for us to say that we don't know the best way, and to let other people show us what works best for them."

Tim Harrison, Enfield Council

Success with new audiences: Who is best to engage and how can we empower and add value to them?

"ATF has been a big success for me because we've been able to effectively reach an audience that we have always struggled to engage with. We have found people from within the Turkish/Kurdish community who are well known and trusted. If Enfield Council came in, or a leisure provider to came in and deliver this directly, there's just no way it would work."

Frank

"Ive been used, in the past, to being on the ground running things. But me being at these sessions, or taking a lead role in their development isn't helping really. So now I am just thinking of who the best person is to be out having those conversations, and how can I work with them or help them do something they already do well? Yes, this presents a challenge to us in terms of quality assurance because we are relying so much more on external partners now. But now I just think, is everyone involved, are they having good experiences?"

Frank

Expanding Place-based work – Sharing knowledge & experience within Enfield Council

So Enfield Council has started doing some place-based work now, and they are referring to our team because obviously we have built some experience with this. So its gaining traction, and we are able to spread what we've learned within the council, but it still has some friction. There's still this kind of shadow of the KPI system hanging around in the background. The reality of working in a council is that this stuff still matters. How do you navigate around that? So, for example, we might start with some place-based thinking, but then there is a want to move on pretty quickly after that. Whereas we are saying that its going to take much longer than you think.

Frank

LEARNING FOR ENFIELD COUNCIL – PARTICIPANT CENTRED PROVISION

"For us, there is a big realisation that we can move away from council run sites and bring activity directly into spaces people already use. Previously there was some reluctance to do this, for a variety of reasons, but this project has really showed us the power of going to the community rather than asking them to come to us. Normally we would have said, 'oh we want to go to our Council facility because we can get cheaper rates' or 'we know has better health and safety there', opposed to a community centre. But this project has really opened our eyes to how we can use that for better attendance purely because the participants will go to places they've already been to before maybe for different events, not physical activity, but that's one less barrier to break down. I'm sure if we took this session in the center, the attendance would have been terrible because people aren't used to that environment. It might also involve a little bit more travel. Tim

"I think the big thing is that we are thinking more from the participants side of things, about making a program thats right for them rather than something thats right for us. A good example of this is the registration forms. We had the form translated into Turkish, I then need to have the responses translated back to English so I can upload them to Upshot. That increases my workload yes, but the program isnt about me. This is about the participants we are working with and finding ways to break down barriers within our organisations to make it easier and more accessible for them." Frank

"Previously we would always been thinking 'what can we do to get money in quickly?' without really thinking about what's right for the participant. Then, if we got funding, we would need to go out and deliver a project against that. But now, we have the opportunity to be more thoughtful about how we apply for funding in the future. Not for one minute am I saying what we have done is right, there have been mistakes a long the way, it has been a learning process. But I think what we are seeing now is a move towards a much more sustainable and participant focussed model." Frank

Future Goals? What to replicate?

"We were still a little bit unsure how successful this program working with Turkish woman would be. So we said we would work with London CIC, and if it was successful going forward we would see if there was ways we could with other groups. Something we are looking forward to doing is wanting to replicate the work we're doing here with different community groups or if there was a way to invite other Community groups into the work we're doing here."

Frank

"The initial consultation revealed a number of groups who were interested. So now we need to take stock and think of what we would replicate and how in terms of moving forward. We know what that would look like, as in empowering a community group, for example, Oalmar has expressed interest. But we have to think about how much Tim and I need to be involved in the various stages and whether we would get in the way, like thinking one thing is right, but it might not be right for them. They might just agree with us. So we need to take a step back and use the ATF approach again to actually see what's going to work inside these new community groups that we could be working with."

Frank

Most Significant Change – Reflexive & Self-aware practice

"Now when im describing the program, I say its a learning project. It's learning for us as a group, as individuals in the team. Its learning for the council about working with community groups. So its given us time to learn ourselves. While the impact on participants is one thing, the greater future outcome will be the results of everything we learn here about doing work in communities and being able to show the results of working in a different way."

Frank

As described by the programmes strategic lead Tim Harrison the lead organisation, Enfield Council, has traditionally had difficulty in approaching programme development utilising place-based and community engagement strategies. The result, he describes, due to limited time frames is that "you end up talking to who you're already talking to". As a result of the ATF systems, however, Enfield Council has used the opportunity to explore uncertain and often uncomfortable new ways of working. The case quotations and examples are full of reflections by either Frank Kain (project lead) or Tim Harrison, about Active Through Football as being a 'learning project', or an opportunity to test and try out new approaches. What was evident throughout the process of engaging with the programme whilst conducting site visits, was again this sense of unease. Some of this unease was founded upon: the length of time to get programmes established due to the shadow presence of a KPI-based system, quality control over sessions, and safety issues when offering services outside of Enfield Council's preferred sites (such as leisure centres).

Figure 9 Mayor Suna Hurman presents 'Women of Inspiration 2023' awards (Left Meneske, Suna, Irene)

The key point and reflection of this particular case is the changing nature of both Frank and Tim understanding of the programme, and especially in relation to the London CIC managed Women's Wellbeing programme. The Women's Wellbeing programme is central and provides the most compelling evidence and examples of place-based working with exceptional results of consistently engaging a core group of between 40-50 women whose participation rates and repeat attendances are now high. However, what has been emphasised within the document, is that the knowledge of how to shape a 'participant centred programme' is a prominent outcome. A participant centred programme considers firstly the lived-realities of the target audiences and then works to strategically place provision directly in their paths, within trusted spaces, and delivered by appropriate and trusted individuals. Learning how to embark on creating such a programme taking into account Enfield Council's organisational limitations and preferences has enabled key staff to develop an awareness and understanding of how these tendencies (in the past) may have created unnecessary barriers for participants. As Frank had described, ATF has "provided us time to learn ourselves". This assertion can be viewed in two ways: 1) it gives both Frank and Tim time to reflect on what works, and 2) the programme has given them time to reflect on their own practice, and organisational preferences and tendencies. This case shows how the ATF system has stimulated a 'reflexive process' for those working directly with ATF and over time, possibly within the wider organisation. Enfield Council has taken notice of ATF's place-based approaches and are increasingly interested in recruiting Frank's knowledge internally for wider projects. As Donella Meadow's discusses (2008) you can change components of a system, but as long as the relationships between components and the rules that govern such relationships stay the same, then the same old results are highly likely. In this regard, working on ATF has increased the 'systems thinking skills' (Arnold & Wade, 2017) of key staff members. For example: the ability to clearly define the past behaviour of a system and predict future behaviours; working to see problems from multiple perspectives; and understanding key leverage points which can reduce barriers (e.g. utilising trusted spaces and people).

What is also clear within this REM case is the workings of the local level system to make and shape provision. Enfield, of all the Phase 2 projects, provides one of the clearest examples of

'co-creation' across ATF: the project hands high degrees of trust and control over to a local delivery partner who is best situated to engage the target audience, while Frank and Tim work to facilitate the interests of firstly Meneske & Ozgur, but more indirectly, the female participants themselves whose feedback travels through Meneske to higher levels of programme management management. These system feedback loops are highly effective and would not be fully realised if it were not for the very flexible model of local goals/outcomes that the ATF system has enabled. Some other key themes from the case are further summarised utilising the Action Scales Model below.

Beliefs The beliefs which underlie programme assumptions	• An understanding within Enfield Council that staff may 'get in the way' or that during the community engagement process individuals may tell the council something different than they would a local representative; develops the belief that local individuals with lived-experience are best positioned to engage specific audiences. • An increased respect for local knowledge and understanding among key workers at how to employ place-based within their organisation. • An increased sense of self-efficacy and confidence among female participants who describe being more open and willing to try new things.
Goals The goals the system will work towards & which the structure is designed to realise (i.e. KPIs	• Increased focus on relationship building as a result of the process – strengthened relationships with new and key partners • To test a 'replication' of the CIC managed Women's Wellbeing programme with another community organisation to see if the process focus of place-based approaches can achieve similar outcomes in different contexts.
Structures Structures set rules and give rise to patterns	• An awareness of organisational tendencies and an increased understanding among key staff of how preferences and policies can create barriers for participants, adjusting organisational policy structures, or finding work arounds are important steps to reducing barriers for participants.
Events Symptoms or products of the entire system	• Enfield has shown an increased penchant for engaging uncertainty and taking a 'test and learn' approach. • Female participants show increased interest in physical activity, awareness of health issues, and importance of taking care of oneself as a priority. • Increased understanding among key staff of target audience lived-realities and how programmes can be adapted to reduce barriers for participants.

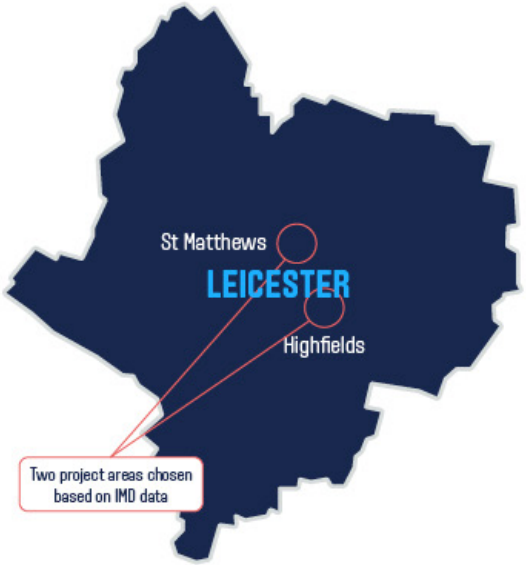
6. REM2, 'Active Women' Leicester: Bottom-up, Community Driven Change

6.1. Leicester Case Introduction

99.81%, of Leicester's participants in the Active Women project identify as female, of which over 85% are from ethnic minority (Global Majority) backgrounds such as Black/Caribbean, Pakistani, or Indian. According to data gathered through the Upshot system, ATF Leicester alone makes up over 30% of participation by Black/Caribbean, Pakistani, Bengali, Arab, Indian and 'other Asian backgrounds' across the entirety of the 25 ATF programmes. One of the most crucial factors that makes Leicester unique is the appointment of locally trusted staff. Across the entirety of the 25 project areas of ATF, only one has hired into a project manager role a Muslim, Pakistani woman: Rukhsana. From the outset, as is evident when viewing the REM storyboard, this was a priority for the strategic team at Leicester City in the Community, the lead organisation of the Active Women programme. Rukhsana is also just one woman who works in the programme, coach Aura who lives near the predominantly Black/Caribbean community of St Matthews and is a member of that community, was hired originally as a part time coach and eventually moved to full time. Crucially, having 'the right person' (local, culturally appropriate, someone who can empathise with the core audience) out within the community and building relationships, has been an absolutely vital part of Leicester success story.

However, the success of the programme cannot be attributed to a single individual, rather how the entirety of the programme has taken many innovative and novel approaches throughout. For example, when granted funds for the community engagement process during the Covid-19 lockdowns of 2021, Alison, the Director of Leicester City in the Community, convinced Leicester City Council (then the lead organisation on the funding application) to give the funds directly to food banks and community centres within the target communities so they could restock their supplies during a time of social crisis and social need. The deal was that, eventually, these food banks, given their depth of trust with participants, would conduct a detailed community engagement report which the programme could benefit from. The results of the eventual consultation recommended the following: 1) women wanted to exercise and socialise with other females, 2) they wanted doorstep sport, 3) they wanted childcare and cultural barriers to be considered, 4) they wanted to engage with people who looked like them, spoke like them, dressed like them, and 5) they wanted support with their mental health and overall well-being. The following REM illustration captures how this has been achieved and the subsequent impacts on people and Place.

6.2. Leicester Case Summary



ACTIVE WOMEN LEICESTER CITY

"We became aware of a national funding bid (ATF) three years ago now. We were working with Leicester City Council and voluntary and community groups in areas of high need and we felt that ATF was something that we could and should be looking at as a viable addition to our charity. So we bought some partners to the table, Leicester City Council was really keen to lead on this area of work and the first stage of the application was to do some real, detailed, in-depth consultation with community members. The Council was really keen to bring in an external consultant to do that consultation, and I was totally against that. I wanted the funding that we had available for that consultation piece, which was about 8 grand to also contribute to making a difference rather than just paying someone to fly in and out again and take the money.

So we also had to grapple with the challenge of how to do consultation during COVID lockdowns. So what we presented to the Council was that we would like to spend the £8000 on supporting the food banks in Leicester, they could use the money to restock their food banks, which was the huge need at that moment in time. But in return they would complete do the in depth community research/engagement for us. We knew that our main focus users would be utilising those food banks and that was one of the only places they were going. So we distributed the £8000 pounds amongst four or five smaller volunteering community sector organisations that were running food banks and engaging with participants and then in return they were able to facilitate the completion of questionnaires. Those organisations supported potential participants to complete them. You know, using Community languages and because these are trusted organisations, they were able to pull together a really detailed consultation report about how we could deliver ATF. The project today is a direct result of that consultation."

Alison Tripney, Community Director, Leicester City In The Community

"You know people from this area, mostly women, they don't go out, they're just in their home and most of them even don't go into the city centre. So it's just High Fields is their area and they've never been taken part in any activities. You know, sports activities, but also other things. But also in the background, you know, there's so much domestic violence happening too, so many of the women are struggling. Many women don't feel safe out walking in the neighbourhood, especially at night, so many of them don't get so much time out of the house. So here, in this area, we have a very unhealthy population because of all this inactivity."

Anita Rao, Centre Manager, Wensley Hall Community Centre

"Women in this in this neighbourhood, they just look after their families. There's nothing else they think about. You know how to feed their families. Look after their husband and children. That's it. They don't look after themselves. They really struggle and they have so many health issues, diabetes, obesity, depression, but they don't go to the GP because they don't have time. They put themselves last because their family always comes first. Even the girls, they may go to college but when they come home and they don't really have a life after that because cultural issues to look after others. That's the expectation put on them."

Shiraza, Volunteer

Community Engagement Grant awarded Winter, 2021

Community Engagement Grant distributed between local organisations to replenish food bank stocks

Local organisations complete detailed community research, aiding participants to fill out forms and even translated into different languages.

Consultation Result

The target audience became women of all ages who showed the greatest need. The consultation showed that:

1. Women wanted to and needed to exercise and socialise with other females.
2. They wanted the programmes to be on their doorstep.
3. They wanted childcare and cultural barriers or understanding to be considered.
4. They wanted to engage with people in the program who looked like them, spoke like them, dressed like them.
5. They wanted physical activity support but also support with their mental health and overall well-being.

