

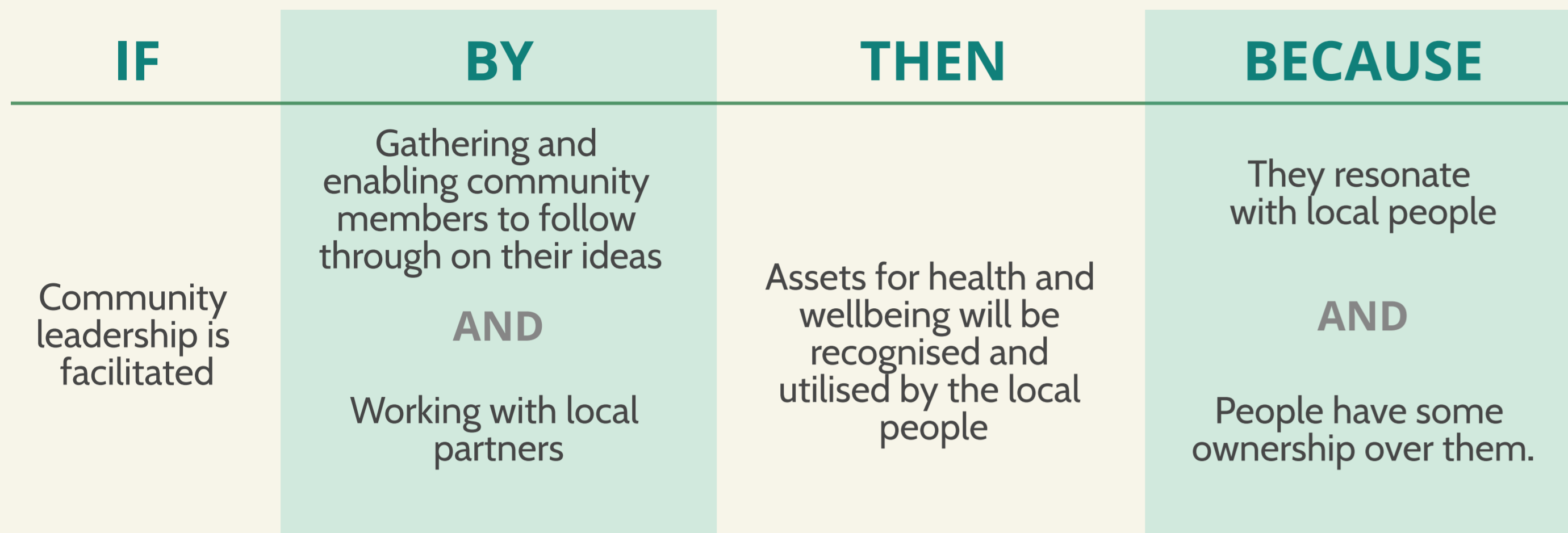
ENTRUSTING COMMUNITY LEADERSHIP TO IMPLEMENT A WHOLE SYSTEMS PHYSICAL ACTIVITY APPROACH

substance.



Our learning timeline:

Existing Programme Theory:



The Manchester Model

What happened?

Community researchers came together to share ideas of how they would like to make Woodhouse Park a healthier place to live. 175 residents contributed feedback, with 22 individuals attending workshops, and a group of 8 becoming the 'core' leadership group

The Heart & Soul Wellbeing Trail was launched, a multi-purpose, walking trail stretching across the Woodhouse Park area connecting green and community assets like schools, shops, parks, leisure facilities and woods.

The Heart and Soul project have used stalls at mental health awareness events to promote their work and develop connections with local residents, a local councillor, and other potential stakeholders.

Community researchers have attended workshops and upskilling activities to create local walking champions, building their confidence, resilience, and future direction in their roles.

How did it help?

Having ideas come directly from local residents ensured that they met the needs of the community, as well as fostering a sense of changes being done 'by' and 'for' residents, rather than 'being done to'

The Manchester Pilot have funded five projects in Woodhouse Park, demonstrating an influence across other community groups

Through these promotional activities, connections were made with individuals who have access to the Neighbourhood Team, demonstrating the organic growth of their network and sphere of influence

Access to training is essential for community researchers to feel less isolated and add value to their work. They also set an example to other community groups, speaking publicly to demonstrate how their involvement can make the local area a healthier place to live

GM Cross-Pilot Collective Sense-making

Three contexts which enable or inhibit systems transformation.

1

Community receptivity to leading



Co-opting / coercion / consultation



Resistance to lead

- Entrusting community leadership is often difficult, particularly when the relationship is between the community and the public sector. There is often an expectation of a transactional relationship; i.e. we pay taxes, you provide services.
- Entrusting community leadership first means careful relationship building and humility to listen and respond, rather than dictate

2

Building a critical mass of stakeholders



Overburdening key contributors

- There are certain residents within wards that are respected and trusted by others, despite having no formal role or leadership position; their involvement is key but creates challenges with scaling
- Individuals may only have a certain capacity to contribute and there is churn in community participation. Maintaining links to a critical mass of people is challenging

3

Local councillors as key stakeholders



Councillors are blockers to communities

- Councillors have the power to speed up processes and advocate to other leaders, building project momentum and support
- Councillors can withdraw support if they don't feel it fits the views of the community, creating additional blockages