

One Communities evaluation report

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onenorthern**devon**

This evaluation summary report focuses on the following broad research questions:

1. Understanding to what extent the One Communities projects exemplify taking a person-centred approach
2. Understanding the extent of the empowerment of community partnerships in the One Communities project
3. What are the reported impacts of taking these approaches?

This will support a better understanding of whether taking a person-centred approach and/or working in partnership with others had the impact they intended to, and whether they have the potential to work effectively and be taken forward as a policy idea that can be used in a wider environment.

Methodological and analytical strategy

This evaluation was independently conducted to inform the development and progression of the One Communities work led by Once Northern Devon (OND). It comprised a document analysis with a thematic analysis. Document analysis refers to the overarching method of analysing documents. Thematic analysis refers to identifying and interpreting (Connolly, 2003; Staller, 2015), patterns of meaning or 'themes', within qualitative data (Clarke and Braun (2017).

The content of the reports, documents and other media provided by OND was organised and quantified into categories emerging from the data that were relevant to the central research questions. In this evaluation, the analysis was both exploratory (content-driven) and confirmatory due to the aim of the evaluation being to consider the extent and impact of taking both a person-centred approach, and multi partnership working across the One Communities. As such, themes relating to the overarching research questions were primarily identified and discussed, alongside additional themes inducted by the researcher.

Data were uploaded into Nvivo and the thematic analysis undertaken using the following steps:

Phase 1: Data familiarisation

Phase 2: Coding

Phase 3: Generating initial themes

Phase 4: Reviewing/developing themes and comparing/cross-referencing themes across data sources

Phase 5: Refining and naming themes and subthemes

This analysis was undertaken separately for each primary data source in the first instance, and then synthesised to produce final themes, conclusions and recommendations relevant to the progression and development of the work that the One Communities and One Northern Devon do. The constant comparison method was used to explore the data and develop the initial coding into categories and themes once data saturation was reached (Ryan and Bernard, 2003).

Taking a person-centred approach

A 'person-centred approach' is defined by One Northern Devon as 'understanding what matters to the user and providing a tailored approach' (10). To support the identification of evidence pertaining to the a priori research questions posed for this evaluation, a search strategy was developed to capture all relevant references to collaborative, personalised nature of a person-centred approach in the documents provided. The terms Personal OR Individual OR Agency OR Decision making OR Shared OR Sharing OR Active listening OR Co-production OR Co-produced OR Co-design OR Joint design OR Holistic OR Preferences OR Involvement OR Tailored were included in this search criteria.

Partnership working

The search for evidence of partnership working was also conducted as above using initial data familiarisation and coding followed by using the following search terms to aid the researchers reviewing and cross-referencing phase: Partnership OR Working with OR Working together OR Together OR Collaboration OR Cooperation OR Relationship.

Presentation of results

A priori themes along with inductive emergent themes were determined from the data provided. The key themes and sub themes are presented below in tabular form with an explanation of each theme and a supporting exemplar quotation. A detailed narrative of the key themes is also presented with additional supporting quotes and evidence integrated throughout. Conclusions and a summary of evidence-based recommendations are also presented.

By assessing the Place Programme Reports (December 2022-December 2023) produced by OND and the One Communities, a large number of initiatives and projects led by OND and the One Communities from their first conception through to development and into implementation have been identified. The reports spanning December 2022 through to December 2023 highlight the work that has evolved in each One Community group in the space of one year. A summary of projects that are either currently in development or ongoing in the One Communities (as noted in the December 2023 Place Programme Report) is included in Appendix A. Numbers in brackets throughout this report correspond to the document number that the information was extracted from. A list identifying each document and its corresponding number can be found in Appendix B. Links to each document are also included here for reference. Other documentation provided which details the projects and initiatives introduced in the Place Programme Reports, and other outputs from OND over time, have also been used to support this analysis. Links to these documents are also found in Appendix B.

Results

Overview and primary themes

The One Communities approach sets out to work in partnership with communities and residents in local areas to help people live healthy and happy lives, addressing the social determinants of health and health inequalities through various different initiatives. Figure 1 illustrates the geographical scope of the One Communities project in Northern Devon. The snapshot of outputs and outcomes provided by each One Community in the Place Programme Reports (December 2022- December 2023), and the further information found in the linked overview documents serve to highlight the multiple different areas of focus, initiatives and projects led by the One Communities have, from the cost-of-living crisis and food insecurity to mental health and social isolation. As of December 2023, some examples of the initiatives led by the various One Communities include implementing chatty cafes to help reduce social isolation in their communities, providing activities for carers, running learn to cook clubs for families, and looking to provide boxing training and mentorship for young people at risk of offending.

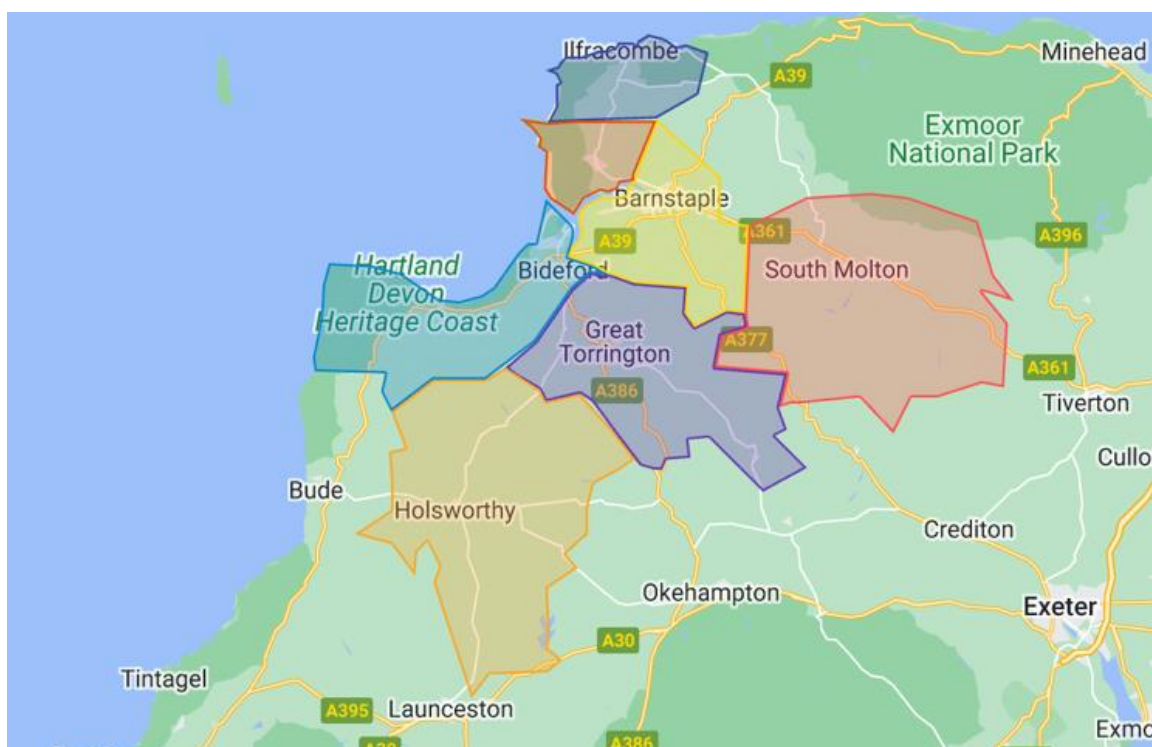


Figure 1: Geographical scope of the One Communities (One Northern Devon, 2023)

The analysis has identified examples and impacts of (1) **a person centred approach**, and (2) **the power of community partnerships and partnership working in One Communities projects**. A final key theme relates to the **challenges at the One Communities project level** identified throughout documentation relating primarily to a need for more capacity, time and financial support to progress this work. Table 1 provides an overview of themes and subthemes with exemplary quotes. An extensive list of supporting evidence for each theme is presented in Appendix C.

