

# BASILDON

## Local Delivery Pilot (LDP)



Essex Local  
Delivery Pilot

**Autumn 2019**

This plan will be a live document



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# Executive summary

Sport England have embarked on a long term £100m national pilot to test new ways of tackling population levels of physical inactivity. They have chosen twelve different locations across England, including Essex, with the initial period running until 2025. All of the learning from the twelve pilots will be shared extensively to radically change the way organisations and sectors go about increasing levels of physical activity, through direct and indirect means.

The Essex Local Delivery Pilot (LDP) is a once in a generation opportunity to use physical activity to make a difference to the lives of people across Essex. With Basildon being one of the three test areas along with Tendring and Colchester, there is excitement and a sense of responsibility to make the most of this huge opportunity. The LDP recognises the significant difference that physical activity makes across our communities to individuals, families, friendship groups, workplaces and more. An active community is a happier and healthier one, but insight tells us that it is not as simple as choosing to become active at a drop of a hat for many people. Understanding the barriers and complexities to leading an active lifestyle are therefore important, but the LDP believes that the power of the local system can help unlock such barriers if it works better collectively, taking a whole-system approach whilst embracing an asset-based community development approach. This last point is important, as where once a pure sports development approach may have been taken to tackling inactivity

through purchasing more bats, balls and facility development, the LDP recognises that this is just one important aspect on the system that will enable the blight of inactivity to be tackled. The LDP will work across numerous settings that vary from Health to Community Safety; from Education to Planning and Infrastructure; from Communities themselves to Workplaces and Social Care.

Focussing on the significant assets that exist in the borough is therefore a key approach for the Pilot. These include the swathes of open green space, the many large and successful local employers, the committed voluntary sector, and our proud communities.

We know that there is already some fantastic work taking place in these communities with regards this agenda by statutory, health, activity and voluntary sector partners, and especially by communities themselves. We are

therefore committed to finding this energy and working with those with great ideas, but at their speed. We are particularly keen to meet and work with those unusual suspects who we believe are an untapped mine of knowledge.

The LDP in Basildon will principally focus its efforts and resources where they can make the greatest impact and certain low-income geographical areas have therefore been identified for the Pilot, as set out in this document. Within these geographical localities, we will principally be working with the following key audiences; families with dependent children, older people, and those living with mental ill-health. We therefore have one clear rule: All LDP resources in Basildon must have a focus on getting sedentary people more active in low-income communities. This may be through direct or indirect methods, however.

All of our discovery to date in Basildon, involving hundreds of conversations, has made it crystal clear that system change and tackling population levels of physical inactivity takes time. There is no quick fix. This is a six year journey to 2025, by which time we will be able to demonstrate the impact that the LDP has had on our systems and our communities. Our overriding priority is to change the systems that impact on the lives of local people. Changing systems requires a great deal of time and effort working closely with a large number of stakeholders to build trust, build relationships, and build understanding. Only then can we co-produce the ideas and approaches that will lead to long term impact. The use of LDP funds cannot be rushed in Basildon to ensure we stay true to our values and principles.

We would love to have you involved in continuing the ongoing discovery process and in participating in the delivery too through co-production. This is not an agenda any one party or sector can tackle in isolation and there is no simple solution, otherwise we would have already solved it. Join us.

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# What is the Local Delivery Pilot?

The Local Delivery Pilot (LDP) is a national program introduced by Sport England in order to tackle the issue of inactivity. Inactivity is one of their key priorities within their new strategy 'Towards an Active Nation' as: 'more than one in four people in England (28 per cent) do less than 30 minutes of physical activity a week. But research shows that those who do the least activity stand to benefit the most, (Sport England).

The vision behind the introduction of the LDP is to gain an insight and understand the local identities in our society in order to influence behaviour change and provide sustainable ways of increasing activity. It is understood that inactivity is not an isolated issue therefore and the local pilots will aim to get to the root of the problem within local communities and create whole system change. They will focus on doing things differently and making sustainable changes to truly make a lasting impact on the nation.

Sport England chose twelve diverse areas, one of which being Essex with Basildon being one of three chosen test areas alongside Tendring and Colchester. The aim of these pilots in each of these areas is to address inequalities, provide new ideas and tackle the various direct and indirect barriers which exist and impact on people becoming more active.

# What is Basildon's plan?

The Essex Local Delivery Pilot (ELDP) is a collaborative pilot led by The Essex Health and Wellbeing Board and supported by Active Essex, Basildon Borough Council, Colchester Borough Council, Tendring District Council, the University of Essex and other partners. Basildon, Colchester and Tendring have been chosen as test areas for the ELDP to provide innovative and sustainable approaches to tackling inactivity through direct and indirect measures.

