Local Delivery Pilots

Community of Learning Workshops Write Up
Leeds, London, Birmingham

November 2019
Overview

• This slide deck is a story of what happened at the workshops: featuring the slides from the presentations and highlights from the discussion sessions.

• Over 160 delegates attended from a range of organisations including local authorities, Active Partnerships, leisure trusts, community interest organisations, national governing bodies and national organisations. Delegates engaged with 42 representatives from the local delivery pilots.

• The aim of the workshops was to provide an open, honest and authentic environment for everyone attending to engage with the pilots and hear about the emerging learning and to share their own stories and experiences.
Programme of the day

10.30am  Welcome and introduction
10.45am  Exploring the Learning / Discovering the Change
1.15pm   Lunch and Networking
1.50pm   Speaker Session
2.25pm   Group Discussion – Strategies to tackle inactivity
3.15pm   Reflections
3.30pm   Thank you and Close
How we were feeling about the day…

Leeds
interested 
curious

London 26/11
interested 
exted

London 28/11
intrigued 
interested

Birmingham
interested 
curious

interested 
excited 
inquisitive
Welcome and Introduction

Hosted by the pilots:

Richard Croker, Calderdale
Ken Barnsley, Pennine Lancashire
Angela Williams, Withernsea
Rory Doyle, Essex
Active Calderdale

- Richard Croker introduced this interview with Calderdale’s Director of Adult Social Care, Iain Baines. Click here to watch it.

- Iain talks about the changes Adult Social Care in Calderdale is making to embed physical activity.

- “If we can help (older) people to be physically active, people will be independent for a lot longer.”
Pennine Lancashire

• Ken Barnsley from Pennine Lancashire introduced a video from Professor Leon Cruickshank from Imagination Lancaster. Click here to watch it.

• Professor Cruickshank speaks about working with the Pilot team on creative engagement.

• “This is a huge opportunity to involve people in the decision making process and find out what can help people be more active.”
Active Withernsea

Angela Williams introduced some of the ways that Active Withernsea are “Doing it differently”.

LOTTERY FUNDED

ACTIVE WITHERNSEA

EAST RIDING OF YORKSHIRE COUNCIL

Big Local Withernsea
Together for a brighter future
Where is the system?

• Leaders in the organisations
  • Strong leaders who can influence change in the council throughout the departments, having those people on board and thinking in this way. Using contacts for a more joined up approach.
    • ERYC
    • NHS
    • Schools

• Leaders in the place
  • More challenging is convincing these leaders to see things differently. Joining the dots and tackling the issues together
    • Local Council
    • Social Enterprises
    • People who are involved – Charities, Trusts, etc.

• Leaders in the community
  • Understanding what systems they put in place that are a barrier to activity and social activity. How the system is affecting day to day life.
    • Volunteers
    • Residents
Doing it differently – the learning

- Listening and understanding takes time and is more than just one conversation
- Taking people on this journey is hard – holding nerve and getting people to see things differently by testing themselves to say yes
- Influencing the change in the system by sharing the stories and finding the new energy
- Looking at the bigger picture and tackling some of the barriers that aren’t about Physical activity to allow space for people to see PA as a priority and something they have complete control over.
- Go with the energy – don’t over plan or pre-determine, it’s messy, it’s complex embrace and guide.
Essex LDP

• Rory Doyle spoke about the learnings from the Essex LDP.
• To find out more their story so far, check out their website here
Exploring the Learning

Naomi Shearon
Strategic Lead
Sport England
What is changing?

To
What is changing?

• Now that we have been talking about what we are seeing and learning for a couple of years, we want to provide more of a sense of what is shifting and changing over time, rather than the snapshot ‘story of now’ approach that we have collectively taken before.

• It’s not just where are we now but where we are going to - at these events we talk about the destination but also the way to get there.

• A few major shifts have emerged from the recent process learning which are ways that pilots are explaining how things have changed over the last 18 months. These have been arranged under three themes which show where we have come from, and where we have got to.
A journey – ‘from’ and ‘to’

From disconnected delivery → Via shared purpose → To collective action
From disconnected delivery – to shared purpose – to collective action

• The pilots have observed a major disconnect between the recognition of the importance and relevance of physical activity in improving the lives of individuals and communities, and how far action is being taken to embed physical activity in an overall coherent sense across the work of places.