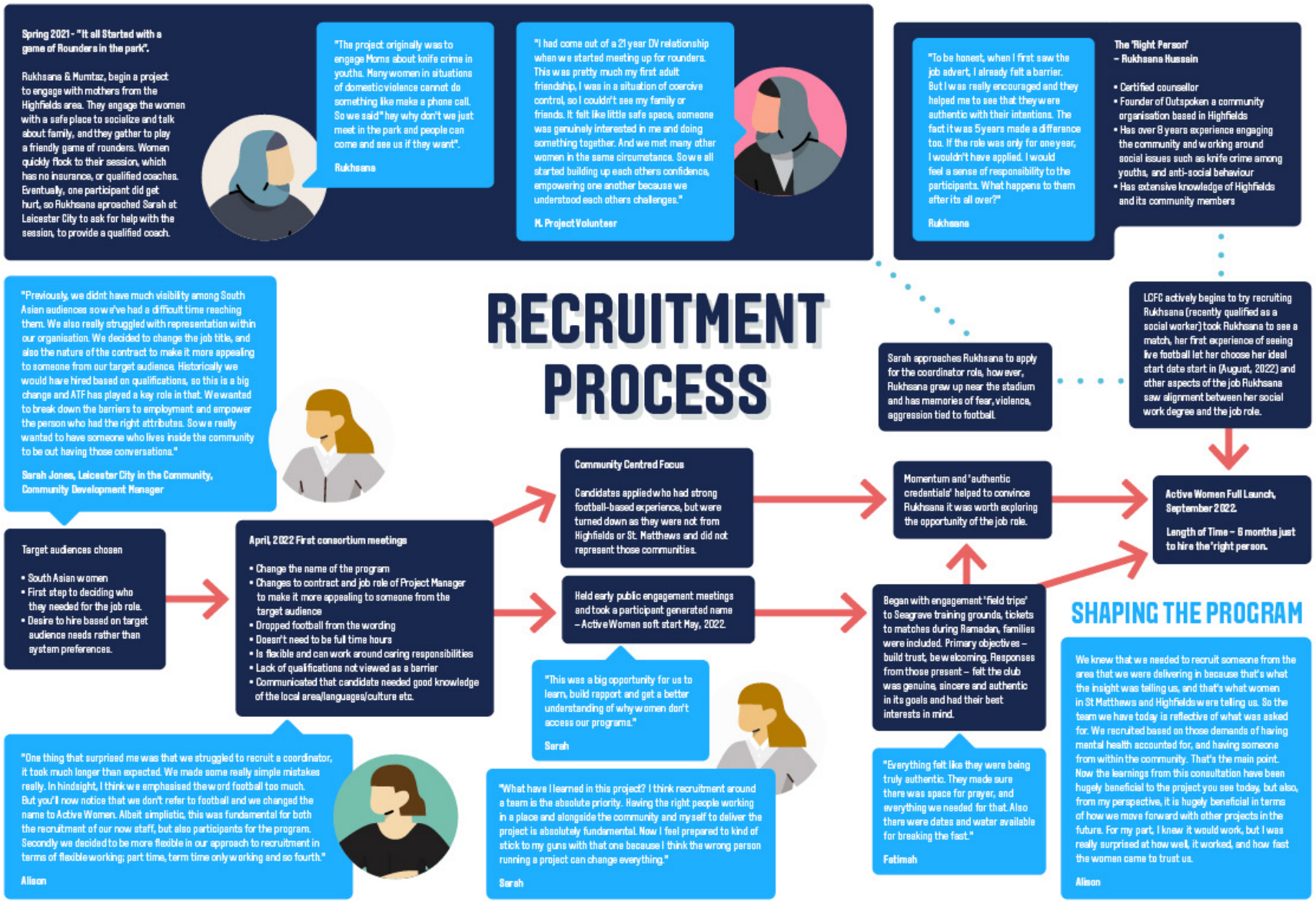
"There were a number of really positive outcomes from the consultation process: One was that we were able to support food banks during that difficult time.

Two was that we were able to get real in depth and quality consultation which we are still using for other funders and programs. So active women is just one result of that report.

Three we were able through this approach to persuade Leicester City Council that we might be better placed to lead on this project."

Alison

Leicester City In The Community Takes Lead Role For ATF.


Spring 2021 - "It all Started with a game of Rounders in the park".
Rukhsana & Mumtaz, begin a project to engage with mothers from the Highfields area. They engage the women with a safe place to socialize and talk about family, and they gather to play a friendly game of rounders. Women quickly flock to their session, which has no insurance, or qualified coaches. Eventually, one participant did get hurt, so Rukhsana approached Sarah at Leicester City to ask for help with the session, to provide a qualified coach.
"The project originally was to engage Moms about knife crime in youths. Many women in situations of domestic violence cannot do something like make a phone call. So we said" hey why don't we just meet in the park and people can come and see us if they want".
Rukhsana
"I had come out of a 21 year DV relationship when we started meeting up for rounders. This was pretty much my first adult friendship, I was in a situation of coercive control, so I couldn't see my family or friends. It felt like little safe space, someone was genuinely interested in me and doing something together. And we met many other women in the same circumstance. So we all started building up each others confidence, empowering one another because we understood each others challenges."
M, Project Volunteer
"To be honest, when I first saw the job advert, I already felt a barrier. But I was really encouraged and they helped me to see that they were authentic with their intentions. The fact it was 5 years made a difference too. If the role was only for one year, I wouldn't have applied. I would feel a sense of responsibility to the participants. What happens to them after its all over?"
Rukhsana
The 'Right Person' – Rukhsana Hussain
• Certified counsellor
• Founder of Outspoken a community organisation based in Highfields
• Has over 8 years experience engaging the community and working around social issues such as knife crime among youths, and anti-social behaviour
• Has extensive knowledge of Highfields and its community members
RECRUITMENT PROCESS
"Previously, we didnt have much visibility among South Asian audiences so we've had a difficult time reaching them. We also really struggled with representation within our organisation. We decided to change the job title, and also the nature of the contract to make it more appealing to someone from our target audience. Historically we would have hired based on qualifications, so this is a big change and ATF has played a key role in that. We wanted to break down the barriers to employment and empower the person who had the right attributes. So we really wanted to have someone who lives inside the community to be out having those conversations."
Sarah Jones, Leicester City in the Community, Community Development Manager
Target audiences chosen
• South Asian women
• First step to deciding who they needed for the job role.
• Desire to hire based on target audience needs rather than system preferences.
April, 2022 First consortium meetings
• Change the name of the program
• Changes to contract and job role of Project Manager to make it more appealing to someone from the target audience
• Dropped football from the wording
• Doesn't need to be full time hours
• Is flexible and can work around caring responsibilities
• Lack of qualifications not viewed as a barrier
• Communicated that candidate needed good knowledge of the local area/languages/culture etc.
"One thing that surprised me was that we struggled to recruit a coordinator, it took much longer than expected. We made some really simple mistakes really. In hindsight, I think we emphasised the word football too much. But you'll now notice that we don't refer to football and we changed the name to Active Women. Albeit simplistic, this was fundamental for both the recruitment of our now staff, but also participants for the program. Secondly we decided to be more flexible in our approach to recruitment in terms of flexible working; part time, term time only working and so fourth."
Alison
Community Centred Focus
Candidates applied who had strong football-based experience, but were turned down as they were not from Highfields or St. Matthews and did not represent those communities.
Held early public engagement meetings and took a participant generated name – Active Women soft start May, 2022.
"This was a big opportunity for us to learn, build rapport and get a better understanding of why women don't access our programs."
Sarah
"What have I learned in this project? I think recruitment around a team is the absolute priority. Having the right people working in a place and alongside the community and myself to deliver the project is absolutely fundamental. Now I feel prepared to kind of stick to my guns with that one because I think the wrong person running a project can change everything."
Sarah
Sarah approaches Rukhsana to apply for the coordinator role, however, Rukhsana grew up near the stadium and has memories of fear, violence, aggression tied to football.
Momentum and 'authentic credentials' helped to convince Rukhsana it was worth exploring the opportunity of the job role.
Began with engagement 'field trips' to Seagrave training grounds, tickets to matches during Ramadan, families were included. Primary objectives – build trust, be welcoming. Responses from those present – felt the club was genuine, sincere and authentic in its goals and had their best interests in mind.
"Everything felt like they were being truly authentic. They made sure there was space for prayer, and everything we needed for that. Also there were dates and water available for breaking the fast."
Fatimah
LCFC actively begins to try recruiting Rukhsana (recently qualified as a social worker) took Rukhsana to see a match, her first experience of seeing live football let her choose her ideal start date start in (August, 2022) and other aspects of the job Rukhsana saw alignment between her social work degree and the job role.
Active Women Full Launch, September 2022.
Length of Time – 6 months just to hire the 'right person.
SHAPING THE PROGRAM
We knew that we needed to recruit someone from the area that we were delivering in because that's what the insight was telling us, and that's what women in St Matthews and Highfields were telling us. So the team we have today is reflective of what was asked for. We recruited based on those demands of having mental health accounted for, and having someone from within the community. That's the main point. Now the learnings from this consultation have been hugely beneficial to the project you see today, but also, from my perspective, it is hugely beneficial in terms of how we move forward with other projects in the future. For my part, I knew it would work, but I was really surprised at how well, it worked, and how fast the women came to trust us.
Alison

THE WIDER PROGRAM

Events

Health and Wellbeing Events (re-occurring) January & September

Sessions Tailored to Women's needs and interests:
- Cut Health
- Healthy Minds
- Menopause
- Award Ceremonies based on Club Values

Tournaments:
- Basketball and Football
- Women gain familiarity with a competitive sporting environment
- Goal to reduced negative associations with sport

Workshops

NHS Peer Support Program Oct 2022

A course for NHS staff on mental health lived experiences which teaches boundaries for those supporting others with mental health issues in unboundaried ways. Rukhsana is developing her own course to offer it again.

Cultural competency training to LCFC staff and partners.

Healthy Goals 12 week programs x 3-4 per year.

"17-18 women signed up immediately and everyone finished. We think the health messaging landed better for this audience rather than something like 'Fit Fans' ".

Rukhsana

Media & Outreach

Rukhsana named one of 8 finalists for BBC Sports Personality Unsung Hero Award Dec, 2022

Regular media around the program (blogs, social media, and the LCFC radio/ podcast) to racism and anti-social behaviour

Rukhsana invited as a key panelist for Muslim Sports Foundation Event Sept, 2023

All programming is on the door step of women from Highfields and St. Matthews with provision split equally between the two areas. As Active Women has increasingly developed trust within the community, women have begun attending sessions in the other ward.

Upskilling & Workforce/ Volunteer Development

11 SESSIONS PER WEEK

Fridays are an important day for us culturally its sort of like Sunday roast dinner. So women have a lot of duties to take care of for the family, cooking, cleaning, things like that, because of this everything needs to wrap up before 12. So we given them a full morning of activity that day, because we know then for the rest of the weekend, they have nothing and totally everything is for their families.

Rukhsana

"What really surprised me? How quickly the women trusted our team, but also how quickly they started playing football! I think that comes from the trust, and also how relatable our coaches are. We have one coaches who aren't footballers, but they're willing to give it a go, then others are too."

Sarah

Football Based Activities (Wednesdays)
- Football (18+)
- Walking Football 40+ September 2023

Friday Activities
- Tea & Coffee Mornings 9am–10 am
- Walk & Talk 10–1030 am
- Rounders 1030-1145 am

Multi-Sport & Exercise:
- Mondays after healthy goals workshops
- Tuesdays in the Mosque
- Wednesday evenings
- Thursday Mornings
- Thursday evening (Basketball)

Exercise means more to our women than active does. Your GP will tell you to be social, or to get some exercise. So we have really tried to align our messaging with the type of thing the women might hear from a GP.

Rukhsana

ITS THE HOW THAT MATTERS! RUKHSANA HUSSAIN ON PROGRAM DESIGN

"I like that its not just show up and play, we do the check in first, and that's a nice way to start, I feel like it gives a chance to make a connection with the others. If I've had a bad day, someone can ask me about it later. Its like that, we support each other."

Majeda, Active Women volunteer

Come As You Are & Checking In

Come as you are, that doesn't mean just how you are dressed, although that's important. We knew we needed to stress this to the women, that you can play sport in your Hijab, or whatever shoes you have. But its more than just about what you're wearing, it also means how you feel.

The check ins come from my counselling background. Its like, OK, we've checked in, we're grounded now and we're ready for the session. When I do the check in, I ask on a scale of one to ten, how does everyone feel or another question. But if I say a 10 or a 9 everyday, then people aren't going to feel comfortable sharing. There's lots of days when I'm a 2, but I'm there anyways. So we don't hide this, and we try to create a space where you can come as you are, how you feel, and you can find a space to express that."

Understanding the Audience
- Women can choose level of engagement, and how often, it is low commitment (necessary for those living with the threat of domestic violence)
- Timings fit around family life and prayer
- Its an open space, not enclosed, like the home.
- Women make friends and are encouraged to help each other, looking for jobs, sharing advice about children.
- They learn about health issues: diabetes, obesity, cancer, depression.
- Women don't feel safe outside so group activities in outdoor spaces is an enormous draw.

The Need For Self Confidence Development:

"Women in Highfields and St. Matthews take care of everyone else first and do not tend to take care of themselves. You have to have the right person for this role, somebody who really understands this about the audience. So we spend so much effort building up the self esteem and self confidence of our participants, because we know this is such a big issue for women in this community. So we knew this was a necessity for our program, to build them up and let them build each other up."

The Reachable Moment & Establishing Boundaries

1. You have to respond to someone and be there when they reach out, when they need that response for the first time.
2. Engage with them on the level at which they are ready for.
3. Respect their pace, they will make themselves available when they are ready.
4. Show empathy, care, compassion build rapport, SEE them, make sure they are comfortable.
5. Set Boundaries - provide structure.

YES show care and compassion, yes be there for them ... but boundaries are the important part, so everybody cant get what they want when they want it, there has to be a time and a place for that. We have to think about that for ourselves too, we cant make someone play football, they have those boundaries and we have to respect that, but there will be a reachable moment when they may be willing to try, they will give the green light when they are ready, you have to look for it.

We have to accept that everyone is the expert of their own lives, we are just facilitating a space for them to help find the answers. The reachable moment is also when they start to realise some of that self worth, that its worth fighting for themselves and they need help with that. Our job isn't to know the answers, its to help them see the answers in themselves.

"One of the reasons I wanted the Peer Support Program to be part of the Active Women was because I learned so much from it myself. I saw that every woman, every person, needs to do that program. It really helped me to understand boundaries. Like, when you live in an enclosed environment for 30-40 years, then suddenly you have this freedom, sometimes you dont know how to behave. Because I understand the communities I am working in, I knew this needed to be part of our program right away because I knew this was a type of support that would be needed as we moved along."

How we Deliver

In terms of how we deliver, its not about the activity. Its about the celebration of people coming to the session and its about acknowledging how difficult that is. So that's kind of the first step and I think a lot of us really just encourage the women to get to that first session. And we dont just jump straight into the session. We take time to recognise everybody and congratulate them for coming down.

We really believe that you have to be socially active before you can be physically active. So how we view participation, is that it occurs in soft steps. The most important thing for us is to create a sense of welcome and belonging, our strength lies in retaining our participants, so that's our priority, to make them feel good about themselves.