This document will focus on Basildon. It sets out the data and insight gathered and will be the blueprint for the ELDP in Basildon and how we can all be involved to enable our communities to become more active and healthier. This document follows on from the learning presented in two prior reports:

**Essex LDP Chapter One Report 'Getting ready for system change'**  
**Essex LDP Chapter Two Report 'Delivering System Change'**

The Basildon Local Delivery Pilot is led by the Basildon Implementation Group. This is made up of representatives from the settings that impact the health and wellbeing and access to activity of our communities. The Implementation Group in Basildon is committed to doing things differently and taking a whole system approach working with communities at every stage to ensure that we are making a positive impact together.

Governance for the LDP in Basildon sits with the Basildon Health and Wellbeing Partnership, of which the Implementation Group is a sub-group.

All of our discovery to date in Basildon, involving hundreds of conversations, has made it crystal clear that system change and tackling population levels of physical inactivity takes time. There is no quick fix. This is a six year journey to 2025, by which time we will be able to demonstrate the impact that the LDP has had on our systems and our communities. Our overriding priority is to change the systems that impact on the lives of local people. Changing systems requires a great deal of time and effort working closely with a large number of stakeholders to build trust, build relationships, and build understanding. Only then can we co-produce the ideas and approaches that will lead to long term impact. The use of LDP funds cannot be rushed in Basildon to ensure we stay true to our values and principles.

This is the first version of our LDP plan, and it will be regularly updated to reflect the innovative, dynamic, and fluid nature of the work of the LDP. We are aware that the current awareness and buy-in of this plan by all of the stakeholders across Basildon is limited, and our commitment over the coming months and years is to get hundreds of people and organisations excited about the ambition of the LDP, and being proactive in its planning and delivery.

# Where are we now?

Basildon benefits from tight knit communities with a great community spirit. 2019 sees the 70th anniversary of the birth of Basildon new town. During this celebratory year, partners from across the sectors have been working with communities to mark this special occasion. This collective spirit of working together to commemorate what is great about Basildon to act as a spring board for positive change that can be continued through the LDP.

Basildon is in the south of the county of Essex and has a population of 183,768. Sport England's Active Lives Survey Data (2017/18) showed that the levels of inactivity decreases steadily as the level of deprivation decreases, with levels of activity increasing steadily as levels of deprivation decrease. As a result, the pilot within Basildon will focus on the areas with 1-4 deciles of deprivation (page 10). A large proportion of these areas are the 'new town' which was based on experimental planning after WWII. This 'new town' planning has brought with it challenges which require a whole system creative approach to solve, but also bring real opportunity due to their abundant green spaces, large number of communal areas and the sheer strength of community cohesion in many neighbourhoods.

Parts of Basildon are within areas with significant health and activity challenges. South of the A127 hosts most areas of deprivation within the borough. However, there are pockets of deprivation in Billericay and Wickford (although these are less visible due to the increased prosperity in general). Central areas of Basildon have the biggest concentrations of deprivation (wards: St. Martins, Fryerns, Lee Chapel North, Vange, Pitsea North West). Despite these challenges, there are also areas with a wealth of open space, a range of top-class facilities and a strong sporting infrastructure which can all be better utilised to support and improve the health and wellbeing of the local population.

Basildon has an economy worth £3.7bn, and a number of internationally recognised businesses. Basildon is the largest and fastest growing economy in Essex and a significant driver of regional and national growth. Connectivity is key - great access by road, rail, air and sea.