• There was early recognition that there is a lot of stuff being delivered and provided – but it’s not joined up and not designed for everyone in communities.

• Equally, there were various organisations, teams and people with power over the things that can influence activity levels, but they were not considering their role in that.

• A lot of work has been done to demonstrate the power of physical activity in contributing to what matters in the LDP places and making increasing activity ‘everyone’s business’.

• The Local Delivery Pilots have been working hard to shift the conversation from ‘How do we make our piece work as perfectly as possible?’ to ‘How do we achieve something important as a whole?’

• As a consequence, many of the LDPs have been working with a wide range of people involved in the pilot on a shared sense of what matters.

• Taking time to develop a shared vision and clear messages about their story and purpose is supporting authentic relationships to grow around the LDPs.
They have also been experimenting with the most engaging messages and stories to bring their shared purpose to life in a way that is understandable and exciting for people.

This in turn is supporting the LDPs in developing relationships: through having articulated their story and purpose to themselves, they are able to articulate this to potential partners and tap into the energy of others.

Having a shared sense of purpose, along with clear messages and stories that bring the purpose to life, matters because it enables LDPs to build authentic relationships based on common goals.

Since then, the LDPs have been seeing growing engagement among (prospective) partners and have been wrestling with the challenge of how to translate this into collective action, so that partners exert influence in line with the LDP’s collective vision and goals, without relying on ‘top-down’ leadership or ‘waiting to be told’ what to do.

Some LDPs have identified challenges in achieving this collective action.

One challenge is to encourage prospective partners to break through the policy ‘silos’ in which they work, in order to work in a more joined-up ‘whole system’ way. They have realised that partners have tended to be more comfortable working ‘vertically’ within hierarchies rather than trying to connect ‘horizontally’ with other policy areas, over which they may have little influence or authority.

A further challenge is that maintaining partner engagement and working towards collective action is also intensive work, requiring sustained effort and allocation of resource. This has led some LDPs to consider how to make this feel more sustainable.
A journey – ‘from’ and ‘to’

From transactional relationships

To collaborative partnerships
From transactional relationships - to collaborative partnerships

• To get to a point when meaningful action is being taken by a range of people and organisations, where people trust each other and see that they’re working towards the same things, is not a quick fix.

• There is a lot of guidance about the steps that should be taken to change a system or take a systemic approach. Increasingly though, we are learning that the way that these steps or tasks are done is the thing that makes the biggest difference in terms of how successful it is - the tone, style, and human element of the approach.

• The LDPs have reflected on the ‘over-professionalisation’ of the services we work in and with, which makes relationships feel transactional in nature.

• This has resulted in more time being spent on building and fostering relationships that many of the pilots had anticipated.

• This more exploratory approach to relationship building matters because it allows the LDPs to develop more authentic relationships based on identifying common goals and a compatible culture. It allows the most powerful ideas and possibilities to emerge from exploratory discussions rather than defining the relationship as a transactional exchange of money for a set of ‘deliverables’ that might not be the most effective course of action.

• Sometimes this seems like a slower course of action than just ‘getting things done’ but LDPs are seeing that the depth and range of possibilities that are emerging from foundations of trust hold greater potential than rushing into ‘more of the same.’
Trust is the key ingredient for true collaboration.

Previous initiatives that have been experienced as letting people down, leaving people out and eroding trust have become a very clear blocker to relationships and progress.

Pilots are trying to find ways of signalling and sustaining non-traditional ways of working that give people the confidence that this is a real opportunity to do things differently.

Some LDPs have been investing time in widening and deepening their influence locally, both as a means of ‘future-proofing’ the LDP against changes in influential local figures, and to help break through siloed working. This has involved them engaging across policy areas within their local authorities, encouraging leaders within each policy area to buy into the LDP’s goals.

In addition, a few LDPs are sharing learning and building relationships with other, neighbouring local authorities who have heard of their work. As well as ‘seeding’ the concept of whole system change in neighbouring areas, gaining a reputation among other local authorities has potential to enhance the LDP’s prestige within its own local authority – again, helping to shore up and future proof the LDP’s influence.

Information flows are key in maintaining confidence and in enabling leaders to unlock (give permission to work in this different way). Stories about real people and how system blockages affect them, is key information to enable leaders to unlock, so others can unblock.