Table 1: Primary and sub themes

Theme	Sub-themes	Description	Exemplary evidence/quotes
Taking a person-centred approach		Highlights where projects have taken a 'person centred approach', defined by OND as 'understanding what matters to the user and providing tailored help' (10)	<p><i>Mental Health Discharge navigator employed by MIND. Ruby makes contact with the individual before they are discharged from hospital and then visits them at home to understand their needs and connect them with relevant support (14)</i></p> <p><i>'Each Community has different needs and one size will not fit all. There is a danger of a 'top down' mentality rather than bottom up with the Community identifying need and developing ways to address these. Inequity has many shapes and sizes. Organisations can have very different views n a problem and it is really important to agree aims and resources if work is to be successful.'</i> (Organisation survey respondent) (10)</p>
	Outcomes of a person centred approach		<p><i>'Working in a group is really helpful. It's sharing, validating, therapeutic, confidence building. A lot of modern life is how much you can perform, step up, on your own. Working collaboratively with a project gives confidence that it's not all on you. It gives me direction...'</i> (Gillie, project participant) (24)</p> <p><i>'The young people being asked their opinion and watching them visibly relax was really nice to see'</i> (Tracy Downs, Support worker) (25)</p>
	Impacts of co-production	Considers the evidence for any impacts of co-produced projects	<p><i>Co-design, responsive and socially engaged approach to project development worked and brought the participants along on the</i></p>

journey as the project unfolded (24)

There is a feeling of connectedness and empowerment about the group that Catherine has witnessed as a result of running the workshops and co-designing a final piece of work (24)

Approaching this project with emphasis on co-design and socially-engaged methods of project development led to greater impact for participants than if they had not been part of a co-design process (24)

Facilitator skill
and expertise

Refers to the role of the facilitator in co-produced projects in creating flexible, safe and creative spaces

Working in a way where the community leads the direction of evaluation of a project requires loose reins, agility and responsiveness which can be uncomfortable for some who are used to working with more guidelines and targets, or with detailed plans and briefs (13)

Partnership working

Highlights where projects have undertaken partnership working

Cultural, NHS healthcare and community partners worked together with a creative project manager. Facilitated by specialist artists, four participatory projects offered time and space to reflect, share and build deep social connections through creativity (15)

Creating impact
through
connections

Considers the positive effects of the connected communities achieved through partnership working

'An intergenerational event that brings the community together to build resilience, keep the climate conversation going, help people feel empowered to combat the climate crisis together and provide the opportunity to interlink different community groups with a common goal.' (Plastic Free North Devon) (5)

Outcomes of partnership working	Impacts on delivery partners	Identifies where partnerships have been formed over the lifetime of a project and the impacts and outcomes of this approach	<i>Despite its limited delivery timeframe and resourcing, this pilot project has been broadly effective and successful across all of the target areas and priority groups and has identified meaningful learning on which to develop future partnership opportunities and build upon (16)</i>
Challenges at the One Communities project level	Difficulties with evaluation	Considers difficulties with evaluating the outcomes of projects/comparing the outcomes of different projects across the OCs	<i>Understand the myriad of outcomes, defining the change we intend to make and identifying the lessons learned is a time consuming and admin heavy task. Outcome measures are often designed to satisfy funders and commissioners and rarely harnessed as tools to create effective ways to better understand if meaningful change has occurred (3)</i>
	Resource availability	Identifies challenges associated with a lack of capacity (paid or volunteer) or funding for projects to go ahead/continue	<i>Another aspect that has been identified as needing further resourcing and time to develop a more robust strategy around participation has been in providing the right support and lead-in time for GP social prescribers to properly engage with the programme (16)</i>
	Collaboration and communication	Identifies the challenges posed when working in collaboration with other people or organisations	<i>Barriers to Collaborative Working People working for organisations in North Devon and Torridge who filled in the project survey think that the barriers to organisations working together to overcome inequalities in Northern Devon are: • Lack of funding • Time-limited nature of funding • Organisations not always sharing information with each other • Lack of capacity • Competition for funding within the sector • Lack of knowledge and understanding of needs (10)</i>

A person-centred approach

Several projects and initiatives led by OND and the One Communities evidence taking a person-centred approach. The evidence demonstrates the value of an approach which is personalised to individual needs and/or produced in collaboration with the participants and individuals using a service. For example, the Culture, Health and Wellbeing pilot project (January – April 2022) (16) highlights the value of co-developing or co-designing an initiative with participants to respond to their individual needs. This project set out to ‘test and embed’ creativity as a pathway to improved health and wellbeing amongst priority groups and areas in North Devon.’ (16)

‘Participant and community worker feedback indicates that the significant and meaningful impact felt by project participants was largely due to the expert facilitation of artists and community leads and the reflective and mindful nature of the creative activities that were led, organised and in some instances co-developed.’ (16)

Using a **participant led approach**, the pilot invited individuals to co-design elements of the project, allowing participants to engage in the outcomes of the project providing *‘the potential to unlock the expertise of local people with lived experience of health inequalities’* (16), *‘amplifying voices from the ground up’* (16). This pilot set out to, among other objectives, produce at least one creative commission including an element of co-design or co-production. This was achieved by the One Atlantic (Bideford) project which was entirely co-designed, and by the commissions produced in South Molton, Braunton, and Torrington which all included elements of co-design. Table 2 details the engagement levels in this project, broken down by sub-demographic groups. It is notable that this project engaged significantly greater numbers of older participants experiencing isolation and loneliness, and also those with long term health conditions compared to the target number, suggesting that these projects have the potential to be particularly impactful for these groups. This corresponds strongly with the qualitative evidence on outcomes and impacts reported below.

Table 2: Target and actual engagement numbers from the Culture, Health and Wellbeing Case Study (16)

Target group	Target	Actual
Young people (16-24) with anxiety and depression	6	4
Young families who have lost income/employment	12	8
Older people who are lonely, isolated, anxious, or have poor mental health	12	40
People with impairments or long-term conditions, including mental health challenges (all ages)	6	25

A number of Flow projects were also referenced in the documentation analysed for this evaluation. A full analysis of Flow is being reported in a separate evaluation, however, the data provided on Flow for the purposes of this evaluation also provides insight into the research questions posed. Patient outcomes and experiences detailed in the Community Mental Health Flow Report June 2021 (14) put together by the One Northern Devon Mental Health Community Navigator and the One Northern

Devon Community Developers highlight how **Flow support is highly tailored to each individual who uses the service.**

This report draws on the referral data from Community Mental Health Flow for May/June 2021. In total 4 patients had been referred to the service as of the publication of this report in 2021. This report discusses 'Client 3' and 'Client 4' and highlights where the **patient needs were taken into account; the client is asked what they want to get out of accessing the service and what matters to them, and the support provided is tailored to this.** Client 3 did not provide feedback, but Client 4 said that the service met and exceeded their expectations.