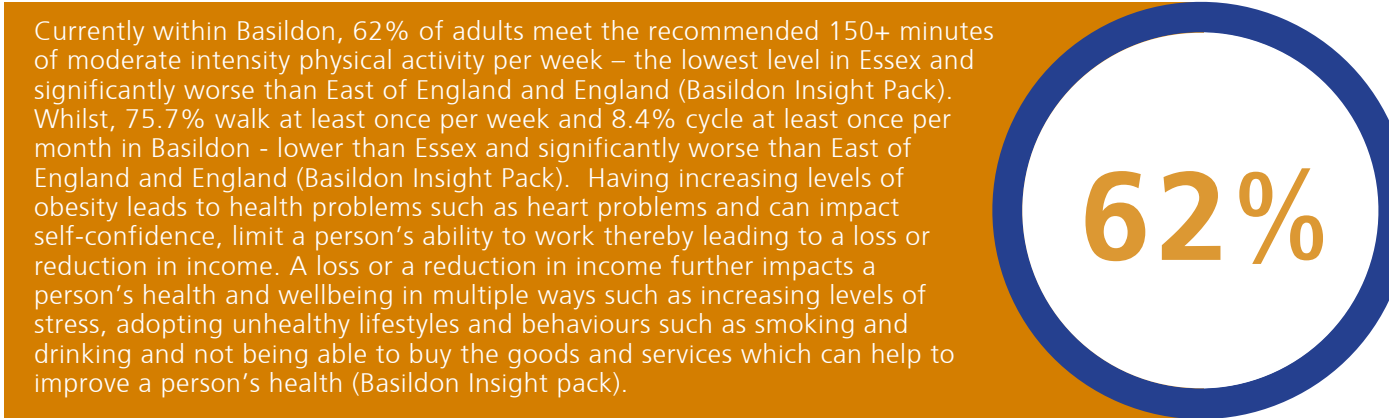
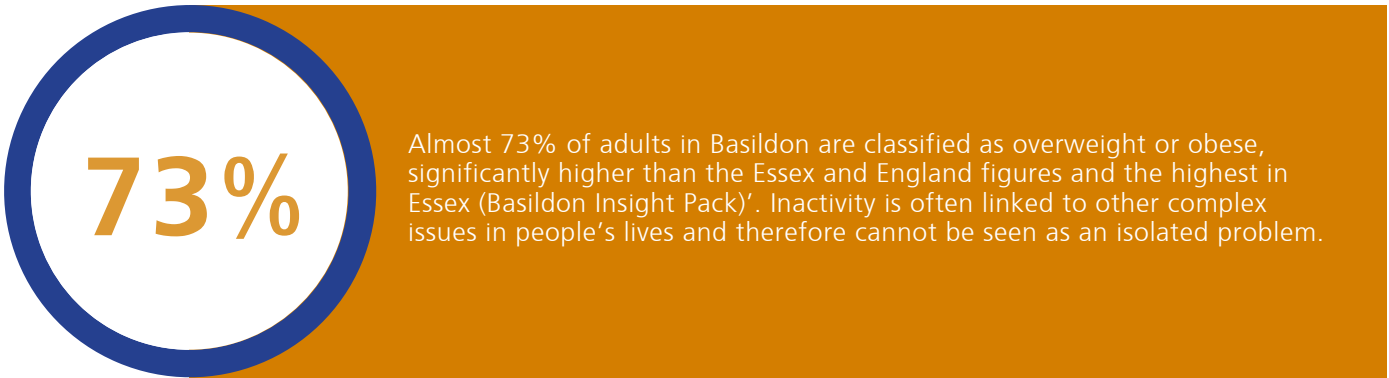
“Our approach needs to be different to what has gone before”



# What has already been achieved?

- ✓ the ELDP is now a standard agenda item on the Basildon Health and Wellbeing Partnership.
- ✓ the ELDP is now part of the Basildon and Brentwood CCG Operational Plan and has delegated a strategic sponsor for the pilot. This is a real measure of early success as the CCG has taken it upon itself to do this and is now committed to partnership working as part of the LDP in Basildon on medium term strategic delivery.
- ✓ cross sector Asset Based Community Development workshops delivered that aim to help build on the assets that are found in the community and mobilise individuals, associations, and institutions to come together to realise and develop their strengths. This makes it different to a Deficit Based approach that focuses on identifying and servicing needs. This is the first time we have seen cross sector learning together in Basildon on effective community development practice.
- ✓ ELDP coordinator continuously connecting with grass roots organisations and communities. This has resulted in gaining the insight of many of the unusual suspects in Basildon giving them a voice and utilising their expertise by experience.
- ✓ 2 x 'Improving Lives Together' stakeholder engagement workshops held to introduce the ELDP. These co-produced an insight report into the barriers and opportunities to leading healthier lives within Basildon and how we can come together to work differently. This insight gathered is fully embedded in this plan. These sessions were attended by approaching 100 stakeholders from across the sectors.
- ✓ 5 action research projects delivered to test and learn innovative practices. These have resulted in gathering greater insight into what works, what doesn't and why. The projects enabled us to test how physical activity could be hardwired into the practices of successful but non-usual partners' every day practices.
- ✓ ELDP team delivered presentation to approximately 30 GPs on the benefits of physical activity and the aims of the ELDP at a CCG Time to Learn session. This has resulted in the LDP in Basildon becoming a regular partner around the tables of numerous CCG groups.
- ✓ ELDP sharing and learning at a local and regional level. Not only have we passed on our learning but we continue to learn from others locally, regionally and nationally.
- ✓ members briefing held to inform elected councillors of the aims of the ELDP.
- ✓ presentation given to the Basildon, Billericay and Wickford Council for Voluntary Services network forum.
- ✓ Basildon Borough Council Chief Executive is the Senior Leadership Strategic Sponsor for the ELDP.
- ✓ Basildon Council has reviewed how it utilises its policy approach to enhance health and wellbeing. This approach is challenging conversations and the way in which the Council works internally and with its partners. An example of this is that the Borough's Sports Development Grant has now adapted to become the Sports and Activity grant with a remit for all measures of activity.