Otherwise, we worked to establish a Narrative of Self Care in the program. So for example, Aura teaches about the 5 Ways of Well-Being. For an audience of people that have never heard something like this before, it can be quite impactful.

The Importance of Empathy & Unconditional Positive Regard

"I like when I can to do the registers. I just try to build rapport, show interest in them, and I congratulate them for coming down. Really I just try to see them and make them feel comfortable.

We know its a big deal for them to even just come down. For some of the women, they're not allowed to be here, they may be living in a situation of domestic violence. So when they say hello, its not just hello, its so much more than that!

That's why I like to do the registers, because, I know how hard it is for them to make those first steps, so I just want to be that first point of contact. So really its about having empathy for their situation and then showing them unconditional positive regard, because they might already feel shame for coming down, and we need straight away to communicate that they are welcome here.

Our Welcome Checklist:
- Celebrate their arrival – Respect how hard it is to Take the first step.
- Let them set the pace – Look for the reachable moment.
- Create a sense of welcoming and belonging – come as you are.
- Practice unconditional Positive regard.
- Build social activity first.
- Show empathy and understanding for their situation.
- Teach a narrative of self care.
- Establish boundaries.
- Establish a program to build self confidence.
- Establish a program for Peer-to-peer support

"The long term vision is to be in a place where we can support if needed, but actually the community is self sufficient. So what does that look like? For me that's making sure we have enough participants, people trained in the community, and a cohort of coaches or qualified people who we've developed who can really take on the torch and then pass on the baton to future generations."
Sarah
"So we have a cohort of women now who are ready for their Level 1 coaching or other types of qualifications. And because we know money is an issue, we are looking at things like walk leader training or run leader training."
Alison
WOMENS WELLBEING
FAMILIES & COMMUNITIES
Mumtaz has begun a journey to obtain qualifications around counselling and community work and has worked with Leicester Police about police responses to domestic violence response.
"Taking part in the program, physically and mentally, there have been a lot of changes. In my skin there is a difference. For me it feels like a virtuous circle: you practice sport so you feel better, you feel better so you eat better, you take better care of yourself. Otherwise, it is a vicious cycle, and I have experienced this before. But Active Women gave the first step in this virtuous circle for me. My confidence has improved so much, I get to practise my English, and I have confidence to try new things. I am now in Leicester college doing my GCSEs. I wake up with a big smile on my face everyday for this. AW has helped me to take that step towards coaching as well, so I am now ready to take the Play Makers course. After that, I will do my Level 1 coaching. Then I will start with as a volunteer coach. I feel like so much more is possible now!"
Rabia
WORKFORCE DEVELOPMENT & LOCAL OPPORTUNITY
RIPPLE EFFECTS
"The whole motto here is that it is so inclusive, I have loved the 'come as you are' message, it is so important for this audience. This program has changed my future, it changed how I see my role in the community. Now I am thinking more widely about how I can help other people and what support I can provide to others. The role this program plays in the community now is huge. It gives so much support, I am so proud to be a part of it."
Majeda
Training & Development Completed
• Peer support course
• Playmakers course
• FA coaching level 1
• Majeda will soon begin a MSc in Sport and Community Development
Give structured development to increase professional opportunities for muslim women in sport.
• Finding/seeing potential and giving encouragement.
• Goal setting.
• Building skills, qualifications in volunteers and signpost to pathways/opportunities.
• Building belief and aspirations, empower them to climb up.
• Seeing others, having local role models who inspire.
• Create a community - make sure they are not alone 'swimming against the current'.
Aura - recognising potential and developing opportunities for local women.
Aura lives near the St Matthews area and is deeply familiar with the groups, lived realities, and organisations or the area. Aura came to a volunteer recruitment day and met with Strategic Lead Sarah who recognised her potential. "No way is she going to be a volunteer, we need her in a paid role!" Aura began as a PT coach, and has recently moved to a FT role.
IMPACT ON ORGANISATIONS & STAFF

WOMEN'S WELLBEING → FAMILIES & COMMUNITIES

They Lift Each Other Up - On Agency & Empowerment

"So in Active Women, they started helping each other not just with the sports in mind, but then when they come here they talk about different things in life, so they support each other. Its really that they lift each other up when they come together like this, and the program has allowed this to happen. It's not only their physical and mental health, it has helped. But it has helped the whole family. They come here and they make new friends, they get motivated, they improve their confidence, and that affects their whole family. They learn about healthy cooking, and about the benefits of activity. Really, when you hear their stories, its shocking. It's like they have changed their life within just one or two years. When you talk to individual case studies, you can see the impact has been tremendous."

Anita

A Space For Women To Connect

"Farzana's daughter suddenly stopped walking and the stress caused her daughter to fail her GCSEs, and as a result she failed to get into university. So she was extremely distressed at this point and really dealing with a lot at home. Farzana came to Active Women because she knew me, she just wanted to talk to me personally really about her daughter, because she thought I would understand her. But then quickly, she found other friends in Active Women, and they have helped her too. She doesn't feel comfortable going to the Cricket Club, because they don't offer the same space, the same support that we do, and its not really a space for women."

Rukhsana

Locals Care Best

"I feel like living the community I live in has made all the difference. If they would have hired someone else from outside the community, I think they would have at least 6 months behind where we are now. Why? Its because I have those local connections, I have that insider understanding, I already know what the issues are gonna be. But its also because I care about and love this community. I have 3 daughters, I want to create more opportunity and more spaces for them in the future. Its about changing perceptions of what Muslim women can do and that will change what the future looks like for the women of tomorrow from this area."

Rukhsana

An empowered community will create its own positive feedback loops that generates momentum within local systems.

The Success we have with this project lies in how we retain the women and build trust with them, but then they also become so enthusiastic about the program, so they start to bring their friends and mothers. So they sort of carry on this message within the community.

Mumtaz

An Act of Self Care Is An Act Of Self Preservation – Gendered Burnout At Home

We have one participant, Amina, at the end of the last Healthy Goals workshops we ran, we were sharing in the group. When it came to her turn, she said:

"Nobody knows my place at home, I feel like if I was dead, nobody would miss me, they wouldn't even know I was gone ..."

At that moment, she spoke for every single woman in the room. It was utterly silent. Ok, so she is 50 years old, she has 9 children. Her whole life has been totally about everybody else, she doesn't have any voice, she feels like nobody even sees her at home.

So now this participant is waking up at 5am and going to the park. She does her morning prayers there and then she goes for a 30 minute walk around the park. At the age of 50, for the first time in her life, she is doing something for herself, for her own health and well being. This is the first time as an adult, she's done ONE thing for herself, and its a half an hour walk in the park in the morning.

So I think the biggest and 'most significant change' for the women is the realisation that they need to do something for themselves, that they need to take care of themselves.

Mumtaz

What Is An Active Woman?

1) High Involvement & Sense of belonging
"In the home, they are not part of the circle, but with active women, they sit at the table and are part of the circle." Rukhsana

2) An Active Woman Carries The Message
Women help to relay information and establish positive feedback loops.

3) Transformational Contagion, An Active Woman Lifts Up Her Peers
An Active Woman supports and lifts up her peers and helps others as much as she receives help.

4) An Active Woman Doesn't Need To Be Reminded
She maintains the 'virtuous cycle' on her own.

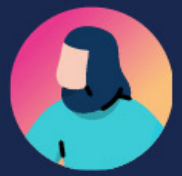
5) An Active Woman Works At Developing Forms Of Control
She makes space for herself.

6) An Active Woman SEES Herself
An Active Woman understands that self care is not selfishness, it is an act of self preservation which also benefits others around her.

MANISHA – ACTIVE WOMAN OF THE YEAR 2023

Manisha is a survivor of Domestic Violence

- Left this situation during Active Women
- Previously had no connections or friendships outside of her relationship
- No prior experience of personal boundaries



Active Woman of the Year 2023

- Has recently completed a half marathon
- Has completed her Run Leader training through Active Together (consortium partner)
- Has begun to establish a new independent life for herself
- 'Comes to everything' and works to empower others

Mental Health Support

She had never experienced boundaries before, because she was so controlled. So she had no idea what that was like, there was no area of her life that couldn't be invaded. So she was like that with other people. So this was one of the first things we needed to establish with her. The thing is, when you find a safe space after trauma, you just want to hide there all the time. So we have really needed to work on this with her. In the past, a coach wouldn't really look at something like mental health. Even somebody that interrupts the session, they might be turned away if they were distracting too much from session goals. It is a challenge to manage this, but this is what our program is, this is the space we offer and it speaks to how much the program matches that original consultation, where women from St. Matthews and Highfields were saying they really needed that type of support.

Rukhsana

Benefits to Mental & Physical Health

"We have a narrative of self care in this program which is totally shaped around wellbeing. So this looks like exercise paired with mental health coaching and healthy eating/lifestyle choices."

Rukhsana

"The women are more physically active, they have more and improved information about diet and exercise, they are losing weight, their blood pressure is down. So some of the women have managed to come off of long term medication, like diabetes medication or anti-depressants because of their participation in the program. So, I have to say, it has benefitted the NHS more than anyone else! Some of our more complex mental health cases, you know, they don't even want to get out of bed in the morning. They used to come only to evening classes because they are taking a lot of medications which make mornings hard for them. But through the support of Active Women, they are now coming to everything including the morning sessions because some of them again have managed to come off those medications. So its really made such a difference for them.

Anita

IMPACT ON ORGANISATIONS & STAFF →

IMPACT ON ORGANISATIONS & STAFF

WESLEY HALL

Anita Rao,
Wesley Hall Centre Manager

Impacts on Wesley Hall:

Wesley Hall has been serving the communities of Spinney Hills and Highfields since 1903. The community centre is situated in the old Wesley Hall Methodist Church in the heart of Highfields. Today it provides mental health services, a food bank, physical and social activity programming, among other services to members of the community.

1. Can be more targeted with their support for those who need it most.
2. Time savings not having to constantly apply for new funding for provision also allows them to focus more on giving better support to those that need it most.
3. Increased quality of service, and increased feelings of gratitude and trust towards them as an organisation.

Alleviating Burden on High Demand Services

For our organisation, we have some people using our mental health services and we have some very complex cases. For example had one woman come here, she lost her husband during Covid. So we have helped her with everything, applying for benefits, child care, housing. So we have cases like that which are quite complex. But also for her to have the support here with Active Woman, is so important, because now she doesn't feel like she is alone, she has other woman to share her story with, and they share together.

But the most important part for us is that, in the past, many women were accessing these services, and we had to spend a lot of time with them. Now, we can signpost them to Active Women, and after some time we are finding that many women stop needing our services, they find the support they need in Active Women. So this allows us to focus more on those severe cases because we don't have to spend as much time with the others.

Sustaining Momentum & Keeping Trust

Previously, we did have some classes here, we used to apply for some small funding. But never more than £500, so we cant do much with that. After the room hire charge, and the tutor cost, you maybe get five or six sessions and then the money has run out. So then again we have to apply for more funding, but there is a gap between the funding, so we lose people and we have to start out encouraging them all over again. But now they have lost interest, so when it stops, it can just totally stop and you lose momentum.

So we lose the momentum, but we also lose their trust like this. So they think next time, "oh its only for a short time so I wont bother". But with health issues, you need the long term impact. Things wont change drastically in one or two months, its not going to kick in instantly. So they need a longer time to get into a healthy routine and see the impact of that over a longer time.

LEICESTER CITY IN THE COMMUNITY

Do you feel as though you will continue with this approach in the future?

Yeah, I do. I genuinely meant what I said earlier around the model or approach we used for this and how that is really helping to show us a way forward for other programming. So what that looks like: consult and engaged organisations in an area and collect responses and really understand the lived experience of our target audience in that area. Then develop a project against that intel and done so through delivery staff who are from the area in which we are wanting to work. If all of our projects operated like that, then we would be in our next level of development. So we are going to use this model and we are using this model in other areas. Simple as it may sound, but this can be replicated, upscaled, for any specific community in any area of high need. It's my belief, so it's already made a difference to us. So yeah, this model and this approach of working with consultation evidence is now something we will be replicating across our new strategy cycle.

Alison

What Would You Replicate In This Process?

- Being Authentic & True To Your Community
- Make people feel included
- Avoid 'box ticking'
- Get away from focussing on numbers
- Build sincere relationships and empowering local people to make the differences they want to see
- Invest in local capacity and opportunity
- Communities need to retain value that is generated
- Strive towards diverse representation at higher levels of strategic authority
- You have to GIVE before you can GET
- Give the support that was asked for, not the support that's more convenient to give
- Keep listening to communities, stay flexible and don't stop adapting
- Build meaningful relationships and make sure you activate Gatekeepers at all levels and layers of the system
- It has to be about community every step of the way

IMPACT ON ORGANISATIONS & STAFF

Working With Partners & Future Projects

I think it's taught us a lot of lessons. Like me personally, the team, but also kind of organizationally as a whole and its transferring outwards to our other partners. We're starting to have conversations with other CEO's that could mean linking with our other Premier League projects, for example, we're part of the Football Welcomes pilot with Amnesty International and the design of ATF is going to influence our Football Welcomes project with them. So it really is having a huge impact on the way that we work now and it's actually causing some some positive conversations within more strict and structured organisations. Some of them find this more challenging and they're referring to us asking "but what's your schedule for the year?" Whereas we're saying, "how can we say what's scheduled for the year if we haven't spoken to the participants yet?" So that needs to happen first. So we're trying to kind of stretch these conversations even further to other, more traditional organisations.

I've got absolute faith in the way that it works, because I've seen it work and every project that I lead on now has this sort of ethos. So, going to the participants first and then bringing it back and designing with them and alongside them. An example of this is through our NCS targeted work. They very much so want a very much a delivery plan for the year. We've been challenged about that a couple of times. So we've had to go back to them and communicate what it is we want to do and how, and what that's important. So, slowly, people are coming round to the idea.

Changes To Organisational Strategy

- **Policy: Grow Your Own:**
  Now we have a policy that 20% of our workforce need to come from sessions - ATF was a big part of making this change
- **Increased Focus On Quality:**
  I think ATF will change the way we work on projects how we write bids in the future. Whereas in the past we might have looked at funding pots come up and then gone out and maybe done a little bit of consultation to get the funds and then gone out to try and deliver. Whereas now we're kind of looking for funding to suit that rather than the opposite way round
- **Increased Capacity For Community Based Working:**
  So now we are developing our strategy around community based working, so that's staff based in community hubs, having staff in a space and in an area working around there. They don't work here, they don't work at home, they're working in a community venue where people are coming to them and seeing them, getting to know them and they get a real feel for what that community needs and how projects can be designed. Active Through Football has had a real impact on the development of that approach.
- **Trust Transfer:**
  Another big thought is just how much community venues and community organisations have been the biggest help. Just having those relationships with them, with community partners, and gaining their trust, that's one of the most important steps. I'll give Women For Change (WFC) as an example, the Somali community really trusts them, as WFC has started to trust us, because of that link we've been able to have staff go into their sessions and then those women will then come to our wider program.