'The service is intended to 'bridge the gap' between inpatient care and community support and facilitate more timely and effective discharges by providing enhanced support for people as they continue their recovery in the community.' (14)

'This service is important for patients to support their recovery journey and promote their wellbeing in the community, it has worked to deliver great service to support patients' goals and aspirations thus far.' (Referrer/staff feedback)(14)

Overall, the Flow data analysed for this evaluation provides clear evidence of a person-centred approach that is a cornerstone of the work that they do, and the evidence suggests that this approach to the project is fundamental to the improved wellbeing outcomes achieved.

Outcomes and impacts of a person-centred approach

Further documentation relating to the Culture Health and Wellbeing pilot project (16) describes case studies of this pilot project from two One Communities; One Atlantic (24) and Torrington 100 (25), detailing the positive impact that taking a person-centred approach can have. 100% of participants surveyed from each One Community group reported feeling **a positive improvement in their mental health and wellbeing as a result of taking part**, and quotes from each case study highlight the value that participants found in the co-designed approach of sessions; *'what they did was to co-create work with their participants, taking things in directions that came from the carers and cared for themselves'* (Annemarie Shillito, Chair of Torrington 100- CARE project) (25); *'the young people being asked their opinion and watching them visibly relax was really nice to see'* (Tracy Downs, Support worker).

'Approaching this project with emphasis on co-design and socially-engaged methods of project development led to greater impact for participants than if they had not been part of a co-design process.' (24)

'Working in a group is really helpful. It's sharing, validating, therapeutic, confidence building. A lot of modern life is how much you can perform, step up, on your own. Working collaboratively with a project gives confidence that it's not all on you. It gives me direction...' (Gillie, project participant) (24)

This latter quote emphasises the role that the person-centred approach in the One Communities projects has had in building participant confidence in the community members and community services, **creating a sense of empowerment, agency and providing a sense of purpose and direction**. This is further corroborated in other evidence highlighting further impacts around **motivation and skill and knowledge sharing**:

*“Having opportunities to shape the project, be hands on with practical experiences, receive information, feedback and knowledge from others, to ask questions, share skills and demonstrate talents, all built confidence, provided learning, motivated us, and inspired people to be involved.”
Community Researcher (13)”*

Similarly to the Culture, Health and Wellbeing pilot project described above, the Health Inequalities Engaging Communities Project (10) emphasises taking a person-centred approach to ensure that the needs of community members are met in future work. This report discusses Phase 1 of the project running from April 2022 to October 2022 which involved the collection of data from community members about their experience of health inequalities. Drawing on the data collected in Phase 1 of the project, this report notes that Phase 2 is proposed to involve community members in the design of a sustainable consultation model, so that it reflects the needs and views of people in the community.

Facilitator skill and expertise: Building relationships, flexibility and safety

As part of the Devon Community Foundation North Devon Food Partnership Project (Phase 1 Report) (13) taking a person-centred approach, co-developing the project with participants, and listening to the needs of individuals was described as a ‘nebulous’ and ‘fluid’ approach by researchers working on the project. As part of this project, young people from in and around Bideford were invited to visit a farm to ‘voice their ideas, interests, concerns and challenges around accessing local food [and to] to build bridges between local food producers and local people’ (13) and take part in cookery sessions. Sessions held at the local foodbank also invited community members to engage in conversations about food and food insecurity. Conversations were allowed to ‘evolve naturally around the interests of community participants’ (13).

‘Working in a way where the community leads the direction of evaluation of a project requires loose reins, agility and responsiveness which can be uncomfortable for some who are used to working with more guidelines and targets, or with detailed plans and briefs.’ (13)

This suggests that while there are evidently several perceived benefits from taking a person-centred approach, **the expertise of the community developers, facilitators and to a lesser extent the researchers supporting such projects, building effective relationships and taking the most supportive approach** could be **crucial for a positive experience and to achieve the positive impacts observed**.

‘...meaningful impact largely due to.... expert facilitation of artists and community leads and the reflective and mindful nature of the creative activities that were led.’ (16)

Staff from partnership organisations were quoted as saying *‘through the community research process it’s been possible to gain an understanding of the strengths and skills within the team, the groups and the organisations involved... it’s been interesting seeing people understand and know each other better by the end of the project; to feel comfortable, accepted and held in a safe space with each other’* (13), demonstrating the value of this approach for researchers and participants alike. As one community researcher noted taking this approach does have its challenges – *‘you need time to do this well. You need flexibility to go where the community takes you, for it to be led by them. This all requires capacity and resource, access, and flexible opportunities’* (13).

This latter quote identifies that the perceived **impacts and outcomes may also be reliant on a ‘perfect storm’ of facilitator¹ ability** to build effective working relationships, their experience, confidence and flexibility, sufficient time and resources to carry out the work, and an ability to create psychologically safe places for participants to co create in. It thus speaks to the possibility that the impacts of taking this approach are not necessarily a given, and one size may not necessarily fit all. Different types of community may respond in different ways to facilitators, community leaders and researchers, and further research and evaluation is recommended to understand patterns of input and related outputs and impact.

Partnership working

Multiple initiatives and projects led by OND and the One Communities emphasise the value of working in partnership with other organisations. The One Communities themselves set out to bring residents and service providers together to improve the health and wellbeing of those living in their communities and as such their existence, by definition, can be seen as evidence that partnership working has taken place. The evidence below suggests that this has had a significant impact on the communities that they serve. The Place Programme Reports (December 2022-2023) (1-7) and the overview/output documents (17-23) reference the various partners that projects led by OND and the One Communities are supported by and work with, including Devon County Council, local town councils, the NHS, the University of Exeter, and various charities, NGOs and other organisations including the Citizens Advice Bureau, the Rotary Club and Sport England.

‘The people that best understand communities are the people who live and work in them. One Towns are local partnerships that bring residents and service providers together to work on things that matter to their community.’ ([OND Homepage](#))

Creating impact through connections

Projects and initiatives led in partnership with other organisations and groups allow the work of the One Communities to **reach extended target groups within their communities**. For example, a partnership with local cafés and other has allowed for the creation of the Coffee and Cake Voucher Scheme in a number of One Communities. In Bideford this scheme has the backing of 6 local cafes

¹ In this context, the term facilitator refers to the overarching coordinator of or contributor to the management of co production work, including professional and activity group facilitators, community developers or connectors, or researchers.

and has **helped to connect 50+ local elderly isolated residents, increasing social connection and reducing isolation within the community**. The Mental Health Network in One Barnstaple works with the Devon Mental Health Alliance to **bring together professionals and volunteers** from Northern Devon to collaborate and connect over mental health related projects. Throughout Northern Devon and across the One Communities, the Tackling Health Inequalities Through Physical Activity (THIPA) project works in partnership with Active Devon and has supported over 21 groups to provide activity sessions. These sessions include park yoga and chair yoga (Barnstaple), Gentle Moves to Music (Holsworthy), and strength and mobility classes (Ilfracombe) (11). These sessions have had over 400 participants across the One Communities, with 41 of 67 people surveyed before and after taking part in these sessions reporting that they have helped them to manage their mental health. In partnership with Plastic Free North Devon, One Barnstaple and Barnstaple Town Council and others, the Barnstaple Repair Café holds regular events with 40 volunteers, 25 of which are from the Barnstaple Rotary Club. Between January and August 2023, the repair café fixed 42 items which would have otherwise been thrown away. The success of the Repair Café is *'due to the collaboration of partners involved'* (5).