# What does the data tell us?

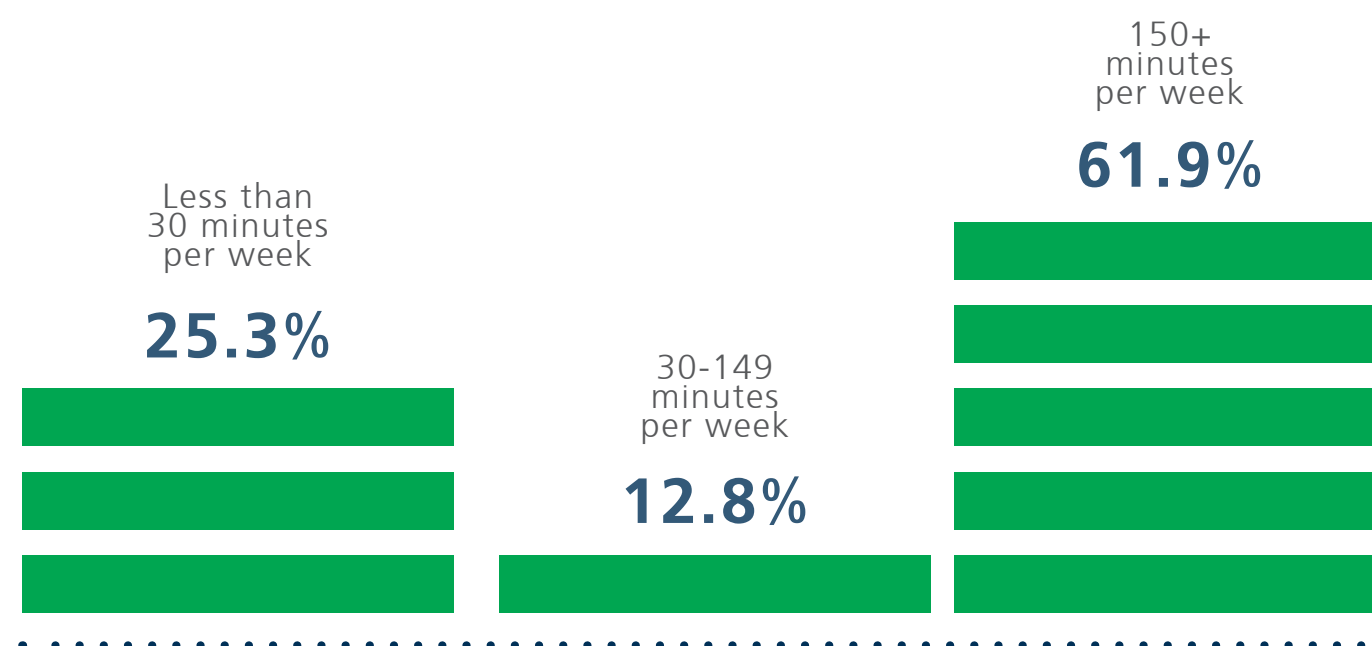


There are several factors which can impact the health of residents of Basildon such as crime, income, education, and healthy eating. For example, Basildon has a much higher rate of crime than the Essex average with anti-social behaviour, vehicle crime and violence and sexual offences being the most common types of crimes to be committed. The high rate of crime can impact a person's health both directly and indirectly. For instance, 'crime, particularly violent crime, such as assault, can obviously lead to direct effects on physical health' (Basildon Insight Pack).

However, the fear of crime has been noted to have a negative impact on mental health, physical health (due to limited activity) and also social well-being as it can lead to isolation or limited social cohesion (Basildon insight Pack). In Basildon, '8.4% of residents gave personal safety as a barrier to exercising and 43.9% of residents reported that open spaces would be more accessible if they were made safer'- figures which are both significantly higher than Essex (Basildon insight Pack). 13.3% of residents feel unsafe outside during the day whilst this figure increases to 43.9% of residents feeling unsafe when it is night (Basildon Insight Pack).