  Works In Progress:
  We are still having some issues in terms of some organisations who don't get on well or don't trust one another that now need to work together. But that's probably a bigger piece of work that we can work towards in years 3-5 as we go along.

Sarah Jones, Leicester City in the Community,
Community Development Manager

What makes this case informative is the degree to which Leicester City in the Community (LCiTC) has taken novel approaches to conduct their community engagement research in the first place, giving directly to foodbanks, and then eventually followed very closely the results from that initial community engagement. The response from women in the communities of Highfields and St Matthews to the programming (over 3400 attendances as of September 2023, in approximately 18 months of delivery) is indicative of the power of co-producing provision with communities. This report has worked to place an emphasis on the subtleties of the programming in Leicester which are finely tuned to the need of the core audience – women – whose daily lived realities needed to be understood. The importance of hiring the right programme manager, which took over six months of steady effort and an adjustment to internal human resource policy, can not be understated. In regard to systems change, the programme has been shaped in a 'locally intelligent' way. This is one of the most significant impacts from ATF system changes: the capacity of the programme to respond to, adapt, and develop provision aligned to the needs and challenges of a very specific target audience. Project Manager Rukhsana is the embodiment of this particular approach, and with her input the project has been shaped in a way that responds to the extreme circumstances such as realities of domestic violence at home, low levels of trust and high levels of deprivation and alienation from public services in general. Utilising the Actions Scales Model below we can consider how the Active Through Football national system has enabled the programme to operate at a local level. The table below categorises some of the reported system changes which have been reported by project coordinators, wider partners, staff, volunteers and participants.

Beliefs The beliefs which underlie programme assumptions	• The **BELIEF** that this was the right approach is not a new thought to Alison Tripney, Director of LCiTC, however, as Sarah Jones had described, due to previous forms of funding and limited time horizons, LCiTC did not always have success or sufficient time to entertain this approach. Given Rukhsana's own barriers towards the job role, considerable effort was needed to recruit her and multiple candidates were turned down in the process. • Using evidence to impact wider partners (NCS targeted work, Premier League projects, Football Welcomes project with Amnesty International) beliefs and encourage them to adopt place-based approaches, and start with questions and engagement rather than answers • Adopted the approach across the entirety of LCiTC's new strategy cycle • Impacting beliefs of women who now see the importance of physical activity and taking care of their physical and mental health + the understanding that PA spaces can be for them, and their families
Goals The goals the system will work towards & which the structure is designed to realise (i.e. KPIs)	• What we see is that the **GOAL** of hiring Rukhsana, based upon the pre-existing belief that this was the right approach, was not made fully realisable until a programme such as Active Through Football came along. • To increase the 'cohort of coaches' by upskilling local women (volunteers) and working them into paid roles over time • Build strong relationships through targeted giving and entering into a mindset of providing and giving which alludes to Investment Based Relationship principles rather than transactional thinking in regards to partner working • Emphasis on shaping a programme which understands local women's needs to overcome barriers socio-cultural and structural barriers (e.g. be sensitive to underlying feelings of guilt, worries of safety and stigma around women's activity and exercise)

Structures Structures set rules and give rise to patterns	• In the process, LCiTC needed to change some of the **STRUCTURES** which stood in their way. The job contract and advertisement, in many ways signals an internal organisational shift which means the LCiTC now understands how to hire from their target audience and what organisational barriers might get in the way when trying to do so. • Increase local control over decision making, individuals with tighter community connections (local feedback loops) can drive the programme forward • Reducing organisational barriers that get in the way • Establish a narrative of self-care and the importance of recognising one's own well-being
Events Symptoms or products of the entire system	• The cascading, downstream **EVENTS** that result from hiring the right person, and acting with genuine, authentic intentions (e.g. supporting local foodbanks to garner trust) can be described as a significant increased in trust between local organisations, participants and LCiTC or the programme as a whole. What is compelling about the project in Leicester is the local interpretation of the project as being highly authentic (a word consistently used by participants towards the programme over multiple research visits). The level of excitement, and genuine feelings of trust between participants and the programme is genuinely felt and communicated by participants, staff, and other organisations who work with the programme. • Increased feelings of trust between participants and the programme • Growing participation rates and decreased effort over time to gather participants • Improved relationships between local organisations and consortium partners (although this is a work in progress in some cases between partners) • Unexpected impacts on local partners – e.g. Wesley Hall can now focus more on providing quality support for complex needs/cases for its support as it can now signpost many individuals towards Active Women which provides enough social support that many women no longer demand Wesley Hall services

7. REM3, 'DE23 Active' Derby: A Whole Systems Approach to Physical Activity Provision

7.1. Derby Case Introduction

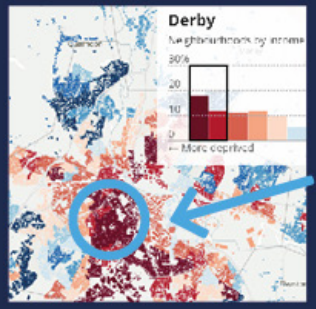
The DE23 Active project is based in the wards of Normanton & Arboretum which has some of the highest population density and proportion of population living with high levels of deprivation in England. Based upon September 2023 attendances uploaded to Upshot, Derby has the largest number of overall attendances for all Phase 2 projects at 4593 total attendances (around 15% of all Phase 2 attendances). Derby alone is responsible for around 20% of all contact hours across Phase 2 projects. This is likely because of the length and types of sessions they run, which is described in the case that follows. Derby also has the second highest number of unique attendances, with 703 participants total engaging with their project (600 of whom are of Pakistani/Muslim origin), only Hull has larger numbers of unique attendances (at 847). But in contrast to Hull, in Derby 63% of attendees are female, 82% from the highest IMD bracket, and around 75% of participants are over the age of 35 with consistent participation rates into the older generations with over 18% of participants being over the age of 55. Derby's success at reaching those in the highest bracket of IMD deprivation is potentially informative, hence its selection as a case here.

According to Upshot data, when contact hours are considered, across all Phase 2 projects, Derby makes up 27% of all contact hours for participants from the IMD 0-20 bracket. The discrepancies between projects are of course a matter of target audience focus, the numbers described here are not used to associate quality with quantity, nor do they insinuate depth of impact, or long-term sustainable change in either case. However, what is important to point out in respects to DE23 Active project (Derby's local ATF identity) is that Derby has managed to achieve a degree of scale while still remaining highly targeted in regard to IMD categories. The project has been deliberately designed to cater to those with more complex challenges in regards to physical activity and as well aims to tackle wider community issues through its provision. The DE23 Active project has catalysed other activities, not all of which it directly funds or is responsible for.

A core part of the case study in Derby is the work delivered by the Derby Health Inequalities Partnership, which conducted community engagement and consultation during Covid-19 lockdowns to understand why individuals from Normanton and Arboretum were not following lock-down advice. The results of this work, and subsequently the investigation to the impacts of high levels of health inequalities within the communities revealed a 9-10 year difference in life expectancy due to wider determinates of inequality (Webster et al., 2022). The issues of high levels of deprivation paired with physical inactivity (as per DHIP's findings) deeply impacted the core ATF staff in Derby who were significantly involved in DHIP's work. As such, the findings have underpinned how they have approached the visioning and delivery of the project. Community Action Derby (CAD), a local infrastructure organisation who was best positioned to engage with the target audiences, took the lead role in the ATF project. Nationwide, Derby is the only ATF programme with a lead organisation from a non-sporting or city council background. Though atypical of wider ATF practice, CAD's priorities and background knowledge oriented towards community development and deprivation relief have transferred well into a physical activity intervention.

7.2. Derby Case Summary

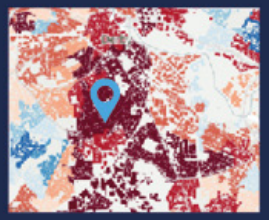
DERBY - INTRO TO PRIMARY SPACES, ORGANISATIONS & PROJECT OVERVIEW



Normanton/Arboretum Derby

- Population 19,800 & 18,600 (2021 Census)
- A population density of 8,750 + 6,250 per km2 of the highest averages in the UK.
- 44% living in IMD decile 1
- 33% living in Health Deprivation Decile 1
- 42% Muslim population

PRIMARY SPACE: PAKISTAN COMMUNITY CENTRE PCC



The PCC is located in the heart of Normanton, it is a safe, trusted space that operates a food bank, and provides a number of social functions. It is one of the primary spaces where the ATF project in Derby functions and offers services to the community.

"The PCC, people were starting to see it in a bad way, like as just another organisation that's doing nothing for us. But nobody was really looking into WHY that was. Really, it was because of a lack of funding, they couldn't really get funding because they didn't have those skills in their leadership. So this is something really huge for the community, ATF, because its really breathed new opportunity into this building and brought a lot of people back into this space."

Amjad

DE23 ACTIVE

Community Action

Community Action Derby (CAD) is an infrastructure organization and the lead organization for ATF. CAD has been integral to the program, during COVID it became a bridge between the community and organizations like the NHS or the Council. Due to austerity and budget cuts, CAD were crippled as an organization and struggling to survive before COVID and ATF.

community one

Together we can make a difference

"We started Community One, because looking around Normanton, there was almost nothing in the way of effective organisations providing community services. Really, in our community there is a lot of resentment, y'know, towards the police, the Council, et cetera, because, we have a lot of community trauma built up over the years. So that's why so many projects fail, its because people just don't trust those outside organisations. Our intention was always to be a proactive organisation that provides community specific support and interventions that are designed by or delivered by lived experience. So lived experience was the essential element of what we were trying to do. But then came COVID, I remember it vividly. It was in the second week of the first lockdown. The coroner called a meeting at the mosque with our leadership, there were about 10 or 12 people there. And what the coroner said was " our prediction is that COVID is going to disproportionately affect your community, you need to be prepared and there's a real possibility that it might, even we might have to do mass graves..."

So that really for us it was like it was that point we thought, wow, we need to mobilise straight away. So we formed a specialist BAME alliance with about 16 or 17 grassroots organisations that operated in the area and we got going. Then, probably about the 4th week Derby City Council were coordinating a Community Hub with Community Action Derby and they approached us to join forces. But that was hard, we had a lot of frustration and lack of trust between our community and the council, in the end we decided to link up and formalise our alliance with the City Council, and this really was sort of the start of the Derby Health Inequalities Partnership (DHIP)."

Amjad Ashraf, Community One

BACKGROUND 'PLACE-BASED' WORK

dhip

Derby Health Inequalities Partnership

CONNECT : EDUCATE : EMPOWER

Derby Health Inequalities Partnership was formed to provide guidance around why residents of Normanton/Arboretum were not following COVID guidance. The guidance followed the Community Engagement format, and utilised a 'Community Connector Model' which, because of its success, was later re-deployed for Active Through Football.

A Health Inequalities Partnership was created in Derby to respond to national evidence of stark disparities in COVID-19 morbidity and mortality, particularly among vulnerable and disadvantaged groups. It is jointly led by Derby City Council (the local authority) and Community Action Derby. The Partnership is using community-based participatory research (CBPR) methods to collect and share the voices of people who have experienced unfair and avoidable differences in health. (see Webster, Dunn & Horsley, 2022)

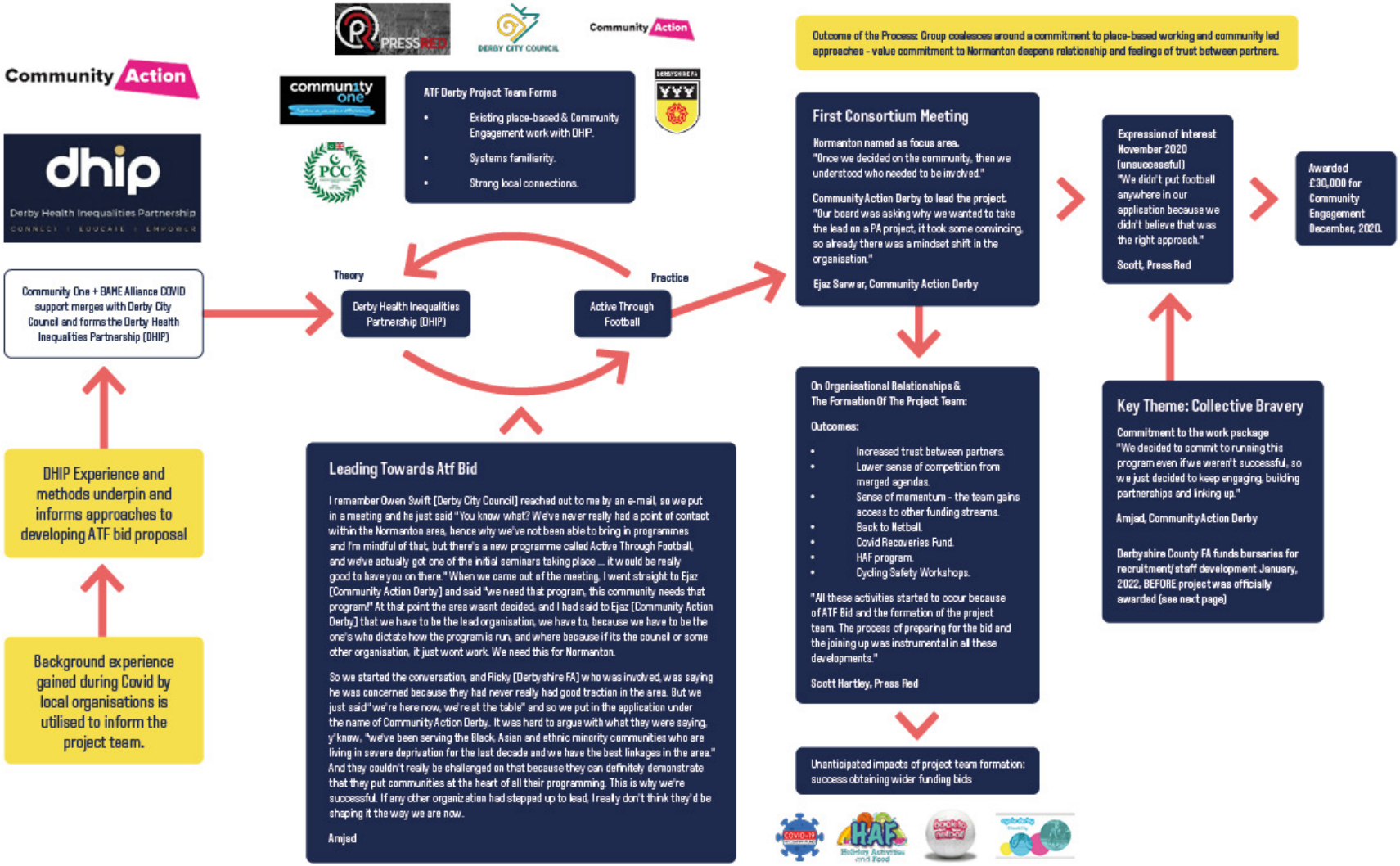
I was co-chair of DHIP, when we were approached by the council during the Covid lockdowns, straight away we told them the obvious:

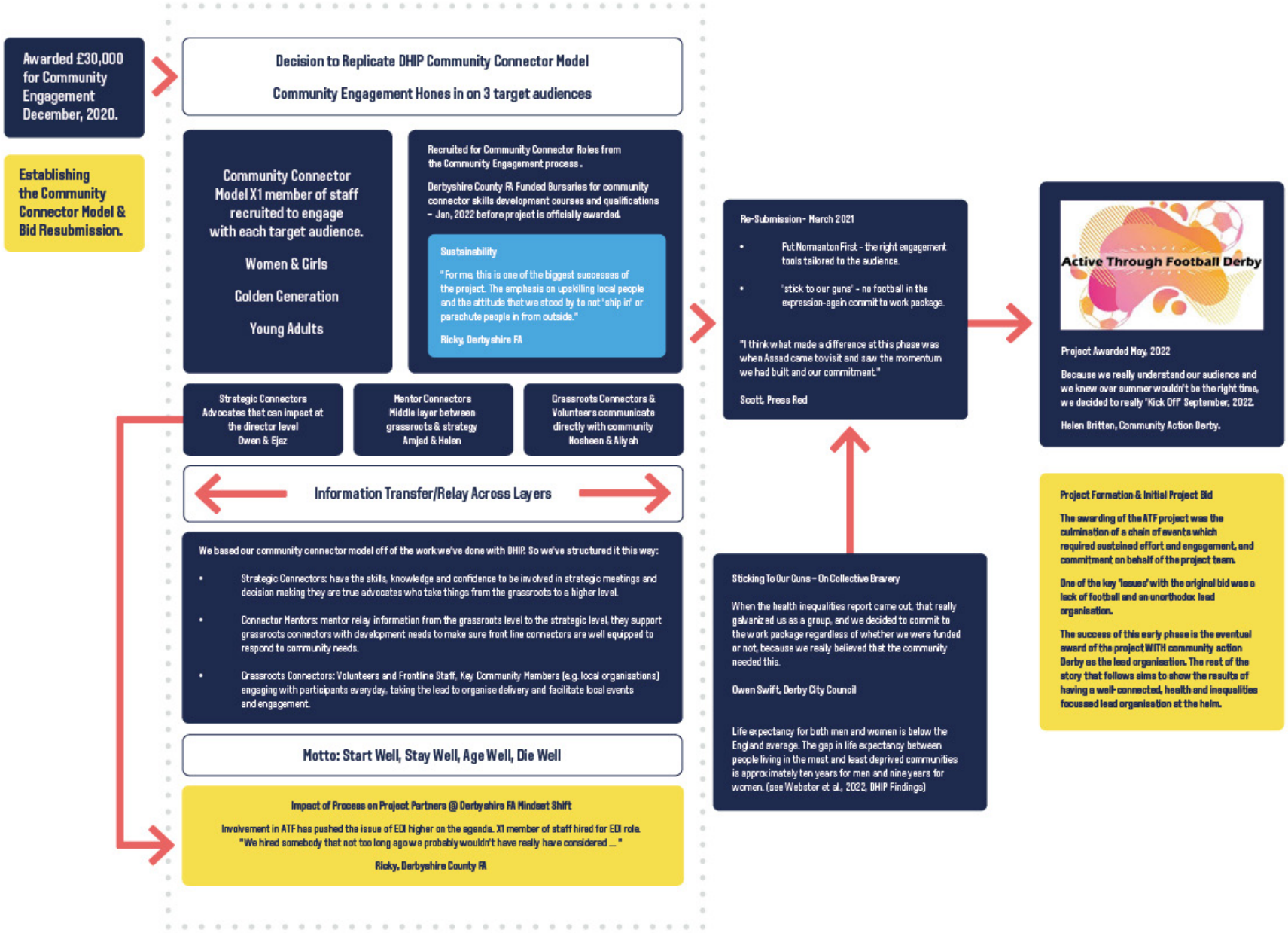
- Use community languages
- Use trusted organisations to transfer the message
- Stats and data wont work, you need to educate communities

So we took on an advisory role and we were ensured we could hold them to account if they didn't follow through. Feedback from the consultation just showed the high levels of mistrust, anger, resentment, feelings of frustration, suspicion and unfairness which prevented community members from coming forward. Working on this consultation, and everything I learned from it just showed me and deepened my belief that, you cant tackle health inequalities without tackling deprivation. You can replace health inequalities with anything else too, crime or education for example, and come to the same conclusion.

Amjad

ATF - PROJECT FORMATION




Awarded £30,000 for Community Engagement December, 2020.
Establishing the Community Connector Model & Bid Resubmission.
Decision to Replicate DHIP Community Connector Model
Community Engagement Hones in on 3 target audiences
Community Connector Model X1 member of staff recruited to engage with each target audience.
Women & Girls
Golden Generation
Young Adults
Recruited for Community Connector Roles from the Community Engagement process.
Derbyshire County FA Funded Bursaries for community connector skills development courses and qualifications – Jan, 2022 before project is officially awarded.
Sustainability
"For me, this is one of the biggest successes of the project. The emphasis on upskilling local people and the attitude that we stood by to not 'ship in' or parachute people in from outside."
Ricky, Derbyshire FA
Strategic Connectors Advocates that can impact at the director level Owen & Ejaz
Mentor Connectors Middle layer between grassroots & strategy Amjad & Helen
Grassroots Connectors & Volunteers communicate directly with community Nosheen & Aliyah
Information Transfer/Relay Across Layers
We based our community connector model off of the work we've done with DHIP. So we've structured it this way:
Strategic Connectors: have the skills, knowledge and confidence to be involved in strategic meetings and decision making they are true advocates who take things from the grassroots to a higher level.
Connector Mentors: mentor relay information from the grassroots level to the strategic level, they support grassroots connectors with development needs to make sure front line connectors are well equipped to respond to community needs.
Grassroots Connectors: Volunteers and Frontline Staff, Key Community Members (e.g. local organisations) engaging with participants everyday, taking the lead to organise delivery and facilitate local events and engagement.
Motto: Start Well, Stay Well, Age Well, Die Well
Impact of Process on Project Partners @ Derbyshire FA Mindset Shift
Involvement in ATF has pushed the issue of EDI higher on the agenda. X1 member of staff hired for EDI role.
"We hired somebody that not too long ago we probably wouldn't have really have considered ..."
Ricky, Derbyshire County FA
Re-Submission - March 2021
Put Normanton First - the right engagement tools tailored to the audience.
'stick to our guns' - no football in the expression-again commit to work package.
"I think what made a difference at this phase was when Assad came to visit and saw the momentum we had built and our commitment."
Scott, Press Red
Sticking To Our Guns – On Collective Bravery
When the health inequalities report came out, that really galvanized us as a group, and we decided to commit to the work package regardless of whether we were funded or not, because we really believed that the community needed this.
Owen Swift, Derby City Council
Life expectancy for both men and women is below the England average. The gap in life expectancy between people living in the most and least deprived communities is approximately ten years for men and nine years for women. (see Webster et al., 2022, DHIP Findings)
Active Through Football Derby
Project Awarded May, 2022
Because we really understand our audience and we knew over summer wouldn't be the right time, we decided to really 'Kick Off' September, 2022.
Helen Britten, Community Action Derby.
Project Formation & Initial Project Bid
The awarding of the ATF project was the culmination of a chain of events which required sustained effort and engagement, and commitment on behalf of the project team.
One of the key 'issues' with the original bid was a lack of football and an unorthodox lead organisation.
The success of this early phase is the eventual award of the project WITH community action Derby as the lead organisation. The rest of the story that follows aims to show the results of having a well-connected, health and inequalities focussed lead organisation at the helm.

PROJECT OVERVIEW

There are many initiatives in Derby that are deliberately working to create change locally in Normanton & Arboretum, the following pages highlight some (not all) of the wider program initiatives.

1. The Role Of Community Connectors.
2. Shaping a Health & Inequalities Centred Program.
3. Working With Faith Leaders.
4. Emerging Program Goals: Create More Safe Spaces (Morways).
5. Suggested Long Term Impacts of the project.

DHP Experience & Background

Theory

Derby Health Inequalities Partnership (DHIP)

Practice

Active Through Football

ATF Project Team Formation

Unanticipated impacts of project team formation: success obtaining wider funding bids

2
Working To Move The Dial on Local Inequalities
Influence of DHIP Health Inequalities Report on Shaping an Inequalities Focussed Program.

Leading on Local Systems Change – Influencing Wider Systems

3
Working With Imams - Imams Leading The Way

4
Results of Initial Consultation – We Want More Safe Spaces!

4
Morays Swimming

3
Mother & Daughter Boxercise

3
Setting up The First Session – Yoga (The Fatwa)

Expression of Interest November 2020 (unsuccessful)

Awarded £30,000 for Community Engagement December, 2020

Community Connector Model

Women & Girls	Golden Generation	Young Adults
Strategic Connector	Mentor Connectors	Grassroots & Volunteers

Impacts on Project Partners – mindset shift @ Derbyshire FA

Re-Submission – March 2021

Active Through Football Derby

'Kick Off' September, 2022

DE23 ACTIVE
Identity Change

2
Shaping a Health and Inequalities Focussed Program

5
Long term impacts

Flows of Information

Strategic Connectors | Mentor Connectors | Grassroots & Volunteers

1
Role of Community Connectors: Engage, Listen, Learn, Educate, 'Help The Community', Relay Information to Higher Strategic Levels

1
Volunteer Recruitment

1 Community Connector Model in Action: On Patience, Learning, listening, educating, and ongoing community engagement

Length Of Time & Emphatic Listening: listening with the intent to understand, both intellectually and emotionally.

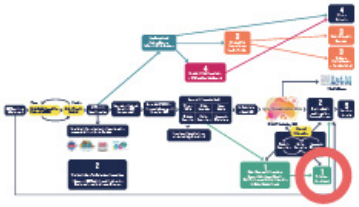
It was hard at the at the beginning to transition into doing physical activity, we transitioned very slowly, it wasn't the timetable we have now. In the beginning it was very much just yoga on a Monday, then we incorporated a chair base activity within our 'warm hub' activity, at the start we were very much so focussed on the social element first. So, for six months I just did the engagement period where ladies would come in here, and they would ask for like knitting or crocheting activities, and they would sit here and do all of that.
And that's how the engagement started, that's how the conversation started. We started presenting to them, with flip charts about Active Through Football, like "hey, this is what's coming, what kind of stuff would you like?" Funny thing was, they didn't really know, they had never really thought about it before, but they did identify some issues, like, "my joints hurt or I've got back pain" or "I've got shoulder pain." So we identified as a group some chair based activities for the Colden Generation. But then yoga, boxercise & kickboxing, walk & talk, swimming, all of that came from the participants. So that was a six month period where we were doing very minimal exercise, but we were having a lot of conversations which helped us to develop the program.

Nosheen

Connectors As Educators

The women were just coming to the walk and talk in little Dolly shoes in the middle of November. They were freezing at the end of it. So that was just having conversations around what was appropriate footwear, and coming with water bottles, so it was very gradual, the relationship that we built with them because then after a few days after a few weeks the walk & talk went from 5 to 11, then to over 17 participants, so the numbers gradually grew. And again I think it was just to down to the engagement that we did in the beginning. Again, in the beginning we weren't doing any physical activity, whereas now we've got a whole timetable. But at the start it was very much to trail and error, let's see if we can implement this or that. So it was just learning, taking notes and just trying to see what works.

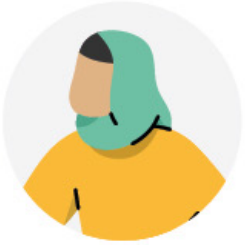
Nosheen



Volunteer & Staff Recruitment

Currently my role is to source female instructors for our sessions and make sure that they come into the community with the same goals and visions that we've got, rather than just trying to bring in anyone with a personal training background. We work with we have to be mindful of who we bring in. They have to be really attentive, some of our participants have underlying health and mental health conditions that we are supporting with, as well, one of the things that surprised me, was how offensive the women found it when someone was translating. I found that feedback quite informative. So I think it was just having all these learning experiences and then embedding them into the instructor that we're bringing in, or volunteer we are developing. For someone from the golden generation or the non working stay at home moms, we need to pay attention to those language preferences because then there's a higher engagement level the ladies don't feel like its just a 'tick box' activity, they know someone's actually listening to them and cared about what they want. So the warm hub and all our programming, it isn't driven by us, it's been driven by the participants. So they like to tell us what initiative or programme they like to see next or what they would need help and support with. I take that back to Amjad and then it's Amjad's job to find the funds to be able to help us out.

Nosheen
– Active Communities Coordinator



Nadhira
– Volunteer

Finding & Investing in 'The Right Person'

Its just so important to have the right person delivering our sessions. Like, with Nadhira, she isn't the typical person you'd think of to be a sports delivery coach. So when the ladies show up for the first time, they can be pretty surprised, like, "You're the one delivering the session!?" And she will just say, "yeah, so you've got no excuses! If I can play football, of course you can too!"

Aliyah, Community Action Derby

Structured Volunteer Development

One of the main things learned for us in the program is how vital volunteers are. So workforce development is integral for out journey.

Helen, Community Action Derby

- 12 women & 6 men.
- Completed training - First Aid, NHS Peer Support.
- Stepping Over The Sidelines.
- Chair Based Exercise (in progress).
- Mental Health First Aid - X3 volunteers.
- Hypertension Blood Pressure Training.

After I had my children I was diagnosed with diabetes. So, I am constantly battling that. When this program came along, I started coming to Yoga, and I was coming here more and more often. I was coming regularly and doing other things, getting involved, like helping to fill out the registration forms, helping to translate them. I was just here, listening to the ladies, helping them with everything. Because I was trying to be involved, Nosheen saw that and asked me if I would be interested in any training they had going and eventually I did the Stepping Over The Sideline training. I was really interested in it. Also, I am a PE instructor for primary children, so I know a lot of mothers in the area. So this helps me to engage with them more deeply too.

Have you noticed any big changes over your involvement with the program? What have been your peak moments?

At the start, a lot of women at first they were very reluctant, they were saying "we can't play football" but we assured them it wasn't just football, there would be other games. So it would just be an introduction. And we are finding NOW that the women are very competitive! The numbers have been increasing significantly over the weeks, so its just been building. We have seen a lot of women, different faces all the time, and now even more because they start to trust us, many have started to come more regularly. And its not just the activity, like high or low intensity, its all the other organizations and services here. For me its about helping the women, going away and knowing that I was the one who made that difference, it means a lot to me. I knew that I wanted to make a difference for more than just myself. We I see them out in the park, I get this sense of pride and contribution to the community, that I am able to do something to make a difference for others.