'An intergenerational event that brings the community together to build resilience, keep the climate conversation going, help people feel empowered to combat the climate crisis together and provide the opportunity to interlink different community groups with a common goal.' (Plastic Free North Devon) (5)

Another example of a project which highlights the power of community partnerships and partnership working is Skate Molton CIC a skate club in South Molton ran in partnership with multiple organisations. The development of Skate Molton CIC and the involvement of One South Molton in the project is evidenced through the Place Programme Reports from December 2022, when **One South Molton provided money from Active Devon to the project**, to December 2023 where Young Carers Connected held a pop-up at Skate Molton to **increase access and awareness of their services** (7). In the Place Programme Reports, Skate Molton is found to have ran a 'Skateathon' to raise funds (6), attracted 60+ skaters at indoor sessions and 25+ at outdoor sessions (3). Devon and Cornwall Police have reported a **reduction in anti-social behaviour** in the town since the development of Skate Molton, and the Devon County Council outreach team has produced an 'insight report' focused on the work of the group.

Taken together, this evidence suggests that partnership working, perhaps unsurprisingly, creates important connections both between services and within communities, but also between professionals and volunteers, thus **working at the organisational, staff and community level simultaneously**. Importantly, it also connects community members to their services in a way that is not otherwise already being done. There is some limited evidence that a more diverse group of community members is being reached and engaged as a result of the One Communities work, although further data would be required to confirm this. However, when the individual project impacts are considered collectively, there are **a number of positive impacts and outcomes emerging at both an individual and community level, including combating loneliness, reducing social isolation, reaching elderly members of the community, increasing awareness of community services for resident, and reducing antisocial behaviour**. The evidence also points to efforts to create impact in other areas, including giving space for communities to combat the climate crisis and

access green and blue space, and substantial support for communities through the cost of living crisis (e.g. food banks, warm spaces and learn to cook on a budget clubs). As a number of these projects and initiatives are either in development or are still ongoing, the full impact of this work is yet to be established (see Appendix A for the full list of these projects as outlined in the December 2023 Place Programme Report).

It is evident that One Communities also **facilitates funding for communities**, and without partnership working, the projects, initiatives and events described here, and many other OND related projects may not have been able to operate, and therefore would not have been able to achieve the same reach or impact evidenced in the Place Programme Reports and other documentation we have analysed to produce this report.

Challenges and opportunities

A final theme relates to the challenges found in taking a person-centred approach and/or working in collaboration with multiple partners across different projects and initiatives. Primarily, these relate to (1) **difficulties with evaluation** across projects, (2) a **lack of resources** and (3) **collaboration and communication** which can negatively affect outcomes and outputs.

‘Without consistent support and attendance from public sector partners, the One Communities cannot offer a multi-level approach to reduce inequalities and improve population health and wellbeing. To tackle wicked problems like social isolation and poor housing, that cause widening gaps of inequality, we need to coordinate action from all levels to concentrate efforts and realise the impact we could have when working together.’ (6)

Difficulties with evaluation

Difficulties evaluating the projects led and supported by OND is something identified in multiple Place Programme Reports as something to be addressed.

‘Defining the change we intend to make and identifying the lessons learned is a time consuming and admin heavy task.’ (3)

‘Community work is varied and resources/capacity often stretched. Therefore, evaluation can often be overlooked and large differences between approaches make it difficult to compare impact. Making evaluation meaningful, for both local residents and organisations is a challenge but one we should fully embrace.’ (2)

‘More information is required to better demonstrate the true value of the Community Developers and One Communities. Without this there is a risk of: a) negatively impacting on future funding bids; b) may be impacting our ability to learn/develop OC’S effectively’ (7)

As identified in the December 2023 Place Programme Report (7), without a clear system of evaluation, **understanding the outcomes of the work conducted by OND and the One Communities is limited**, and could have **implications for funding applications and on the ability to learn from the**

work of the One Communities as a whole. This has important bearing on the question of whether person centred and partnership working have the potential to work effectively and be taken forward as a policy idea that can be used in a wider environment. This evaluation is able to determine clear evidence for these approaches, and themes of positive impacts in many projects and initiatives. However, a more consistent approach to evaluation at the cross-project level is required in order to provide a strong and triangulated body of evidence that establishes causal impact across the projects, as well as an understanding of pathways to impact to allow for application in a wider environment. This will also support a better understanding of whether these approaches are working at the same level and in the same way across communities.

It is suggested that **the development of a framework used to evaluate the work of each One Community may be of benefit**, to allow outputs and outcomes from each One Community project to be translated and compared across different population samples. Differences in how various One Community projects report on outputs and outcomes can make it difficult to assess overall impact of the One Communities work as a whole, with consistency.

Lack of resources

Throughout the documents analysed, **the need for more capacity, time, and financial resources to develop and implement initiatives through OND and the One Communities was evident.** This was identified as a barrier to working collaboratively with other organisations in the Health Inequalities Engaging Communities Project Report (10). Participants who filled in the survey for this project cited a number of barriers to organisations working together to overcome inequalities in Northern Devon, including:

- A lack of funding
- The time limited nature of funding
- A lack of capacity

Multiple Place Programme Reports highlight **issues with funding for the Community Developer role which were noted as limiting the work that OND can initiate, compromising the ability to facilitate cross sector partnership working.**

‘The current ‘drip funding’ model hinders long-term planning and creates insecurity for the Community Developer workforce/host employers.’ (5)

‘Community Developers have always been on fixed term contracts, not knowing whether they will have their posts extended each year. Sometimes they are even extended month by month whilst funding is sought.’ (1)

Funding security is therefore identified as a key challenge to the development and progression of the One Communities programme. This latter quote also suggests an intersect between funding capacity and the subtheme ‘building effective community relationships’, specifically with regard to the need for flexibility and time; a lack of funding or specific funding models may inhibit the conditions needed for the most impactful One Community projects.

However, this issue is simultaneously recognised as a complex challenge that is often related to broader systemic and societal issues, and wider supporting infrastructure funding models that may be beyond the scope of OND to fully address. It is therefore suggested that future One Communities projects look to tackle this issue where there is opportunity for control, and future project developers may consider a building in focus on 1) co-producing and integrating sustainable practices that can extend activity and impact beyond the scope of a given funded period and 2) allocating time and resources within existing funded projects to work with community members, groups and initiatives to support and enable community led funding applications.

Collaboration and communication

The same report (10) also includes references to the challenges of collaborative working. In particular, this focuses on issues relating to communication between different partnership organisations including:

- Organisations not always sharing information with each other
- Competition for funding within the sector
- Lack of knowledge and understanding of needs

‘Catherine felt disconnected from the North Devon arts sector and the rest of the wider project. Potentially more time could have been built in to provide extra peer support for artists working in socially-engaged way’ (24)

It is important to note that this is a small body of evidence overall. However, based on these preliminary findings, it may be prudent to conduct further research to ascertain whether there is a need to build in more dedicated time and attention to methods for effective collaboration, communication and knowledge sharing. If a gap is established here, problem solving and addressing this could serve to support and facilitate more ‘joined up’ thinking across organisations, to the end of creating a more targeted needs and knowledge analysis at a project level, rather than separately within organisations. Such an approach may also serve to reduce competition for funding within a given sector.