# STATS & FACTS



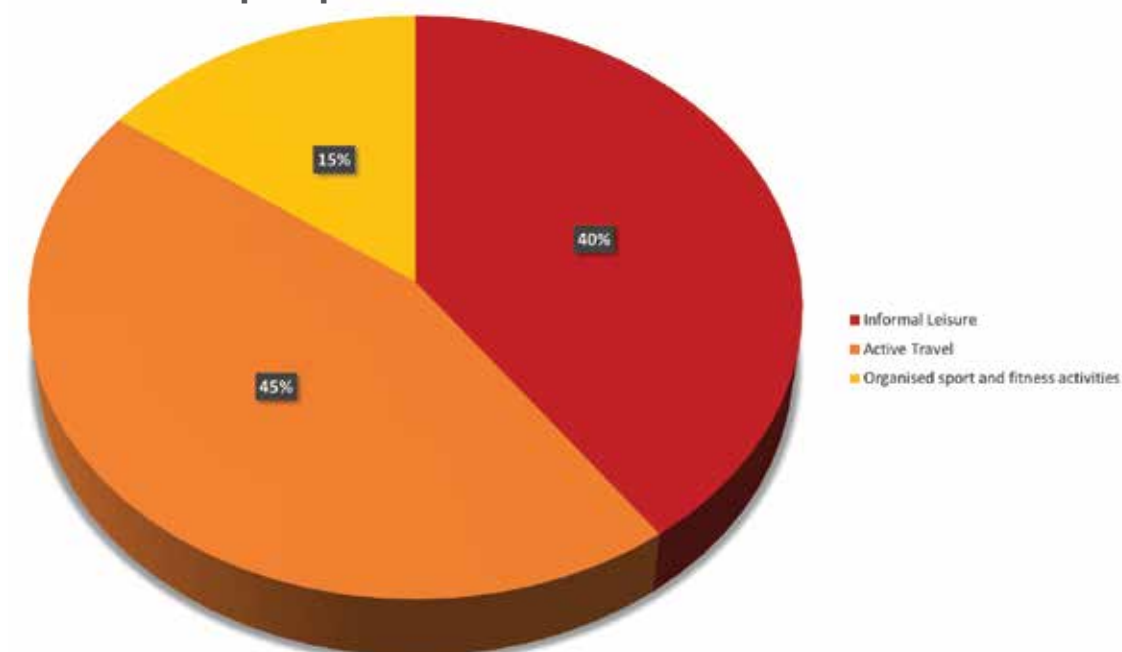
Total Cost of inactivity per year including absence from work

**£26,683,149**

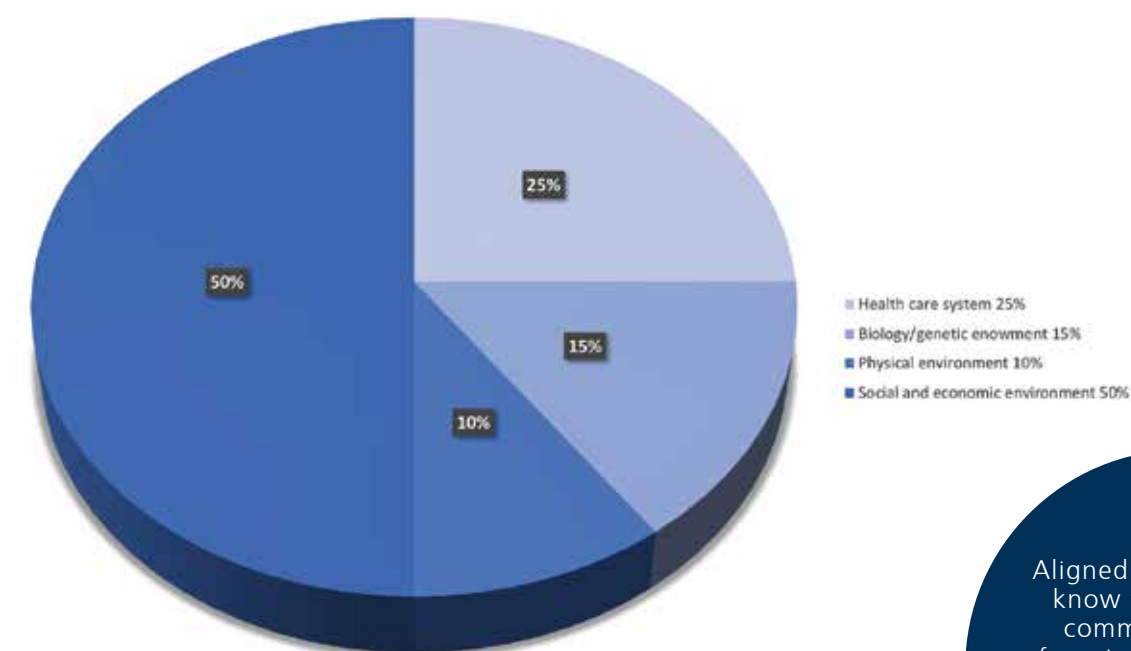


Traditionally, to tackle inactivity, a high focus would have been on using sport as the principle method to do so. Whilst sport remains a hugely important part of this agenda, it does not have the capacity alone to deliver population-level change. The below diagram shows that organised sport and fitness activities actually only account for 15% of the total for how the population keeps active.