SHAPING A HEALTH & INEQUALITIES CENTRED PROGRAM

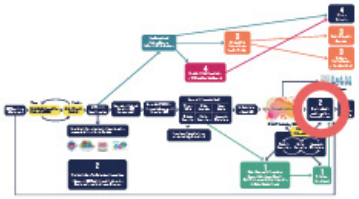
2 Shaping A Health Centred Program

There are five clinical areas where there's major inequalities for Black, Asian ethnic minority communities and we have shaped our program around DRIVES or pushes which work to inform our community on these issues as part of our programming. We are trying to work on all these issues, through health education and promotion.

1. **Maternity:** there is a massive disparity in prenatal complications, postnatal births, still births.
2. **Early sign symptoms of cancer:** BAME communities come forward often when its far too late, also there's a direct link proven between physical inactivity and cancer, which BAME communities have some of the lowest levels of activity.
3. **Chronic respiratory disease:** the major drivers are smoking, so there's huge inequality in smoking cessation, the services that public health offer in terms of smoking its come out recently that around 90% of the quit smoking campaigns are targeted at white British communities. It's a really, really scary stuff. And what they're saying is that they cant engage with us!? This is our next DRIVE on things like damp and smoking. So for example, our households in this area are more likely to have damp because we find it colder outside, we don't open the windows or people might be struggling to heat their home. So its educating around that.
4. **Severe mental illness:** many members of the community just don't have this information, and they may have been living with a member of family, just struggling through it all alone, even when it comes to mental well-being more generally.
5. **Hypertension, blood pressure and stroke:** this is our current DRIVE in the warm spaces hub.

So within our programmes we'll do knowledge and awareness of hypertension or blood pressure and we do weekly readings. So we've got our volunteers again, our community connectors that are trained up by the NHS to do blood pressure monitoring, NHS have provided us with blood pressure monitors that we can that we use in our sessions. We've been able to do all this on a budget of £500, but with our all our connectors and really people from the Community, everyone has been been flooding in here to get in their their blood pressure taken when they could go up the road from the pharmacy. But no, that's part of the NHS. There's a trust issue. We've done more blood pressure readings than all of the pharmacies in our area combined!

A conversation with Amjad Ashraf



Example: Tuesday Warm Spaces Hub – A Whole Systems Approach

So our warm hub could get over 50 participants on some days, but this comes with a lot of other initiatives which we bundle all together for the day. So, there's blood pressure checks, a neuro-diversity specialist, we've had mental health awareness days, as well as the PA stuff, like chair based exercises or yoga.

1. **Greetings & Health Drive:** For Tuesdays, Aliya will stay with the new participants because she manages Upshot data, but she helps them through the whole process, if they cant speak English, she will help them fill out the form. Once they've done that, they can do their blood pressure checks, so that's in the corner we've got for hypertension. So we've had 6 volunteers trained up for the blood pressure work and advice (e.g. to see a GP). Otherwise, they may just advise on healthy eating and cooking, we culturally specific menus, all in our languages (how to make a healthy curry, etc.).
2. **Activities:** After that we run our first session of chair based activities and football fit from 11-12. Shiraza runs football fit, Asma and I do the chair based stuff. Afterwards, the ladies that have done the first sessions often sit down and knit together.
3. **Nested Services For Greater Ease Of Access:**

- **Mental Health Services:** We have a lady named Mageena in that is our counsellor and she will be having mental health conversations with everybody. Mageena is there from 10-12. So I can direct anyone at her as well for 15 minute time slots or longer if needed.
- We recognised a massive gap in treatment and advice for Neurodivergence within BAME communities and we were told by the local authority to signpost to established organisations. We tried to do that, but our communities weren't going that way and they were saying no because of the trust issue. And when we reached out to these organisations they were all saying how much they struggled to engage with BAME groups. So we formed a partnership and were granted funding by the commissioners of the Integrated Care Board to deliver a Neuro-divergent hub. So Derbyshire autism services are the lead organisation a project coordinator has been recruited, for ATF. Amjad
- **Heritage Program:** Then we have another lady called Sabah, and she works on the Heritage programme, she is doing interviews with people that migrated to the UK between the 50s and the 80s. So she started back in June or July, and again, she was just building a relationship with the participants, then letting them know about her job, letting them know what she'll be doing. And I think in October now, she started to conduct those interviews. So she spent a lengthy period getting to know them, which was part of our coaching, just because in the end she might be asking about private information, like about their status when they moved here, things like that.
- **English Confidence Lessons:** So with Sharifa, they can do English confidence lessons. She's a social worker and she got in contact with Amjad to come down and help with ladies that need support with their English. So they started, for example, with just helping some of the ladies to fill out their own ATF forms, and like understanding basic forms, because this can be a big issue for them accessing other services if they don't have that confidence.
- **Neurodiversity Hub:** Then we have ANOTHER lady named Myriam, and she's part of our neurodiversity hub, so she will come and speak to participants and parents here about anyone in their family that might be struggling with a child, a grandparent, a nephew, who may have neurodiversity needs. She'll be able to sign-post and assist them.

So that'll be happening in one corner, and then otherwise, there'll be refreshments and tea and coffee in one and everyone will be socialising. So there's a lot of little different pods around. And I feel like, someone might come for something like the heritage programme or a mental health check, or go to one room for the neurodiversity, but then we can swiftly get them into a physical activity because I could speak to them about how PA could help with some of their issues. But Mageena has her own funding, Sabah has her own funding, etc. ATF would just probably pay for Asma's time to do the chair based exercise. The warm hub portion pays for the food element and stuff like that. But I think, for me, what we are trying to do here is have a holistic approach to how we engage them about health. So they may come in for a PA session, but then maybe they might also use the food bank, or one of the other services on-site.

A Conversation with Nosheen Ali, Active Communities Coordinator.

It took us over 6 months to develop the program at this level. At first, it really was just like, opening up the space to the women for knitting, and socialising, things like that. When we introduced the idea of PA to them, they were really apprehensive.

Nosheen

ATF funding plays a key role in the development of the HUB which attracts vital Health and social service partnerships leading to effective co-locating and increased community access to fundamental health information and services.

WORKING WITH IMAMS

3 Imams Leading The Way – Community Action Derby

Working with Mosques:

- Bringing Imams together
- Past projects on mental health & domestic violence
- "Without this movement we are never going to achieve long term behaviour change. We need Imams around the table so we can work with them and get them on board with PA. Scott, Press Red

Amjad took Imams to the Muslim Sports Foundation Active Sunnah Conference

- We learned that prophet was very much into sports like archery and he was racing horseback with his wife.

For the Pakistani community, family influence is a big thing. So because I come from a family that does a lot of business, and supports the Mosque, that influence allows me to be able to have conversations at the highest level within the mosques and with Imams. There's a massive barrier there for anybody else to have those conversations. So that that plays a significant role in our ability to work around educating Muslim communities and even Imams about the value of physical activity, and to see the direct link with Islam.

Amjad

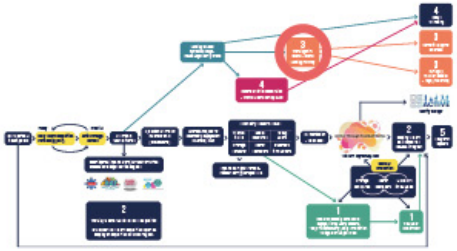
Promoting Mother & Daughter Boxercise

So we had conversations, myself and Amjad with some Imams at the mosque. We had been working on a mother-daughter boxercise class because the younger cohort wanted something a bit more active. So through those conversations, they announced the class we had developed in front of around 2000 people in attendance! After the announcement, we got like 10 participants just from that. So it just showed me that those 10 participants, we wouldn't have had access to them if we hadn't partnered up with the mosque because the mosque is their safe space, and they trust the people there, and if the Imam is telling about this, then they can feel safe trying it.

Aliyah

Our projects with the Imams was really confirmed at the Active Sunnah conference. I didn't realize before what a big role the mosque and the madrassas play in getting the community together for things like physical activity, so we've tapped into some of that now. So I think we've got them on board just so that they can start echoing that its ok to let women go and do physical activity. It's not forbidden, it's not frowned upon. And I think by getting the Imams to say that, then the majority of these husbands and men couldn't say to their wives like 'why are you doing that?' Because we should be working to get rid of the stigma associated with physical activity for women.

Nosheen



Locally Intelligent Methods - The Fatwā فتوى

The very first session our ladies asked for was Yoga. But since partition in 1947, Hindus and Muslims have had regular violent exchanges in South Asia. Between India and Pakistan, there is deep sense of mistrust and even regular racial violence (in South Asia) and especially poor treatment of Muslims in India. Yoga, a Hindu tradition, was requested as an activity for Muslim women. For approval, Amjad, had to ask the local Imam for a Fatw [religious exception] to allow the women to participate. Amjad has unique access to local Imams through family connections, which outsiders could not possibly replicate. This story demonstrates the necessity of situated, local knowledge to solve uniquely local issues. This was the first such engagement with Imams around sport in the area which is now ongoing.

Co-created Activities: Participants asked for yoga, Derby Well-Being offers the well-being portion of the offer, The Pakistan Community Centre (PCC) offers the space as a trusted local environment, ATF provides the coach.

Working with faith leaders has increased the visibility of the ATF programme in Derby, an immediate impact of this initiative. However, the longer term implications of this work is to have a cohort of faith leaders who are sympathetic to and supportive of specifically health focussed physical activity interventions.

The success of this initiative would not be possible without localized connections - an outsider (for example) could not replicate the same results. As the stream of work shows, Imams can be highly influential at stimulating participation and giving permission which can reduce stigma around women's health in particular.

EMERGING PROGRAM GOALS: CREATING MORE SAFE SPACES

4 Emerging Program Goals: Creating More Safe Spaces

Going Back To our initial consultation we see a lot in there about "safe spaces". We've been getting push back in the community about this 'you haven't created any NEW safe spaces other than the ones we already had'. So its become an important new focus for us strategically. Because we are struggling for safe spaces in Normanton. We cant afford not listen to that feedback.

Scott, Press Red

MORWAYS SWIMMING

Results of Initial Consultation – We Want More Safe Spaces!

Impacts on Participants

Swimming is the activity they like the most. That's the activity that got many of them involved in the program. For example, Nuria, she's someone who's quite shy and reserved, she's very religious. She came to me like, "I wanna do swimming. Put me on the registration!" On the day she was like "I'm just here to watch. I'm not here to participate. Nothing like that." And then she went in and she saw all these women wearing Hijabs like her, there was a female lifeguard, and many women from her own community. There were women who were older than her and she was looking at what they were wearing and thought: "If they can do it, why can't I do it?" I think for her, she felt like that judgement that she would get from her community was gone. She didn't feel like she was gonna get judged. It felt like a safe space. That was the minute when, I feel like I really gained her trust as being a community development officer and she was like, "Oh my God, actually, you know what? I'm just gonna, I wanna jump in, I wanna jump in the pool!"

Aliyah

In the end, when things like this happen, all those months of work is gone. It takes months to build trust, but only a second to lose it! Through this issues, we have lost 14 attendees over time who just feel like all the incidents, one after the other, they're just too much, so they stopped coming even though they loved it.

Aliyah

Negative Feedback Loops – Cultural Expectations and Experiences of Exclusion.

The swimming issue is a good examples of all the barriers that the community faces. Because it's been brought to light is good in one respect, because we can work to rectify the issues, but I think for me it's brought so many hidden barriers to light that people in Normanton have to go through. But it's nice to know we're in a position where we could potentially overcome them.

Nosheen

October 2022

First Day of Swimming March, 2023 Issue #1

Issue #2 Male Staff Member Enters Pool Area During Female Only Hours And Refuses To Leave

Beginning of Cultural Competency Training By ATF Staff For Morways (Summer, 2023)

Issue #3 Male Civilian Enters Female Change Rooms Oct, 2023

Ongoing Sessions & Development

Engagement Period

So the women were really asking for swimming, we've been working with a group of them since October, 2022. And that was very much so just initial conversations, like what they could wear, and things like that. Amjad

Before swimming even started, they attended a session here where we asked them if they're all OK with clothing, with footwear if they had any questions. We had a few participants that were unsure about what to wear. So I myself walked with them into town and helped them with their outfits that they could wear, so like modest swimwear that they could wear for swimming. So I think there was a lot of hand holding in it, but I think we needed that in the beginning.

Nosheen

Admin Error

The first issue with Morways was the admin error. We had booked the whole pool for our group, but because of the error it was advertised as open to the general public. Members of the public DID show up, and the lifeguard on duty took their side. Then, some of the women from the public were saying "we're not getting into the pool with THEM", to try and rectify the issue, the lifeguard put up a rope to separate the groups. So it was pretty humiliating, we lost a bunch of women because of it. That was the very first session, yeah, the very first swimming session.

Aliyah

Cultural Competency Training

It was actually that Morways [Sports Village] also originally approached us, because British Swimming was trying to make a push to make pools more accessible, but its been very much so a tick-box exercise. The manager, he has been forthcoming and is on board, but the organisational system is not capable of making the shift in the same way. So where we are at now, after some really bad incidents, is that we are providing cultural competency training for their staff, and really working to develop their level of awareness and improve their systems to cater to the audience.

Amjad

Building Up Trust & Resilience - Key Assets

I think we would have lost a lot of the women if we didn't already have their trust, because it takes years to build trust, but it takes one second to break it. I feel like to me, a lot of the women, they love swimming a lot of them are quite resilient. They do not want someone else destroying that piece of happiness for them. But then there are others who clearly feel that, for them, Morways or Everyone Active, they feel like it's not an organization that is for them. Morways has other women focused sessions, but they don't attend those. Why is that? Because they feel safe with us. They feel like their complaints are going to be heard.

Aliyah

Key Lessons For Systems Change

- Top Cover – having connections with Morways senior management has opened doors to work on a more in-depth level with the organisation (e.g. to provide cultural competency training)
- Local accountability feedback loops - Locally situated delivery partners and staff have 'tighter' feedback loops - when something goes wrong, they quickly hear about it, the risk however is that the organisation or staff member themselves becomes associated with the issue.
- Trust & negative feedback loops - Trust can be very quickly lost during bad experiences due to the strength of negative feedback loops (e.g. cultural expectations of exclusion).

REFLECTIONS ON LONG TERM CHANGES

5 Reflections on Long Term Changes & Ongoing Challenges

Shift In Mindsets & Reducing Stigma Around Physical Activity

To me the biggest shift that I think we are going to see is mindset, that's one of the biggest ones. I remember we used to have this engagement session which was called 'Knit & Nat" for the golden generation who were 50 and above. They used to just come here to knit and just to chat. That was literally all they did and brought their teas and coffees. I remember when we tried to implement some form of physical activity, they were very hesitant to do anything. So that was January, and now, fast forward to March and we started to bring in physical activities, like chair based activities, into the sessions, so there are multiple things happening, not just knit and nat. It was a very slow start, but we warmed them to it, and now so many more women have started to join in."