The benefits of building truly collaborative partnerships are beginning to become clear, with organisations combining their skills, experience, reach and resources to create possibilities that would not have emerged separately.
A journey – ‘from’ and ‘to’

From community consultation

To co-creation with communities
From community consultation – to co-creation with communities

• One of the very first things that the pilots started to highlight was that many degrees of separation have emerged between the people who make decisions and take actions that effect communities, and the communities themselves.

• The LDPs have been exploring ways to bridge the empathy gap and reduce the distance between communities and the parts of the system that are there to support them.

• The ways to connect with residents and communities are often not well established or known by people running services. Mechanisms to connect with communities are diminishing.

• It is recognised that the root issues are often missed as community consultation can become too narrow (in terms of topic) or distancing (in terms of methods).

• The pilots have been examining who authentically speaks for the community, and exploring the skills and resources required to understand community wants and needs.

• As the LDPs have explored what forms of community engagement are authentic, there has been a growing realisation that genuine understanding of community needs, and co-production by the community, takes time and resource to work in a sustained manner among the community members. To achieve the necessary depth of insight may have implications for the breadth of coverage that is possible.
There are also emerging needs to check and reframe language and terminology: for instance, some of the language used with communities has been deficit-focused (e.g. talking about deprived areas); has talked about ‘being active’ in a way that doesn’t resonate; uses obscure ‘professionalised’ language; or reflects internal structures and processes that are meaningless to communities.

There is a recognition that it might be unsettling for stakeholders used to traditional/hierarchical ways of working (for instance, how to manage the fact that sustained dialogue with the community may upend the LDP’s ‘top down’ attempts to arrive at a strategy for change). Siloed ways of working continue to be evident in the tension between community consultation existing as a separate specialism, and the need to become embedded in, and win the trust of the community.

Concerns about not delivering quickly enough in response to community views, and this leading to disengagement or cynicism, speaks of a legacy of previous community engagement being a ‘top down’ activity rather than a joint enterprise.

There are challenges around where community engagement expertise sits: some have realised they don’t have the skills and have to bring in external support, fulfilling the need to increase the skills and capacity of the system.
There has been a realisation that meaningful community engagement can be simply done, by being present in the community, having conversations and actively listening. Pilots have recognised the importance of informal networks via which they can reach the community; ones that aren’t visible to anyone who isn’t in the place (such as a parents’ WhatsApp Group, the prayer group, and the local GP).

While community engagement can sometimes be achieved in simple ways, interpreting what the insight means can be more challenging. Sometimes the engagement work reveals previously-unsuspected depths of division between communities and service providers; and while those who have engaged with community members may come away with an increased ability to empathise more needs to be done to spread this empathy within other actors in the system.

There are anxieties about when ‘enough’ community insight has been gathered, to allow the LDP to take action, as well as concerns that, if the community engagement work creates expectations of action that cannot quickly be met, it may lead to cynicism among community members who have previously experienced community engagement not leading to action, and associate it with a legacy of broken promises.
Discovering the Change

During this session, delegates went round the room to hear key learnings from Pilot representatives.
Speaker Session

Jon Little – Director, Bespoke Transport Consulting

Professor Donna Hall, CBE – Chair, New Local Government Network
Enjoy Waltham Forest

Jon Little
Waltham Forest Mini-Holland

- Part of the Mayors Transport Strategy
- Competition open to all outer London boroughs
- Scope of bid was to include:
  - A world class commuter route
  - A Main Town Centre
  - Secondary Centres
  - A Network of Excellent Cycle Routes
  - Complementary Measures
Waltham Forest

- One of the 18 outer London boroughs, in north-east London
- Population of about 280,000 people
- Young average age (32 years)
- A growing borough with lots of development and regeneration
- A host borough of London 2012 Olympics
- Diverse borough with significant eastern European and Asian populations
Why Waltham Forest?

- An existing car dependent culture and a growing population
- Low levels of active travel
- A street environment that prioritised motor vehicles
- The entire borough was designated an Air Quality Management Area
- Supporting growth and development in a sustainable way
Why Waltham Forest?