## How are people active in the UK?



## Estimated impact of determinants on health status

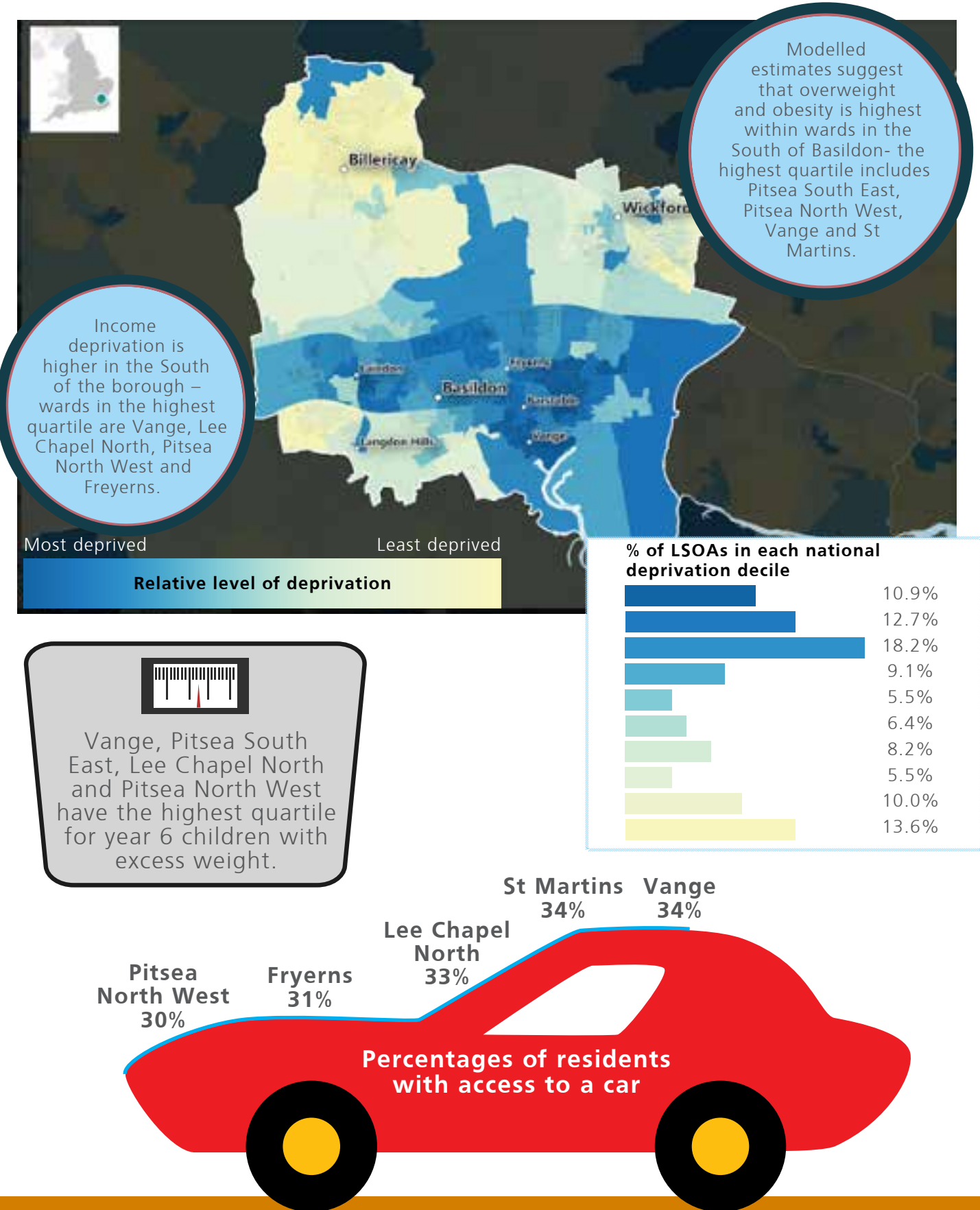


(Canadian Institute of Advanced Research, 2002)

Aligned to this, we also know that to impact community health, focusing on traditional healthcare is not enough as social, economic and environmental factors are the principal impactors.



# Priority geographical areas



# Introducing our target audiences

As a result of recognising the need to take a holistic approach to tackling inactivity, three priority target audiences have been chosen to be the focus for the pilot:

## Older People

The focus on older people will be targeting those who are at risk of functional decline (this is not age specific) and those who are at transition points (retirement, bereavement, relationship loss, moving to a new house etc.). The age range of 45-65 was also identified as a period within the ageing process which can be strongly influenced to make a real difference in improving health. Furthermore, older people tend to have higher levels of mental ill health and are often isolated. In addition to improving health for older people, it is about challenging the cultural perception that being inactive is a natural part of ageing. Basildon has an existing rich offer for older residents such as the Activity Centres in Laindon, Pitsea and the George Hurd Centre in Basildon, as well as a plethora of sheltered housing schemes.