Summary of key evaluation findings

This section will consider the evidence in line with the evaluation research questions:

- 1.** Understanding to what extent the One Communities projects exemplify taking a person-centred approach
- 2.** Understanding the extent of the empowerment of community partnerships in the One Communities project
- 3.** What are the reported impacts of taking these approaches?

Overall, the evidence suggests that the work of the One Communities demonstrates considerable effort to take a person-centred approach. This is particularly and overwhelmingly evident in the

reports and descriptions of projects and initiatives that have been co-produced with participants, and therefore exemplify a person-centred approach through this emphasis on co-production. Co-production helps to maintain a person-centred perspective and includes citizen involvement, participation, engagement, and consultation. It is a cornerstone of a person-centred approach and therefore evidence of co-produced projects and initiatives in the data is considered an excellent proxy for a person-centred approach.

It is notable that these co-produced projects in particular produce significant and meaningful impact felt by participants. There is evidence of a number of clear positive outcomes stemming from this approach, including projects benefitting from local expertise with lived experience, making sure individual voices are heard and that projects reflect these voices, skill sharing, connectedness, empowerment, reported improvements in mental health and wellbeing, and improved confidence and direction.

Similarly, there is considerable evidence of partnership working in the data, and it is noted that this is where the greater body of evidence lies overall. Multiple initiatives and projects led by OND and the One Communities are reported in the data, and collectively, they emphasise not only the considerable focus on partnership working, but the added value of working in partnership with other organisations. Specific impacts evidenced include a more diverse and wider group of community members being reached and engaged, combating loneliness, reducing social isolation, reaching elderly members of the community, increasing awareness of community services for residents, reducing antisocial behaviour, and increasing opportunities for funding at the community level.

Overall, the extent and impact of person-centred approaches and partnership working in the One Communities project is clearly significant and positive. The data does not reflect any negative impacts or outcomes in this respect. However, the data do reflect the potentially crucial role of facilitators/community developers in creating the right conditions for effective community and working relationships, as well as some challenges and barriers around evaluation approach at the project level, and resources. To confirm and corroborate this preliminary evidence, future projects may wish to consider measuring and reporting on these variables more formally and consistently across initiatives and projects in interim and final reports, in order to fully understand the impact of these roles in the final outcomes and outputs. In light of these conclusions, this evaluation makes the following suggestions and recommendations:

Recommendations

There is some intersect between the important role of the community developer or facilitator in supporting ideal conditions to foster impactful community projects, and the potentially negative impact that resources issues could have on their ability to do this well. Whilst there is no explicit evidence to suggest this is currently the case, it is an important relationship to be aware of, and to assess in future projects.

It is noted that while the community developer role is recognised as crucial, it is also under funded, which can create insecurity, uncertainty, and significant stress, and is highly counterproductive to their role and the positive impacts they can have. It is recommended that in the absence of the ability to address funding issues that may be present at a more systemic level, and beyond the control of One Communities, efforts are made to ensure that an open dialogue exists between community developers/builders/facilitators and One Community project leads to minimise any negative impacts of funding and other resource issues, and ensure that community developers feel supported and valued in the context of the current funding landscape.

In order to feasibly address other potential resource issues, future project developers may also consider building in a focus on 1) co producing and integrating sustainable practices that can extend activity and impact beyond the scope of a given funded period and 2) allocating time and resources within existing funded projects to work with community members, groups and initiatives to support and enable community led funding applications.

Finally, it is suggested that the development of a consistent framework and outcome measures used to evaluate the work of each One Community may be of benefit. This will allow outputs and outcomes from each individual project to be translated and compared across different population samples, and overall impact easy to quantify and establish in future evaluations. This will allow for a greater body of evidence to be established in line with the proposed themes in this work, such as the impacts and outcomes produced by co production at the individual, community, staff, organisation and project level, as well as better quantifying impacts of the challenges experienced. Measuring such variables will allow for a coherent establishment of pathways to impact in future work.

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Figures

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Appendix A: One Community projects ongoing or currently in development

Project	Which OC?	Description	Completed/in development?
Farmers market café clinic	Holsworthy and District Community Forum	Full medical check ups for farming community at Holsworthy market café – funding being sourced for additional equipment	In development
Stroke support group	Holsworthy and District Community Forum	Holsworthy stoke peer support group – organizing venues, insurance and risk assessments	In development
Chatty cafes	Holsworthy and District Community Forum	Researching – looking for a venue in Holsworthy to have a ‘chatty table’ in their café	In development
Chatty benches	Holsworthy and District Community Forum	Council agreed to provide 3 ‘chatty benches’, plaques ordered, engagement to decide on locations	In development
Odd jobs ‘support at home’ (home support for elderly)	Holsworthy and District Community Forum	Social prescribers identified need – seeking funding to supply volunteers with tools etc., reaching out to existing groups to find volunteers	In development
Let’s cook club	Holsworthy and District Community Forum	Learn to cook healthy meals on a budget – fixing dates and publicizing to target groups, tutor and equipment has been found	In development
Know your neighborhood	One Atlantic	Funding bid successful – aims to deliver creative projects that meet community needs	In development
Carers activities	One Atlantic	In development – looking for ways to collaborate to deliver activities for carers	In development
Chatty café	One Atlantic	Looking for venues, funding secured from ‘Creative lives’ to fund the project	In development
Carers champion lunches	One Atlantic	Launched, 20% off for unpaid carers, venues secured, communications led by Devon Carer, funding from TDC and Bideford Bridge Trust	Launched
Youth work	Live Well In Braunton		In development
Postcard project	Live Well In Braunton	Planned for the new year – social prescriber to refer 10 patients to receive fortnightly postcards	In development

Charity calendar	Live Well In Braunton	Launched by local resident – sales money supporting Live Well In Braunton	Launched
Care home events	Live Well In Braunton	Links made with local care home to create some local community events in the new year	In development
Wellbeing walks	Live Well In Braunton	Need for volunteer/staff capacity to continue running wellbeing walks	Ongoing
Community soup event	Live Well In Braunton	First fundraiser went well	In progress
Age concern collaboration	Live Well In Braunton		In progress
Community garden	Live Well In Braunton		Ongoing
Wellbeing Wednesdays and elder days	One Barnstaple	Sessions at Barnstaple Library, chair yoga sessions and free soup, Wednesday Wanderers walking group, older people's network to launch	In progress/ongoing
Food for thought project	One Barnstaple	Phase 2 – part of the DCF partnership	Ongoing
T-Level work experience	One Barnstaple	4 students on placement	Ongoing
Green and blue network	One Barnstaple	Minutes from last meeting	Ongoing
Repair café	One Barnstaple	18 repairs	Ongoing
Youth network	One Barnstaple	Exploring funding bids to increase youth related activities in Barnstaple	In development
Children and families network	One Barnstaple		In development
Mental health network	One Barnstaple	Facilitation by Devon Mental Health Alliance, brings together professionals and volunteers from across Northern Devon to connect, collaborate, learn and communicate for the benefit of the community	Ongoing
Ilfracombe cultural plan	One Ilfracombe	Creation of the Ilfracombe cultural plan to increase cultural funding and opportunities	Ongoing
Remembrance parade	One Ilfracombe	Organized volunteers and road closure	In development