Nosheen

I think one of the big issues is that worry about being judged by their own community because there's some kind of like stigma attached to a woman of a certain age exercising. They just find it embarrassing. I just remember that they think exercising is quite embarrassing when we first started. They were worried if they did it, that they would be ostracized from their own community. So they were like "could you imagine if somebody saw me!?" So, I feel like now that mindset has shifted during ATF, I know for sure, that for many of the women, the embarrassment is gone. They get quite excited for chair based exercises to a point where they want another session. So now we've got two sessions in the Community Hub every week just so no one misses out on them. And like that shift in mindset, just from January to now, that's really changed already.

Aliyah

Impacts on Primary Spaces in the community

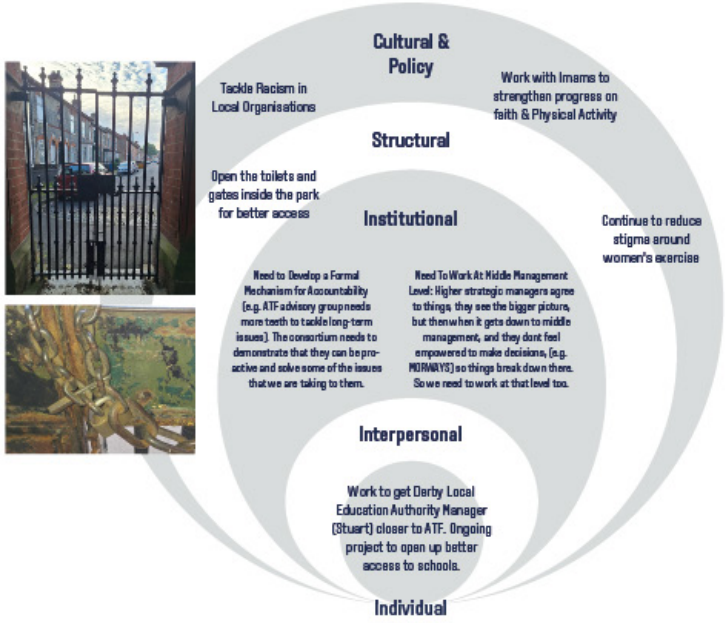
Pakistan Community Centre (PCC) is now working to permanently embed PA within their organisation. Renovation plans to include a dedicated PA space are in development.

Learning Reflections For Derby City Council

"We were probably knowledgeable broadly of the community in terms of statistics of deprivation, some cultural aspects... but not like we have now in terms of our knowledge of HOW to do things to make a difference. We have a much better understanding of how to take action now. So we know now that its all the behind the scenes work, the preparation, that makes the difference and we know we need to expect that to be the case going forward."

Owen Swift, Derby City Council

Ongoing Work



Ongoing Challenges: Risk of Losing Credibility

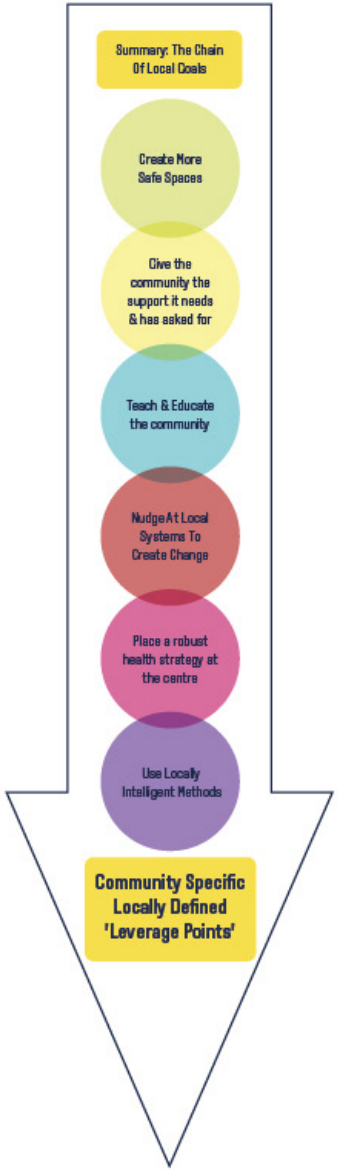
- Cant open the gates in Arboretum park & toilet/change room facilities next to 3G pitch for sessions [history of anti-social behaviour]
- Cant get the Sherwin Club next to PCC to open their space [insinuations of racism]
- Shaftsbury area Leisure Centre - being torn down for possible housing development: "Place-shaping community engagement work to soon begin with Nosheen and Aliyah to lead. Goal to explore what the site could be and how it could be reclaimed.

"If we lose Shaftsbury to housing development, the loss of trust will be almost immediate. 'We had a group in place to change that and they couldn't". Scott, Press Red

Concerns Over Reputational Damage

A lot of organisations talk about doing place-based work, but really it amounts to just consultation. Organisations from outside the community know that they wont be held accountable, how can people from these communities do that? Whereas for me, being from this community, I am always thinking about my reputation, because we come promising change, and people hold me to that! So when people talk about the project, I dont want it to be that they will say it was such a shame that a strong consortium weren't able to unlock spaces, they weren't even able to unlock their own gates! So far we've been able to manage this situation, but it's on our backs and this is what we recognise is that there's a real risk for reputational damage. The community wants impacts and I worry our community centre's reputation might be tarnished because of, you know, we are too much at the forefront of the program, so we are associated with, not being able to unlock to toilets.

Amjad



Across the project in Derby, there is clear evidence of mindsets shifting within partner organisations and other stakeholders. The project is actively working to 'get on board' influential members of the local community, such as Imams, to acquire religious support for things like women's health through physical activity. CAD and local staff members retain the bulk of the value created during the programme, either through paid work opportunities for local people, the opportunity to build experience and know-how within their organisations, but also in regards to their trusted reputation in the community. CAD's own board of directors were concerned about taking on a project of this nature. One of the most significant changes in beliefs within this case, is within CAD's management structures, who now see the relevance of the programme, and how sport can strengthen wider developmental social goals and tackle health-related issues. Within CAD, it is clear that sport and physical activity now has a firm role to play within their wider programming.

However, this case study, more so than in other areas, also revealed a high degree of frustration and at times disappointment. The programme came with high promise, given that it was to be controlled and delivered by local community organisations with a strong track record. During its engagement period, it created a significant feeling of optimism, this was because the consortium consisted of strong and well-intentioned organisations that had high levels of strategic influence to (quite literally) open gates and public facilities that are long term issues for the general public. While the project benefits from the strong local connections from Community Action Derby, Community One, and the Pakistani Community Centre, each of these organisations is becoming increasingly worried about the lack of progress on highly visible issues (such as access to facilities or the loss of access to older facilities). Run locally by staff who live in the areas, the system 'feedback loops' are very responsive. This is both a strength and a risk. The more that high-level strategic goals are delayed, or not met, the more a risk of community disillusion could grow.

Nonetheless, what is clear is that DE23 Active is creating local change by addressing the core of what underpins community issues: a lack of safe spaces for physical activity and access to other facilities; a lack of 'community specific' resources and spaces to educate the public about health, well-being and physical activity with trusted people to provide advice about services available to them; the knowledge and information gap between policy makers and local communities; the cultural perceptions of sport and activity, especially for women. The following table provides a summary of these system changes.

Beliefs **The beliefs which underlie programme assumptions**	• **Working to change the mindset that normalises deprivation and that nothing will ever change!** • **Reducing negative perceptions and stigma attached to physical activity for women and the elderly** • **Influencing the beliefs of programme partners (e.g. Derbyshire FA hiring an EDI staff member based on community understanding rather than qualifications)** • **Working to change the view that mosques are only spaces for worship to open more trusted community spaces for PA** • **Challenging the idea that the council is the 'authority' who knows best about what works for communities** • **Working to change the beliefs and culture of external organisations through steady engagement and training** • **Increased understanding of the value of physical activity among key local organisations (e.g. Community Action Derby or Pakistan Community Centre)**

Goals The goals the system will work towards & which the structure is designed to realise (i.e. KPIs)	• Work at the high strategic level possible to increase safe spaces available to members of the community (Morways example) • To show progress on some of the major systemic issues within the next 6 months (such as safe spaces, or access to closed spaces such as gates, toilets and change rooms) • To deepen the connections between faith and physical activity through working with Imams to transfer learning from the Muslim Sports Foundation Active Sunnah conference • To increase the skills and capacity of local volunteers and staff to delivery future physical activity provision
Structures Structures set rules and give rise to patterns	• Increased collaboration and coproduction between wider organisations who have joined up to tackle health inequalities together through reducing barriers to access • Greater capacity to respond to participant and community feedback due to ATF's increased flexibility around provision • Increased accountability through highly localised feedback loops
Events Symptoms or products of the entire system	• Significant increase in participation by Muslim audiences and especially among women, and those who are 55+ • Increased access by target population to health related advice and services • Increased access to spaces previously not visited by Muslim audiences such as Morways (most participants had never been to a swimming pool before) • Pakistan Community Centre (through involvement and influence of ATF) now wants to renovate to include a dedicated PA space • Residents have increased knowledge of the value of physical activity, and how to participate (what to wear, activities, etc.) • Increased resiliency among target population to continue and sustain physical activity

8. 10 Leverage Points for Systems Change

As a programme, Active Through Football has generated a multitude of impacts through 'doing things differently'. The purpose of this section is to summarise these findings into 10 leverage points that are evidenced within sections 4-7. Leverage points are points within a system where making a change can have a significant effect on the overall behaviour of that system. The leverage points identified should be understood as interrelated, and the order that they are presented in does not indicate importance or chronology; such judgements should be reserved for specific ATF programme systems.

8.1. LP1: Funding duration

One of the most significant leverage points, which programme staff consistently referred to throughout data collection, was the length of time projects had to create change. Many programme managers reported having higher levels of job satisfaction and enthusiasm for the role given that they believed change was more realistic within a longer timeframe. Their willingness to embrace innovation and openness to learning can see identified as a direct result of the funding duration. While for participants and other stakeholders, many described that the length of funding significantly increasingly their willingness to invest their own time and resources. Fundamentally, it is clear that a longer funding duration enabled programmes to take the required time to build relationships and trust with key stakeholders within the community, with compounding benefits to the programme that should not be underestimated.

8.2. LP2: Create opportunities and encourage reflexive practice

Reflexive practice enables staff to become more organisationally self-aware and conscious of how their own organisations create challenges. Encouraging reflexive practice also indicates a willingness of staff and organisations to revisit long-held beliefs about what works or does not work, and to improve their practice by addressing assumptive thinking. The Enfield case study [(Section 5)] is indicative of much ATF practice in providing programme managers and other staff with *'time to learn ourselves'* (Frank). The capacity and time to reflect across project areas has led to key programme staff learning about their own organisational tendencies and preferences. ATF has significantly stimulated the capacity to develop this awareness through specific aspects of programme design, for example: 1) the funding duration provided to projects, and 2) the peer support provided through the community of learning [(see LP9)].

8.3. LP3: Adapt policies, procedures, and documentation

This report has indicated a number of examples across the project areas of the local level, and as well at the national level where managers have invested considerable time and effort to critically examine their own organisations (e.g. LP2). For example, at the national level ATF redesigned the assessment matrix used to evaluate initial programme applications and invited to resubmit their funding proposals after feedback if unsuccessful. This change of process was much to the benefit of the Phase 2 projects, many of whom *'hit the ground running stronger because they had a really concentrated focused effort with feedback from us'* (Anna). Local level examples from the case studies show that Leicester revisited their internal HR policies to make it possible to hire 'the right

person' (see LP4 below). Enfield began offering physical in alternative spaces (e.g. community centres), translated and adjusted participant registration forms, and ensured a well-connected local delivery partner were central to decision making. Documents, policies and procedures that are not open to adaptation can unhelpfully 'bind' the system into place, distort the true value or programmes, and can frustrate even well-intentioned plans if not adapted.

8.4. LP4: Appoint the 'right person' for the community

The importance of having the 'right person' as a project manager is very clear in cases one and two, and one of the most fundamental leverage points identified through ATF. Crucially, it is an individuals' cultural identity and knowledge that makes them well placed to engage specific communities, not their sporting qualifications. Results from multiple participatory research workshops and interviews with participants indicated that female coaches and role models recruited from within the community had significantly impacted other women's engagement and participation in ATF. Seeing female leaders and delivery staff in these roles helped shift the mindset of women, some of whom reported no recent participation in sport or physical activity. This is because seeing a culturally 'similar' individual in a position of responsibility advocating physical activity can significantly shift the perception that physical activity is for 'someone like me'. Furthermore, such local representation also benefits the programmes capacity to understand local needs and develop accordingly.

8.5. LP5: Retain programme value through capacity building

Capacity building can ensure the maximal retention of generated project value within communities (e.g., skills, experience, knowhow, connections, leadership qualities, CV benefits). This has been the focus of ATFs workforce development, though it is also goes beyond ATF volunteers or programme staff. For example, London CIC and key workers Ozgur and Meneske [(Case 1)] in Enfield have accumulated experience, credibility, and further trustworthiness throughout the course of the ATF programme. ATF has helped to sustain Community Action Derby as a key community asset when funding reductions had severely impacted its organisational capacity. The Pakistani Community Centre has been revived as an organisation through ATF which has increased footfall and helped to demonstrate its value to the community. Rukhsana's career has been bolstered by ATF, with the direct value generated from the project (increased profile, experience, financial benefit) retained by an individual who resides within the community and will continue to make an impact there. Capacity building is therefore central to effective programme development and implementation, and also crucially the sustain longer term impact of ATF.

8.6. LP6: Shift decision making power

A decentralised approach to ATF project development, implementation and management are evident in each of the presented cases. Crucially, increased levels of capacity for project management staff to make decisions can improve the significantly responsiveness of system feedback loops. The result is a programme which can also adapt to feedback more adequately and respond with high degrees of flexibility. For example, Meneske and Ozgur were given freedom to recruit their own Turkish speaking coaches and health specialists which were more fitting for their target audience needs. The London CIC example is particularly interesting given the high degrees of autonomy Ozgur and Menske have to develop the project and make decisions which they feel are right for their audience. In Derby the project has solved complex religious considerations which

presented barriers to women's physical activity through work with religious leaders. These actions are the result of high degrees of decentralised decision making capacity and organisational trust, where key local project staff are empowered to respond to local problems using their accumulated local intelligence.

8.7. LP7: Focus on building trust throughout the system

Trust in others' decision making clearly underpins leverage point five. For those who are physically inactive and do not consider that 'sport is for them', becoming socially and physically active can be stressful and anxiety inducing. ATF programmes who have succeeded in engaging inactive audiences are those who have valued the building of trusting relationships with participants. For example, Derby spent six months engaging with their female group of participants via 'Chill n Chai' and 'Knit & Nat' sessions before gradually introducing physical activity. Nosheen and Aliyah invested significant time educating participants about footwear, swimwear, or types of activities to help them overcome specific barriers or perceptions. Many other ATF programmes have developed healthy eating material or other 'added value' sessions with nutritionists, physiotherapists, or mental health specialists. An additional benefit of educational aspects within programme design is to increase participants level of trust between sessions leaders, other participants, and the programme in general. Furthermore, these social aspects of participants' experience were highlighted throughout the evaluation as having a significant impact repeat participation, as many participants valued the fun and social side of taking part as much as the activity itself.