## Families with Dependent Children

The focus on families will include all those within any extended family where an individual’s activity impacts on another family member. It will include children encouraging their siblings, parents and grandparents and vice-versa, as well as any activity that influences the family including school, community or work-based activities that encourage the child/parent/grandparent to increase activity to the rest of the family. Children often learn behaviours from their families and ‘there is a significant fall in activity levels when children reach secondary school with only 20% of secondary school girls reaching the required level of activity (Chapter Two, ‘Delivering System Change). Though percentage of overweight or obese children in reception in Basildon is better than England, ‘by year 6 around a third (33.9%) of children are overweight or obese’, significantly worse than Essex and East of England’ (Basildon Insight Pack). In Basildon, figures show that women are significantly more likely (32%) than men (25%) to be inactive (Intelligent Health Review of Physical Data and Insight in Essex). Sport England’s Active Lives Survey Data (2016/17) found that ‘Lone parents are more likely to be inactive (30.5%) than single people (26.4%) or those in a couple (24.4%)’. It is therefore important to tackle inactivity in families as a whole in order to make a difference in the lives of all generations. There are numerous local charities and organisations already doing great work with local families in Basildon and insight has highlighted the incredibly important role of schools in acting as community hubs beyond the usual curriculum hours for the whole family.

## Mental Ill-Health

The last priority target audience is mental ill health. This includes the mental ill health and wellbeing of the whole population including those with more severe mental ill health problems requiring NHS treatment, who tend to be the least active, and all those with mild to moderate ill health diagnosed by a health professional or self-diagnosed’ (Chapter Two, ‘Delivering System Change). The pilot aims to work with learning disability advocates and dementia organisations too.

In addition to these three priority audiences, the pilot will aim to reduce inequalities. This will mean that the measures to increase inactivity will also be targeted towards groups such as those from BAME communities, those with a disability, those who are lonely, those living in the most deprived communities and women and girls (Essex LDP Chapter One Report ‘Getting ready for system change).



# What insights have we learned so far?

The Basildon LDP is committed to using evidence and insight gained locally. This section provides insight gained throughout the year in various forms that has resulted in us learning more about the local context of Basildon from expert partners Collaborate CIC following their conversations with providers from across the system. Three key themes were identified as part of this process and these are...

### CONTEXT

Range of top class facilities and green space. But key barriers for the most inactive including linked to a culture of limited community participation.

Together, local organisations know how to engage with target groups, but lack of collaboration and limited capacity of the voluntary sector means this isn't realised currently.

The pilot could play an important role in overcoming a history of siloed working.

Physical regeneration needs to consider opportunities to build community capacity and social infrastructure

### RELATIONSHIPS & BEHAVIOURS

Building relationships and developing collaborative behaviours is an essential starting point - to raise awareness among partners of what each other are doing and develop trust to work together.

Requires a focus on 'resetting' expectations and genuinely sharing power - including positioning the pilot as owned by all stakeholders, including communities (not just the Council).

Desire to work differently across partners including the Council, CCG and voluntary sector is a positive foundation for engaging with communities.

The pilot has the potential to influence more collaborative working in Basildon far beyond physical activity.

### SYSTEM INFRASTRUCTURE

Approach needs to be different to what's gone before (a lack of collaboration between local services and with communities), but sense that now is the 'right time' for whole systems collaboration.

Partners (including health, community orgs and residents) need to be involved in defining what's important for Basildon.

Key role for the pilot to join up strong but fragmented activities that currently aren't visible or linked into formal structures, and develop new forums for collaboration which is a barrier to collaboration currently.

Building and sharing data and insight among partners is a priority.



The diagram to the left provides a high level summary of the status of system infrastructure for physical activity in Basildon based on areas of strength and weaknesses. It shows there are significant opportunities and ambition to strengthen these developments. The strongest areas in Basildon are shared vision and governance. There is also an appetite for culture change and new ways of working – this will be an important foundation for the pilot.

Recognising the findings of the system identified by Collaborate CIC, a stakeholder engagement day was organised in order to draw together the identified system providers from the statutory, voluntary and community sectors to work collectively together to discuss some of the local strengths and challenges to effectively work as a whole system. From this, the 'Improving Lives Together' stakeholder engagement workshops gathered insight around communities' barriers, opportunities and existing assets. From this workshop, the following were identified collectively by the 100 cross-sector partners.

## What do you know about BARRIERS for communities to become more active, based on your experience?

### HEALTH

Disability, carers, limiting illness, support getting out of home, lack of respite for carers, unwell people fearing PA in case it makes them worse

### COST

Lack of spare funds

### TIME

Family commitments, tech encouraging people to be less active

### ACCESSIBILITY

Transports, cycle lanes, pathways and pavements, specifically BSV, mind set over easier ways is to car. Disability friendly, toddler seats to encourage active travel, social housing has no green space

### SAFETY & SECURITY

Anxiety, fear and crime, parents fear of children being outside, children's adopted fears continue to adulthood, street lighting, bike theft

### INFORMATION

Awareness and signposting, lifestyle and tech, young people not being aware of assets activities, word/language such as active

### INSIGHTS

Overwhelmed with life, exhausting, trying to survive, fear of being judged, complex lifestyles, peer power, unable to think positively, emotionally overwhelming, unrealistic expectations, low confidence, social isolation, perceived ability, lack of support, perception that physical activity is sport

### EDUCATION & WORKPLACE

Schools ability with students, influence and change in education settings, tradition of competitive sports, young girls lack of information at young age, schools facilities, showers, safe storage areas

### WHOLE SYSTEM CHANGE

Council lack of data and organisational intelligence, lack of funding, little networking between providers, need for facilities service mapping is lacking, health professionals only focus on treatments not preventing restriction of governance and sharing information



What do you know about OPPORTUNITIES for communities to become more active, based on your experience?