Road warden	One Ilfracombe	Applied for funding	In development
Defibrilators	One Ilfracombe	Applied for funding	In development
One Ilfracombe video	One Ilfracombe	To communicate what One Ilfracombe is and does to increase awareness and support	In development
Poverty Truth Commission	One Ilfracombe	Research project , supporting delivery connecting with key people and organizations to support recruitment of lived experience participants	In development
Anti-social Behaviour	One Ilfracombe	Creating a six month trial for young people at risk of offending – boxing and MMA training and mentorship, funding application submitted	In development
Tackling Health Inequalities through Physical Activity	One Ilfracombe	Details in document 11	Ongoing
Accessible financial support	One South Molton	Exploring the potential to do more to provide financial support – recruiting CAB volunteers etc.	In development
Winter cost of living support	One South Molton	Collated local directory for support in South Molton	Ongoing
Project play park	One South Molton		Ongoing
Domestic abuse awareness training	One South Molton	Workshop set up, 10 attendees	Ongoing
Young carers connected	One South Molton	Pop up at Skate Molton – 5 young carers identified, needs identified	Ongoing
Community corner - AV	One South Molton		Ongoing
Community engagement – volunteering	Torrington 100	Information event, 4 new volunteers signed up	Ongoing
Winter community events, cost of living and mental health + wellbeing	Torrington 100	Information stands around the town, community engagement	Ongoing

Chatty cafes/shared tables	Torrington 100	Engaging local businesses and community members to raise awareness of social spaces for isolated individuals	In development
Food hub	Torrington 100	Proposed food hub – looking for suitable venues	In development
Creative lives ‘Knowing your Neighborhood’	Torrington 100	Bid for funding, aiming for 50 new participants	In development
Death café	Torrington 100	Setting up a death café meet up, first café taking place in December	In development

Appendix B: Documents analysed (numbered, with links)

1	Place Programme Report Dec 2022
2	Place Programme Report Feb 2023
3	Place Programme Report Apr 2023
4	Place Programme Report Jun 2023
5	Place Programme Report Aug 2023
6	Place Programme Report Oct 2023
7	Place Programme Report Dec 2023
8	HAND Community Prevention Evaluation Report 2022
9	Nature on Prescription Final Report 2022
10	One Northern Devon Engaging Communities Project Interim Report June 2022
11	THIPA Evaluation Event 2023 Slides
12	THIPA Partner Workshop Feedback – Oct 2023
13	DCF UKRI CKF North Devon Food Project – Final Report
14	One Northern Devon Community Mental Health June 2021 Report
15	Growing health, connection and meaning in Northern Devon (Short impact report)
16	Evaluation – OND Culture, Health and Wellbeing (Full written report)
17	Overview/Outcomes: H&DCF
18	Overview/Outcomes: One Atlantic
19	Overview/Outputs - LWIB (up to May 2022)
20	Overview/Outputs: One Barnstaple
21	Overview/Outputs One Ilfracombe
22	Overview/Outputs: One South Molton
23	Overview/Outcomes: Torrington 100
24	Case Study of One Atlantic (Bideford) by Take A Part CIO [May 2022]
25	Case Study of Torrington 100 CARE by Take A Part CIO [May 2022]

Appendix C: Key themes and additional
supporting evidence

Theme	Sub-themes	Description	Exemplary evidence/quotes
Taking a person-centred approach		Highlights where projects have taken a 'person centred approach', defined by OND as 'understanding what matters to the user and providing tailored help' (10)	<i>Mental Health Discharge navigator employed by MIND. Ruby makes contact with the individual before they are discharged from hospital and then visits them at home to understand their needs and connect them with relevant support (14)</i>
			<i>Patients from the ward are engaging in Mental Health Flow. Feedback is that some people like the idea that we aren't clinically led. Connecting patients with external services, debt advice, housing, community in a supportive, person centred and coordinated way, routine phone calls, and face to face meetings promoting wellbeing support (14)</i>
			<i>This service is important for patients to support their recovery journey and promote their wellbeing in the community, it has worked to deliver a great service to support patient's goals and aspirations thus far (14)</i>
			<i>"I would absolutely love to have the chance to make art again, especially with friends I've made here. It would be great to create something which means something to all of us and expresses how we've got through things" Natasha, Parent Participant - South Molton (16)</i>
			<i>Group sizes: Engagement numbers were generally lower than expected across the whole project. The response to this was mixed however. Some (such as Young Carers groups) would have liked a bigger group to work within, whilst some of the groups of older people reported that the small group size made it possible for them to feel like they could take part and that they wouldn't have engaged had the groups been larger in size (16)</i>

			<i>"It's made me more confident, getting to know people. As I come in the door I feel safe and confident - like there's other people like me. If you had 30 people I wouldn't come. There's such positivity that comes from a small group" Lucy, Participant - One Atlantic, Bideford (16)</i>
			<i>'Each Community has different needs and one size will not fit all. There is a danger of a 'top down' mentality rather than bottom up with the Community identifying need and developing ways to address these. Inequity has many shapes and sizes. Organisations can have very different views n a problem and it is really important to agree aims and resources if work is to be successful.' (Organisation survey respondent) (10)</i>
			<i>Phase 2 of the project is to develop a sustainable consultation model for OND, based on analysis of the data collected in Phase 1. This will ensure community members are involved in the design of the consultation model, that it reflects a wide-range of needs and views, and that people have opportunities to be involved (10)</i>
			<i>Wellsbourne Health Care CIC was formed by three GPs and a nurse prescriber. The community interest company employs a social prescriber, health engagement worker, mental health worker, community pharmacist, and community project manager. They co-design primary and secondary prevention strategies alongside the local population and reach out to those in greatest ill-health who do not find their own way to GP services. Results include increased cancer screening and vaccination rates. (10)</i>
	Outcomes and impacts of a person centred approach		<i>'Working in a group is really helpful. It's sharing, validating, therapeutic, confidence building. A lot of modern life is how much you can perform, step up, on your own. Working collaboratively</i>

			<i>with a project gives confidence that it's not all on you. It gives me direction...' (Gillie, project participant) (24)</i>
			<i>'The young people being asked their opinion and watching them visibly relax was really nice to see' (Tracy Downs, Support worker) (25)</i>
	Impacts of Co-production	Considers the evidence for any impacts of co-produced projects	<i>Co-design, responsive and socially engaged approach to project development worked and brought the participants along on the journey as the project unfolded (24)</i>
			<i>There is a feeling of connectedness and empowerment about the group that Catherine has witnessed as a result of running the workshops and co-designing a final piece of work (24)</i>
			<i>Approaching this project with emphasis on co-design and socially-engaged methods of project development led to greater impact for participants than if they had not been part of a co-design process (24)</i>
			<i>Evidence from surveys, visual evaluation tools and anecdotal feedback shows that the majority of participants across the whole project reported improved feelings of wellbeing, inspiration, connectedness and joy after taking part in targeted creative workshops and events. There has also been an overall motivation amongst participants across all groups to continue attending creative sessions and an acknowledgement of the benefits of building upon the friendships and peer support networks that have grown from this project. Artists, community leads and support workers reinforced this in anecdotal feedback via surveys and interviews. Participant and community worker feedback indicates that the significant and meaningful impact felt by</i>