8.8. LP8: Ready the system for change

Programmes have invested considerable effort to influence the mindsets of project volunteers, consortia members, and wider stakeholders to create change. As Owen Swift, Derby City Council, described *'it's all the background work that makes the difference'*. Sarah Jones in Leicester described how she frequently tries to influence others' thinking, asking *'how can we say what's scheduled for the year if we haven't spoken to participants yet'* in order to educate partners on the fundamentals of place-based working. As the example of the three REM cases has shown, stimulating system change can be a challenging and time-consuming task, requiring careful attention to local system stakeholders needs and lived experience. The work around tackling the stigma associated with women's physical activity has been a particularly salient aspect of the three presented cases. These changes required the 'right staff' (LP4), often engaging with unconventional organisations and partners, to deliver activities and support that would usually be unjustifiable in a conventional community sport delivery programme. The result however is that project participants now see physical activity as something *'for people like me'* because of the changes to several aspects of their local system.

8.9. LP9: Embed programme learning functions

ATFs programme structure has provided ample opportunity for learning and exchange across the programme. The community of learning, bi-annual reviews, 'buddy system', Sport England's relationship managers, and LBU's evaluation work have spread the culture and ethos of place-based working. As Section 4 indicated, learning is a hallmark aspect of ATF and many programme managers value these learning and development opportunities. The effect of these learning functions for ATF staff is a peer support network which encourages reflection, sharing of effective practices, and collaborative problem solving. The processes of learning and change can be

challenging and uncomfortable for staff who have established patterns of work, or who are based in organisations less open to change. Therefore, the development of learning functions benefit from a culture of openness and transparency through which staff can reflect upon what is going well, but crucially also, what can be learned from failure.

8.10. LP10: Embed information exchange and relay across layers of the system and within the consortia

Derby's 'connector model' provides an example of a formal developed model of information flow and exchange across the programme. The model indicates clear roles for grassroots, mentor, and strategic connectors. Bottom-up, place-based, learning focussed programmes, such as ATF, cannot afford to lose insight from delivery staff. Generated insights (e.g. learning, reflections, concerns, barriers, or feedback) that are lost or delayed compromises a systems adaptability and project momentum. As Aliyah stated when described the multiple challenges they have encountered with their Morways provision: 'it takes months to build trust, but only a second to lose it'. In this instance, news of the bad experiences was escalated to higher strategic levels via the connector model. While at the strategic level the director of Morways understood the issues, middle management and front-line staff were either unknowledgeable or openly unreceptive to changes hence the initiation of cultural competency training for Morways staff by Community Action Derby. An example of ineffective information exchange is found in Morways – front line staff were unknowledgeable of agreements made between DE23 and Morways and resisted even the simplest adjustments such as signage and female only spaces. The importance of clearly outlined processes of communication become all the more important in multi-institutional, consortia-based projects which, in the absence of such a strategy, risk losing the communities trust through a lack of responsiveness to issues or evolving needs.

8.11. Summary

To summarise, the above 10 leverage points represent the types of changes reported or witnessed across the three selected in-depth case areas and other phase two ATF projects. The leverage points summarise adjustments made at both the national level and local level which have been highly beneficial to creating change locally. The leverage points also summarise changes which have been uniquely present within ATF programmes and enabled as a result of ATFs overall project design given the increased time allowances and place-based approach. While there have been many informative and varied examples of change to draw from across ATF, the report has focussed on distilling findings into leverage points that are intentionally applicable across contexts. To conclude, the 10 leverage points are both indicators and enablers of change across programme areas.

9. Conclusion

This report will conclude by revisiting and answering its four outlined evaluation questions which were presented in Section 1.2. In Section 8 the report outlined 10 Leverage Points (LPs) for systems change when working to address physical inequalities in deprived communities. These LPs have been generated through observations made as a result of the research programme. Through interviews with project managers, key staff and wider stakeholders, the research programme has indicated change based upon project stakeholders prior experiences either working on or participating in programmes. Section 4 presented some of these findings which have been utilised to provide examples of reported change within project areas. The developed LPs contrast significantly when compared to the reported past experiences of programme stakeholders, or observed changes that were evidently visible across multiple project areas.

Q1 – How and in what ways has ATF enabled innovative and impactful ways of working?

When considering innovating and impactful ways of working, the most impactful aspects of ATF's programme design has been the length of time projects have to engage with and learn from communities (LP1). However, closely corresponding to this has been the formal learning functions embedded into the programme (LP9) which has aided in spreading innovation and the cultural ethos of ATF. ATF has benefitted from incorporating 'multiple perspectives' within programmes via the consortium approach which is a core element of a system thinking mindset (Arnold & Wade, 2017). This has helped to encourage innovative problem solving and communication with external partners who work together towards shared goals (LP10). Finally, the encouragement towards reflexive practice (LP2) has meant that workers have been able to identify many internal leverage points for change within their own practice and organisations. Case 1 demonstrates clearly the effectiveness of learning and reflection by key programme staff and outlines how mindset changes have impacted the approaches and results of Active Enfield.

Q2 – How has ATF funding facilitated systems change and impact in different project areas?

ATF has facilitated systems change through its often unintentional attention to structural details. LP3 (adapting policies, procedures and documentation) is a primary example of how the programme has stimulated systems change by interrogating the power embedded within formal procedures and documentation. Successful projects in ATF will be those who leave a legacy within their programme areas. In regard to legacy, the provided case examples are arguably exemplary as they have focussed on who benefits from projects and how to ensure that communities retain generated programme value through capacity building and career progression (LP5). Where local organisations and individuals retain the generated value of the programme, the greater the local capacity to create further opportunity and change over time. Further to this point, as LP4 asserts, the 'right person' can have a tremendous impact upon a place-based programme where community engagement, trust and relationship building are some of the core demands of the job role. The flexibility and time allowances of ATF have made it much more possible than in the past to hire the right person. Case 2 describes the impact and effect of this approach while on the other hand Case 3 demonstrates similar findings around 'the right organisation' rather than the right individual.

Q3 – What are the wider impacts (intended and unintended) of these system changes?

The 'downstream' impacts of the above noted leverage points are events such as increased levels

of empowerment for local level actors (LP6), increased feelings of trust (LP7) between programme and participants and improved participant experiences. The unintended impacts of the programme have also led to changes within wider partnered organisations who have gained time and efficiency as ATF has helped to alleviate burdens placed on critical services. Across the programme areas there is ample evidence of mindset shifts and spreading of influence (LP8). These shifts in mindset within key members of staff and organisations such as County FAs, wider project partners, within faith institutions, or local councils, will likely have an ongoing positive impact. Just as ATF has been shaped by the Local Delivery Pilots where ATFs place-based working principles were derived, so too can ATF attain a similar level of influence, especially within traditionally football-specific community organisations.

Q4 – How can complex systems change be documented and communicated to better understand and learn from ATF programmes?

This report has benefitted from a blended approach to data collection which has involved participatory Ripple Effects Mapping workshops as well as more traditional qualitative research approaches (interviews, focus groups, and site visit observations). The REM workshops helped to reveal an understanding of change which is multi-perspectival. However, the approach also benefitted from follow-up in-depth research which helped to further explore the nuance and context surrounding changes reported during the REM sessions. Sections 2 and 3 outlined analytical tools and approaches this evaluative research. These sections have significantly guided the research process by indicating how systems can be understood and how complex or subtle forms of change can be demonstrated. The research has suggested that programmes which seek to demonstrate change within their local areas can present, through their case studies, evidence of the 10 LPs, or draw from the developed frameworks and approaches outlined in Sections 2 and 3.

9.1. Closing comments

This report summarises thus far examples of system change and impact which have occurred across ATF phase two programme areas which can be clearly attributed to ATF. The difficulty of asserting and expressing attribution (the effects of the programme) and systemic change (which benefits from longitudinal data) is not to be underestimated. As such the findings of this evaluation indicate only what can be confidently reported just two years into a five-year project. Given that ATF programmes were not initially established with system change as a specific strategic objective or focus for implementation, the examples of systems change and impact evidenced, here over a relatively short space of time, demonstrate clear and desirable momentum towards addressing the complex challenge of reducing physical inactivity in deprived communities.

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Appendices

a) Conducting A REM Workshop

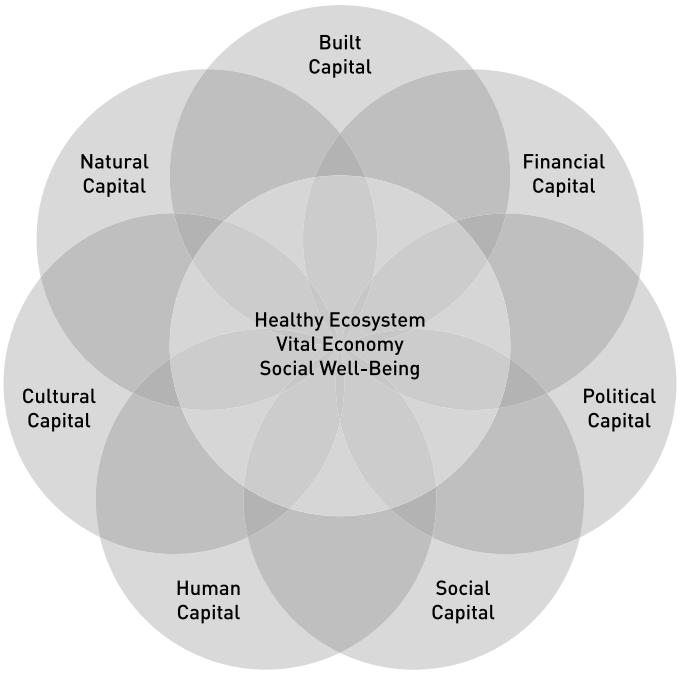
REM workshops typically involved those who work closely with a programme or are impacted by it. For the workshops in the selected case areas, this included the ATF management team (strategic level & wider consortium, project managers, and frontline staff) it also included volunteers (such as community champions) and participants, the workshops in some cases included external delivery focussed staff, or other wider stakeholders (police, grassroots community representatives, etc.). The lead researcher worked closely with the local ATF project manager to bring together the key stakeholders for the workshop. Generally, the REM workshops ranged between 8-15 participants. The time allotted for the REM workshops was 120-180 minutes. Below is a rough outline of the process followed and indicative timings.

- Introduction to Workshop (10-15 minutes)
  - oIntroduction to Researcher & Roundtable Introductions
  - oWhat is the research for?
  - oA 'systems primer' to introduce key ideas
- Formation of Groups & Exercise 1 (15-20 minutes)
  - Map 'frustrations', 'barriers' & Improvements onto the Social Determinates of Health model (Dahlgren & Whitehead, 1991) participants respond with sticky notes:
    - In the past, what barriers and/or frustrations did you experience in regards to developing or partaking in physical activity?
    - What about ATF or the active women programme has helped to change/overcome these barriers or issues?
- Peer To Peer Interviewing (10-15 minutes)
  - Participants are divided into groups of 2 or 3 & given a sheet containing a set of interview questions (including follow up questions) such as:
    - What is a meaningful experience you have had with the programme to date?
  - Participants take turns interviewing one another for 6-8 minutes each
- Group Feedback & Mapping (60-90 minutes)
  - Participants relay their stories (meaningful experiences or impacts of the programme) to the group, these are mapped on a timeline by the researcher on large sheets of paper
  - The short, medium and long term dimensions and downstream effects are considered
- Session Conclusion & Reflection (15-20 minutes)
  - Discussion: What have you learned? What will you do within the next 6 months?

Participation in this research process often stimulated a deeper reflection among participants about the core meaning of their programme, about which activities were highly beneficial, and how collectively the group of stakeholders saw some outcomes as important as opposed to others. The sessions also gave a certain type of energy through a heightened sense of the programmes impacts seen from multiple perspectives.

b) Community Capitals Framework (CCF)

REM workshops have in many cases applied the CCF to categorise the impacts of a programme upon a locality. The CCF declares that community well-being is an ecosystem which requires various types of capital which all act together.



The Community Capitals Framework (see Chazdon et al., 2015)

- **Natural** – the value provided to communities by local landscapes and the environment (e.g. greenspaces, natural resources, or cleanliness of the environment)
- **Built** – The built/urban environment can either hinder or enable wellbeing (e.g. the cramped urban geography or inner cities are often not conducive to well-being)
- **Financial** – The financial wellbeing of individuals and local businesses which can enable local development now and in the future.
- **Political** – The level of political activity and empowerment or access to power brokers.
- Social – The 'glue' that holds communities together, social bonds, a sense of togetherness & connection between residents.
- **Human** – Developed human capacity, the skills or local human resources to tackle issues. Increased knowledge, skills and entrepreneurship.
- **Cultural** – Festivals, the arts, tradition, community language, religion.

c) Sport England 'People and Places: the story of doing it differently'

In Sport England's learnings from the Local Delivery Pilots (LDPs) the People and Places report has outlined a number of practical aspects of systems change which are useful framings in

terms of 'behaviour traits' that may be found across the cases presented. These traits are telling examples of situations where organisations, individuals, staff members or volunteers may be acting differently in response to changes happening locally as a result of the ATF funding stream.

1. **Shared purpose or 'merged agendas'** between local organisations for increased collaboration and effective coproduction.
2. **Understanding lived experience:** an increased empathetic capacity of programmes or organisations to make meaningful adjustments to programming which shows an understanding of participants daily barriers and challenges.
3. **Distributed Leadership:** strong leadership and organisational flexibility to give decision making and control to less senior staff.
4. **Capacity & Time To Reflect:** project managers don't often have time to reflect on and learn from a project, they are stuck in a conveyor belt of delivery and funding applications. Having the capacity to learn from projects, or to try new approaches can help to solve problems rather than just repeating old behaviours.
5. **Top Cover:** projects need to have 'cover' from higher strategic managers who support their cause and can escalate issues when needed. This can also include top cover from grassroots gatekeepers, or other highly influential people.
6. **Test & Learn:** typically projects are risk adverse and not willing to try new approaches when results need to be delivered. The behaviour of trying out new things, is indicative of an innovative spirit which can achieve new and interesting results.
7. **Power Shift:** empowerment of grassroots actors or staff members to be leaders (throughout every level of the system). Getting away from transactional relationships and moving towards **Investment Based Relationships.**
8. **Having The Right Conversations:** building trust, finding the right people and asking the right questions can change the outcome of a programme.
9. **Understanding The System You're Trying To Shape:** an implicit understanding of how a locality functions, IMD statistics cannot tell the whole story.
10. **Starting With Questions, Not Answers:** coming to communities with questions rather than assumptions about what will work best, for whom and why.