Putting it into practice
Tools to support tackling inactivity through system change

Having the right conversations

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This Common purpose/shared value resource will help to guide you through the tools, models and approaches being used by places to tackle inactivity through implementing a place-based approach. This is one of eight sections of our collective resource ‘Putting It Into Practice’ which is organised by what we’ve found to be some of the practicalities of system change. The full resource can be found on our website.

Building trust and relationships that last means talking to people in an honest, two-way conversation. Listening closely is often more important than what you have to say, and it can often help you find a missing detail or provide a spark of insight that illuminates the whole picture. Never presume to know the answer and try to find the right people to ask the right questions.

Questions you might be asking:
• How can I support partners to identify their level of influence and develop meaningful conversations with key audiences?
Influencer Matrix
Active Calderdale
Local Delivery Pilot

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<tr>
<th>Name: Influencer Matrix</th>
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<tbody>
<tr>
<td><strong>Why would I use it?</strong></td>
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<td>• To get individuals and organisations to think about what they can do to stimulate their audience to feel more motivated and capable, on an individual, social level and through their infrastructure.</td>
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<td>• Dovetails into the COM-B model around behaviour change. COM-B model of behaviour identifies three factors that need to be present for any behaviour to occur: capability, opportunity and motivation.</td>
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<td><strong>Who would I use it with?</strong></td>
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<td>• Applicable to all organisations and people.</td>
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<td><strong>How can it be used?</strong></td>
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<td>• Use the matrix to ask them what they can do to help people to move more – individually, socially and through their infrastructure – to increase their motivation and feeling of capability.</td>
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<td>• Can be used in a routine business meeting or in a workshop – to get people to think about what they would do (making the task action orientated enables easier engagement).</td>
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<td><strong>Advice to others</strong></td>
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<td>• This is a valuable tool that enables assets to think through what they can do to help the people they have influence over to move more – their residents/community and employees/volunteers (workforce).</td>
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Putting it into practice - how the tool has been used

Who was involved?
Transport team within Calderdale Metropolitan Borough Council.

Why was this tool used?
To understand how the asset is currently influencing an individual's physical activity behaviours and identify where there are gaps and opportunities to better influence their audience's behaviour.

How was it done?
During a two-hour workshop, individuals from the asset were educated on the influencer matrix and then worked through tasks to help uncover what influence they have over their service users' physical activity behaviours. The asset scored each of the six circles of influence (out of five, with one being the least influence and five being the most influence) about how well they currently influence behaviour and what they have done to influence.

What was the impact?
By encouraging service providers to score themselves, it gave them an understanding of where they had gaps or opportunities to strengthen their influence over service users’ physical activity behaviours. The wider impact of this is not yet known, but by making the system aware of opportunities to influence, it is hoped that they will look to embed physical activity into those areas. Before you apply the Influencer Matrix it is important that you have developed a relationship with the organisation, helping them to see they are part of the system/solution and value physical activity as a means to deliver their priorities e.g. Transport - want to improve air quality, by reducing car journeys via walking and cycling, physical activity can help to deliver their priority.

What have we been learning?
Allowed the opportunity to baseline where the asset currently has influence over physical activity behaviours of their service users. Going through the influencer matrix was a useful process and helped bring to the fore the importance of the asset influencing physical activity behaviours.
How well is your service doing at...

...making individuals want to do more activity?  
2.5> started to do some works on wayfinding strategies for some but not all settlements. Need a continuous cycle network through the key settlements of the borough

...helping individuals to build skills to be more active?  
2> done some training of individuals in cycle confidence, pedestrian training, road safety

...creating social groups in the local area for being more active?  
2.5> set up and support of borough cycle forum, support from borough disability access forum

...encouraging local people to help each other become more active?  
2> walking buses, travel planning

...creating ways to feel rewarded for being more active?  
1.5> failure to manage the demand, parks and public transport

...adapting local spaces to show how, and then be, more active?  
4> adopted transport strategy and cycle strategy, developing an LCWIP, don’t currently have a wellbeing strategy, Station development, public rights of way, air quality, re-location of road space, public road improvements

Key: 1 = not a lot  5 = all the time/effectively

Where can I find further information?  
Active Calderdale website  
Email: activecalderdale@calderdale.gov.uk
Also in this series:

- Understand the lived experience
- Distributed leadership
- Capacity and time to reflect
- Test and learn
- Power shift
- Common purpose/shared values
- Understanding the system you are trying to shape