			<i>project participants was largely due to the expert facilitation of artists and community leads and the reflective and mindful nature of the creative activities that were led, organised and in some instances co-developed (16)</i>
			<i>At least 1 creative commission to include element of co-design and/or co-production ○ This outcome has been achieved by the One Atlantic project in Bideford which was wholly co-designed and co-produced ○ commissions in South Molton, Braunton and Torrington (Young Carers Day) all included some elements of co-design (16)</i>
			<i>1 in-person training and networking session with Take A Part was offered to all commissioned and shortlisted artists, project leads, community development workers and project partners in January focussing on Socially Engaged Practice and Evaluation to develop awareness and support for adopting co-design approaches within the projects. (16)</i>
			<i>The One Atlantic project participants have helped install their co-designed final artwork at TTVS HQ in Bideford and both artist and co-creators have ideas to ensure the work continues to deliver a legacy for wellbeing, this time for audiences and to raise the profile of arts and wellbeing work. (16)</i>
			<i>It should be noted that the expertise Catherine West brought to this project, as an experienced artist with specialist practice in socially-engaged working and co-design, was a key factor in the engagement and retention of the core group and the powerful outcomes for those individuals (24)</i>

			<i>Co-design, responsive and socially engaged approach to project development worked and brought the participants along on the journey as the project unfolded (24)</i>
			<i>Approaching this project with emphasis on co-design and socially-engaged methods of project development led to greater impact for participants than if they had not been part of a co-design process (24)</i>
			<i>Using elements of co-design in some sessions (for example Phillip’s workshop with Young Carers) led to responsive activities and meaningful engagement from participants (25)</i>
			<i>Not all workshops were socially-engaged due to their drop-in/one-off nature, but some (for example the workshops with Young Carers) drew on the artists’ experience and skills in co-design to respond to the needs of the young people on the day. This ensured that impact was felt even with the workshop being a one-off rather than a co-designed series (25)</i>
			<i>It was important to let the conversations evolve naturally around the interest of community participants, hearing people say out loud the things we hoped would come through their experiences but without prompt, from a genuine place of discovery and realisation. This method was described as ‘fluid’ and ‘a nebulous method’ by some members of the team, which was very different to tight briefs they had previously been familiar with. However, this approach led to team members to become more alert to the local knowledge of the community members involved, as well as their staff and volunteers (13)</i>
			<i>“Having opportunities to shape the project, be hands on with practical experiences, receive information, feedback and</i>

			<i>knowledge from others, to ask questions, share skills and demonstrate talents, all built confidence, provided learning, motivated us, and inspired people to be involved.” Community Researcher (13)</i>
	Facilitator skill and expertise: Building relationships, flexibility and safety	Refers to the role of the facilitator in co-produced projects in creating flexible, safe and creative spaces	<i>Working in a way where the community leads the direction of evaluation of a project requires loose reins, agility and responsiveness which can be uncomfortable for some who are used to working with more guidelines and targets, or with detailed plans and briefs (13)</i>
			<i>The skills and expertise.....drive quality not only in the development of the artist commissions but also in advocating for a socially-engaged and co-designed approach to project development and delivery are essential to ensure meaningful outcomes that actually address the needs of the participants themselves (16)</i>
			<i>“I felt like the participants I photographed from the wellbeing project really engaged with my commission. I met them individually, spending a couple of hours with each participant, which involved walking and talking. Several of them found the experience to be cathartic or therapeutic [...] We spoke a lot about the pandemic, their lives and how they have found the last few years. I think they all benefited from being involved and having someone spend some time with them and take their picture.” (Rob Darch - Commissioned Photographer) (16)</i>
			<i>Workshop structures and final artworks: Some Artists fed back that more structure initially towards workshop planning, co-design methods and building in the potential for a co-designed end goal or final piece would be useful (although this was not part of the intended commission deliberately). A really experienced</i>

			<i>artist can determine when to lead and when to sit back and let participants drive the direction of a workshop or end piece of work and this is the definition of good co-design and socially engaged practice. The positive outcomes that we saw from participants in Bideford was a great example of this working well and reflects the experience of the commissioned Artist (16)</i>
			<i>'Each Community has different needs and one size will not fit all. There is a danger of a 'top down' mentality rather than bottom up with the Community identifying need and developing ways to address these. Inequity has many shapes and sizes. Organisations can have very different views n a problem and it is really important to agree aims and resources if work is to be successful.' (Organisation survey respondent) (10)</i>
			<i>It should be noted that the expertise Catherine West brought to this project, as an experienced artist with specialist practice in socially-engaged working and co-design, was a key factor in the engagement and retention of the core group and the powerful outcomes for those individuals (24)</i>
			<i>There is a feeling of connectedness and empowerment about the group that Catherine has witnessed as a result of running the workshops and co-designing a final piece of work (24)</i>
			<i>Commissioning an artist with existing links within Community Mental Health provision and community care support services, as well as having a strong ethos of co-design processes meant that the project was held, creatively-led and supported by the artist from the beginning (24)</i>
			<i>"You need time to do this well. You need flexibility to go where the community takes you, for it to be led by them. This all requires</i>

			<i>capacity and resource, access, and flexible opportunities.” Community Researcher (13)</i>
			<i>“Working in a way where the community leads the direction and evolution of a project requires loose reins, agility and responsiveness which can be uncomfortable for some who are used to working with more guidelines and targets, or with detailed plans and briefs, or being more directed and managed.” Community Researcher (13)</i>
Partnership working		Highlights where projects have undertaken partnership working ²	<i>Cultural, NHS healthcare and community partners worked together with a creative project manager. Facilitated by specialist artists, four participatory projects offered time and space to reflect, share and build deep social connections through creativity (15)</i>
	Creating impacts through connection	Considers the positive effects of the connected communities achieved through partnership working	<i>‘An intergenerational event that brings the community together to build resilience, keep the climate conversation going, help people feel empowered to combat the climate crisis together and provide the opportunity to interlink different community groups with a common goal.’ (Plastic Free North Devon) (5)</i>
Outcomes of partnership working	Impacts on delivery partners	Identifies where partnerships have been formed over the lifetime of a project and the impacts and outcomes of this approach	<i>Cultural, NHS healthcare and community partners worked together with a creative project manager. Facilitated by specialist artists, four participatory projects offered time and space to reflect, share and build deep social connections through creativity (15)</i>
			<i>Despite its limited delivery timeframe and resourcing, this pilot project has been broadly effective and successful across all of the target areas and priority groups and has identified meaningful</i>

² Only one supporting extract has been included here due to the extensive reference to partnership working throughout the data analysed, that was not feasible to include in this table.

			<i>learning on which to develop future partnership opportunities and build upon (16)</i>
			<i>Outcome ● 16 new cross- sector partnerships were formed during the lifetime of this project creating a network of local experts across the North Devon creative and healthcare sector. New partnerships: ○ Taw and Torridge Voluntary Service ○ Northern Devon Healthcare NHS Trust ○ Beaford Arts ○ Memory Cafe Torrington ○ The Plough Arts Centre Torrington ○ Torrington Town Hall ○ The Bickford Centre Torrington ○ Studio KIND Braunton ○ Devon Carers ○ Young Carers Connected ○ Live Well in Braunton ○ South Molton YMCA ○ Caen Medical Centre, Braunton ○ Burton Art Gallery & Museum ○ Community Mental Health Team, Bideford area ○ Social Prescribers network, especially in Bideford, Northam, Hartland ○ Braunton Academy ○ Take a Part CIO (16)</i>
			<i>1 new client has a weekly shopping trip with a buddy. Partnership working with the Ring and Ride service, Go North Devon. 8 clients given leaflets, 3 new clients signed up to receive transport (8)</i>
			<i>- Partnership of public services, business, voluntary and community groups collaborating to create positive change across Northern Devon. - Supports seven local collaboratives across North Devon and Torridge - Linked with NHS and embedded in community - Referrals from social prescribing network and partnership organisations - Activity identified as key non-medical intervention for priority themes and audiences (11)</i>
Challenges at the One Communities project level	Difficulties with evaluation	Considers difficulties with evaluating the outcomes of projects/comparing the outcomes of projects across the OCs	<i>Understand the myriad of outcomes, defining the change we intend to make and identifying the lessons learned is a time consuming and admin heavy task. Outcome measures are often designed to satisfy funders and commissioners and rarely</i>