- Opportunity to redesign streets and make them better for everyone

- Enable more people to walk and cycle more, reducing reliance on private vehicles

- Quieter streets - reducing pollution and encouraging healthy, active lifestyles and social inclusion
Network of routes

- Continuous, joined up network
- Doesn’t give up at the difficult places
- Links villages and town centres together for longer journeys
- Direct links into the wider London cycling network with continuous segregated/low traffic journeys possible into central London
- Connects the key destinations in the borough and those nearby
Network of routes
The Villages
Walthamstow Village, Markhouse Village, Blackhorse Village and Hoe Street/Wood Street

- A cycling (and walking) grid of ≤400m
- A local network that is protected from traffic conditions on main roads
- Wayfinding for short and long journeys
- Direct access into local and London cycle network
- Cycle parking - at stations, shops and at home
The Villages
Walthamstow Village local connections
The Town Centres
Chingford, Highams Park, Leyton, Leytonstone
Design process
Resources and documentation
Project process

- Early engagement- resident meetings, Perception Survey
- Design workshops with residents and businesses
- Public consultation inc. drop-in sessions, walking audits
- Reporting process
- Statutory consultation
- Construction
The Villages

Walthamstow Village, Markhouse Village, Blackhorse Village and Hoe Street/Wood Street

- Distinct urban villages with their own identities that are great places to walk and cycle
- Quiet green areas free of through traffic
- 20mph speed limit
- New public spaces and better shopping areas
- New places for informal socialising play
- Get to know your neighbours
Walthamstow Village trial
Walthamstow Village trial

Controversial cycling trial set to cause ‘mass disruption’

The trial of a multi-million-pound cycling scheme aimed at improving road safety and boosting the economy has started today.

Several roads in Walthamstow have been closed, blocked and re-directed, preventing cars, motorcycles and some buses from carrying out routine journeys.

@Walthamforest I think I love you. Mini Holland trial starts

Orford Rd is a genuinely joyful place today. Laughter, happy conversations with complete strangers. #miniholland
Engagement

- Used on-line platform (website and consultation tool commonplace)
- It enables us to tell the entire project story
- Able to run multiple engagement/consultations at different stages at any one time
- We can provide much more detail and background for respondents
Engagement and behaviour change

How respondents travel on Lea Bridge Road

- 75% walk
- 61% use public transport
- 47% take the car
- 36% cycle
What’s the reaction been?
What’s the reaction been?
Outcomes
Outcomes
outcomes
Outcomes
Outcomes
Outcomes
Complementary measures
Progress

- Programme largely complete
- 54 streets closed to motor traffic
- 1062 20 mph roads
- New public spaces
- 350 new trees and 15 pocket parks
- 27 kms of new cycle track
- 8 cycle parking hubs at stations
- 300+ cycle hangars
- Over 1500 new on street spaces
Outcomes

University of Westminster Study
- Study comparing people living in MH boroughs with others
- Suggests an increase in walking and cycling in MH boroughs esp. high dose areas
- Residents active 41 minutes a week more than those living in other areas
- Increase greater in walking (32 mins) than cycling (9 mins)
- Getting towards WHO and MTS targets

TfL data
- Only outer London borough where more walking and cycling trips than private car

Resident insight survey
- Amount of residents describing themselves as occasional and frequent cyclists has doubled
Outcomes

Kings College Air Quality Research Group Investigation

- Houses exposed to more than max EU rec levels of NO2 down from 58,000 in 2007 to 6,300 in 2017
- Residents will live 7 months longer
- 5 year old children will live an extra 6 weeks from improvements, active school run could add another 3 weeks
Outcomes

Department for Transport

- Most active outer London borough 40% of adults walk five times a week (only second to City of London)
- Highest of outer London boroughs for cycling five times a week
- 6th highest in greater London (only inner London boroughs higher)
Outcomes

***BETHNAL GREEN LIVEABLE STREETS***

Please respond to the consultation today!

If you prefer the second picture to the first one, we suggest answering "very supportive" to every question. Scroll right down to the bottom of the page for the questionnaire: pclconsult.co.uk/liveablestreet...
Outcomes

My wife and son in photo on the right was taken two years ago. Massive difference in the area with added greenery more relaxed / slower vibe, you can actually hear the birds when walking in the area. A significant improvement for me.
Local Delivery Pilots – Community of Learning

“Developing & Delivering Shared Purpose”

Professor Donna Hall, CBE
Chair @NLGNthinktank
@ProfDonnaHall
Thinking Differently…..

From a traditional approach

- Individual contracts based on service line specifications that measure outputs and not outcomes
- 80% of time on assessing and referring people
- Multiple providers contracts and conflicting specifications and silo based individual provider focus
- Duplication of provision and overlaps in service delivery
- User effort and confusion in navigating the services across a complex system
- Disease or service specific focused creating dependency
- Getting the best out of the contract for commissioners

To an asset based approach

- Focus on outcomes and the holistic needs of individuals and their families
- 80% of time on building a relationship
- Co-production of frameworks and delivery models between commissioners and providers
- Development of co-ordinated care pathways and reductions in duplication
- Focus on easy access to services and providers working together to provide a seamless joined up arrangements services
- Strengths based promoting independence
- Getting the best out of the system for residents
Leading Differently:

- Culture and relationships eat strategy and process for breakfast
- Pass power and control to communities not just co-design
- What is your shared purpose? Not just chasing funding and reacting.
- Culture starts with how people treat each other in this team and in front of elected members and the public...
- Call out the bad behaviours
- No more nasty emails....
- Ban competing programmes
- If a pilot works JUST DO IT!
- Listen harder with humility
- Use more anthropology in redesign
- Stop doing and shut down the things that don’t work
- Hunt down the vampires in the system
- Celebrate the cheerleaders
- Focus on values, attitudes and behaviours
- Break out of the drama triangle
### Our part
- Keep your Council Tax as one of the lowest
- Help communities to support each other
- Cut red tape and provide value for money
- Build services around you and your family
- Create opportunities for young people
- Support the local economy to grow
- Listen, be open, honest and friendly
- Believe in our borough

Signed [Signature]
Councillor David Molyneux, Leader of Wigan Council

### Your part
- Recycle more, recycle right
- Get involved in your community
- Get online
- Be healthy and be active
- Help protect children and the vulnerable
- Support your local businesses
- Have your say and tell us if we get it wrong
- Believe in our borough

Signed [Signature]
The Deal Principles

Different conversations

Different conversations with partners, part of collective endeavour to support Wigan citizens to live great lives. Co-production, relationships, trust, shared outcomes (plus robust decommissioning when required)

Know your community

Citizen and community knowledge drives market shaping. Neighbourhood based focus, e.g. Homecare, understanding Wigan as a place important element of tender process, share tools such as Community Book to help partners connect citizens to their community

Place based teams

Providers key part of place based models, connected to huddles, community assets and wider reform agenda e.g. Care Homes, Wellbeing Teams
The Deal Principles

An asset-based approach

Asset based approach embedded into our commissioning model, recognising assets of people, communities and partners and ensuring all support recognises and develops the assets of our communities and citizens. Inclusion driving principle

Staff attitude and behaviours

Be Wigan behaviours of Be Positive, Be Accountable and Be Courageous shared by commissioners, partners and front line staff – reframes relationship, all energy focussed on high quality and great outcomes

Permission to innovate

Wigan asset based commissioning liberated creativity and passion of partners to deliver great outcomes and positive experience to citizens e.g. people powered technology. Enabled innovators such as Community Circles and Wellbeing Teams
What does our collective learning so far tell us about how we all continue to tackle inactivity?
Tackling Inactivity

• Delegates split into groups to discuss what our strategies should be to continue to tackle inactivity.

• On the next slide are some of things we heard during this session.

• The learning from the session has given us a very rich source of material that will contribute to the conversations that are beginning to shape big ideas for Sport England's future strategy.

• We will combine the perspectives that we gathered at the Community of Learning workshops with the views we are hearing from other stakeholders. We aim to publish our emerging ideas around April and be in touch with participants for further input.
What was heard

Encourage places to look outside and at other places

Place based
- get a deeper understanding
- build from assets and strengths

Give this the time it needs and deserves to get right
- This is hard!

Don’t start with a deficit narrative

Innovative leadership backed up with permissive culture

Don’t just listen to the loudest voices!

Increased collaboration

There is no simple answer

Innovative in how we engage with communities
- No more surveys
- Consideration given to wider determinants on health

Physical Activity could be the by-product
- Community at the heart

Do with not to

Encourage more shared learning and stories

Stop counting things

Don’t allow the system to go full circle

Listen and enable community created solutions
Reflections
Leeds
- encouraged
- reassured
- inspired
- connected
- enthused

London 26/11
- energised
- motivated
- reflective
- inspired

London 28/11
- informed
- inspired
- reflective

Birmingham
- thirsty
- encouraged
- connected
- still buzzing
- reflective

How we were feeling at the end of the day...
Thank you!