			<i>harnessed as tools to create effective ways to better understand if meaningful change has occurred (3)</i>
			<i>Vouchers have a dual effect of supporting small local cafes and creating ways to bring older people together, reducing social isolation and tackling loneliness. Need a more efficient way of capturing evaluation data without creating paperwork/barriers across all stakeholders. Potential to co-design with coffee shop owners and distribution partners to increase target population reach (5)</i>
			<i>Much good work that happens within communities that we currently don't record and there are no agreed measures. Metrics for resilient and cohesive communities that reflect 'what matters to communities' need to be co-created by cross-sector organisations and the communities they serve (1)</i>
			<i>Currently, this report outlines the outputs and outcomes of the Community Developers as reported by the One Communities. However, more information is required to better demonstrate the true value of the Community Developers and One Communities. Without this there is a risk of: a) negatively impacting on future funding bids b) may be impacting our ability to learn / develop OC's effectively Working with the University of Exeter, alongside recent workshops with the OND Board and the OND Community group and Community Developers are supporting the development of a theory of change / logic model as a basis to design a more thorough and effective evaluation framework for the One Communities (7)</i>
			<i>Community work is varied and resources/capacity often stretched. Therefore, evaluation can often be overlooked and large differences between approaches make it difficult to compare</i>

			<i>impact. Making evaluation meaningful, for both local residents and organisations is a challenge but one we should fully embrace. By learning about health inequalities and prevention together we can agree minimum community development aims and measures (2)</i>
	Resource availability	Identifies challenges associated with a lack of capacity (paid or volunteer) or funding for projects to go ahead or continue	<i>Another aspect that has been identified as needing further resourcing and time to develop a more robust strategy around participation has been in providing the right support and lead-in time for GP social prescribers to properly engage with the programme (16)</i>
			<i>To work more effectively, the project would have benefitted from a longer lead-in time to disseminate the information to social prescribing partners and increased communication with them throughout. Having all social prescribers invested in the project coming together on a regular basis to work with the project development team would be an effective way to develop a more strategic approach to setting the groundwork for increased and sustained referrals (16)</i>
			<i>Community workers and some artists felt there was not enough time to organise themselves and the groups that they wanted to bring together. It was felt that a longer lead-in time of up to 6 months could have improved engagement numbers and led to a deeper level of engagement and even greater health and wellbeing outcomes amongst participants (16)</i>
			<i>Although most artists and community development workers reported feeling supported by the Creative Project Manager throughout the project, they also reported that the project management capacity felt stretched (16)</i>

			<i>Encouraging project leads and artists to take up the offer of funds to engage a dedicated support worker in future would ensure that artists remain focussed on giving the best creative support and participants can then feel reassured they can access the appropriate support within sessions if needed (16)</i>
			<i>This project needs £125 per session to cover costs of transport and support staff. Community Developer support would be needed to confirm if there is a sustainable self funding future (8)</i>
			<i>Funding remains the biggest concern for providers - with transport being the second biggest barrier for participants (9)</i>
			<i>Community Developers have always been on fixed term contracts, recently we have been able to extend posts by 5 months which hinders long-term planning and creates insecurity for the workforce. CD host employers (as lead partners) have agreed to a 'partnership Community Lottery application' and the next steps will be to secure match-funding (financial/in-kind) from across the partnership as the Lottery are clear that partners must show they are committed to community development (3)</i>
			<i>The current 'drip-funding' model hinders long-term planning and creates insecurity for the Community Development workforce/host employers. Furthermore, the OND Communities Support & Developer Manager post has been reduced from 5 to 2 days per week from September 2023 (5)</i>
			<i>All partners apart from the PCN wellbeing team distributed vouchers (PCN 'did not have capacity') (5)</i>
			<i>Community Developers have always been on fixed term contracts, not knowing whether they will have their posts extended each year. Sometimes they are even extended month by month whilst</i>

			<i>funding is sought. This jeopardises cross sector partnership working at a place-based level as partners agree a single co-ordinating role is vital (1)</i>
			<i>Partners agree a single co-ordinating role is vital but Community Developer funding is fixed-term and has no security (1)</i>
			<i>Lack of OND partner representative attending OC Forums regularly - barrier to cross-sector working (1)</i>
			<i>OC Chair volunteer support / capacity - One Barnstaple, Holsworthy and Torrington have all left Chair post (1)</i>
			<i>Whilst NDVS/TTVS are through to phase 2 of the National lottery funding (see above), current funding will only extend Community Developer contracts until April 2024. As such, timings are tight. The Community Lottery bid may come to fruition but it also may not be in time for April. That leaves us with the following risks for the Community Developers that rely on funding: a) Lottery Funding bid may not be successful b) Lottery funding may be successful but not arrive soon enough, leaving a gap in CD employment and a loss of current CD staff (7)</i>
			<i>Community Developers have always been on fixed term contracts, not knowing whether they will have their posts extended each year and at times month-to-month. CD host employers (as lead partners) have agreed to a 'partnership Community Lottery application' and will be creating a match funding proposal to ensure that OND partners can be involved in co-producing Community Development across Northern Devon (2)</i>
			<i>A lack of funding spills over into Community Development resources, including meeting rooms, hybrid meeting IT solutions and engagement/co-production resources. After speaking with</i>

			<i>public-sector partners, many OC's now have secured free venues for their forums but lack community meeting spaces and resources to support quality engagement/co-production (4)</i>
			<i>Barriers to Collaborative Working People working for organisations in North Devon and Torridge who filled in the project survey think that the barriers to organisations working together to overcome inequalities in Northern Devon are: • Lack of funding • Time-limited nature of funding • Organisations not always sharing information with each other • Lack of capacity • Competition for funding within the sector • Lack of knowledge and understanding of needs (10)</i>
	Collaboration and communication	Identifies the challenges posed when working in collaboration with other people or organisations	<i>The One Communities were created with a vision of cross-sector partnership and co-production. Without consistent support and attendance from public sector partners, the One Communities cannot offer a multi-level approach to reduce inequalities and improve population health & wellbeing. To tackle wicked problems like social isolation and poor housing, that cause widening gaps of inequality, we need to coordinate action from all levels to concentrate efforts and realise the impact we could have when working together (6)</i>
			<i>Barriers to Collaborative Working People working for organisations in North Devon and Torridge who filled in the project survey think that the barriers to organisations working together to overcome inequalities in Northern Devon are: • Lack of funding • Time-limited nature of funding • Organisations not always sharing information with each other • Lack of capacity • Competition for funding within the sector • Lack of knowledge and understanding of needs (10)</i>

			<p><i>Catherine felt disconnected from the North Devon arts sector and the rest of the wider project. Potentially more time could have been built in to provide extra peer support for artists working in socially-engaged ways. Generally the N. Devon art network feels very retail-orientated, so less connected to this type of work (24)</i></p>
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