COMMUNICATIONS - Fun, find incentives, build upon hobbies people already enjoy doing, singing etc. Confidence building, developing peer groups, getting likeminded people together, getting people out the house, breaking down perceptions, encouraging people to take personal and social responsibility, reward schemes

EDUCATION & WORKSPACE - Dogs in the workplace, workplace cycle schemes, protected time in workplaces, changing views of MH in the workplace, voluntary leave promoted and encouraged in active settings

WHOLE SYSTEM CHANGE - Need champions within the system, adopting cross-sector policy, more reliable data networking opportunities to join up working, training and development programme

COMMUNITIES - Encourage engagement and listen, go to them, make use of local people who know the area and can help connect

EXISTING PROJECTS - DOFE, NCS, Sainsbury's camp model, fishing project, Rochford tag game, QR codes go find them

HEALTH - More respite opportunities for carers, supporting opportunities for those with life limiting illness that's adapted to meets their needs

COST - Affordable opportunities, child care

TIME - Parent classes? Protected work time, work places allowing active clothes/ footwear, business competitions, parent and child sessions together, incentives for parents whilst children at pa sessions

USE OF LOCAL ASSETS - What are they,? How do we use them. Accessible facilities and support, allow access to open space. Active design, future town planning to improve infrastructure. Bike schemes, use empty buildings for pop up activities, organised activities in parks

SAFETY & SECURITY - Refurb cycle paths, make facilities attractive, buddy scheme, blend communities

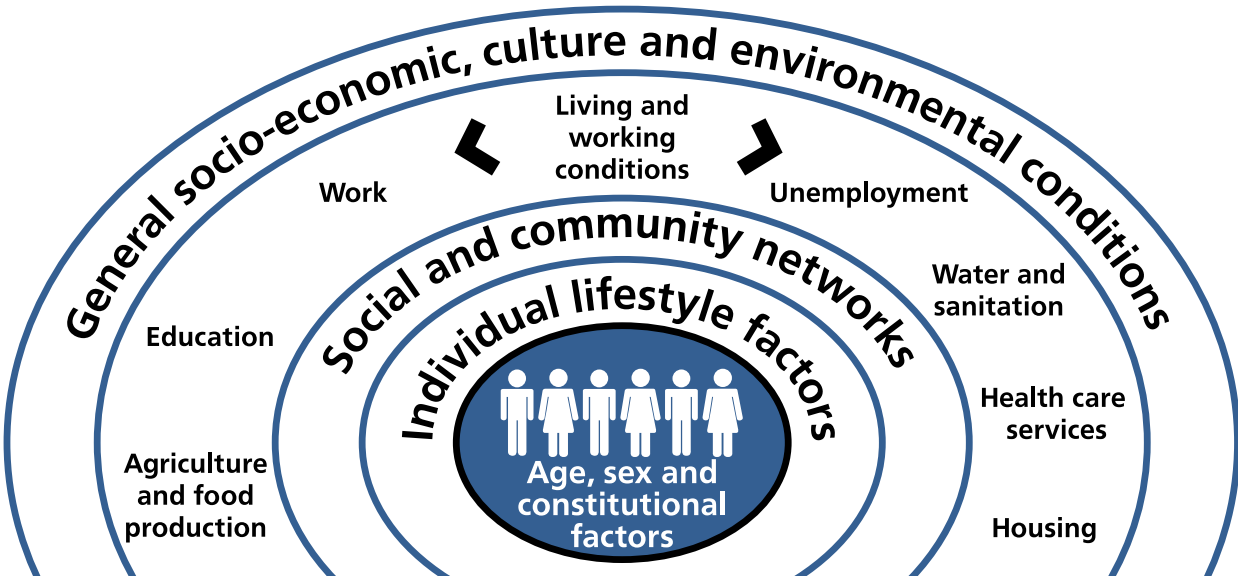
INFORMATION - Livewire Essex keep signage and info up to date, social prescribing, sharing info, social media - engage rather than tell them, tech that encourage activity - app with leaderboards, build on existing campaigns wider, booklet of opportunities locally

Our Assets

Basildon benefits from a large number of highly-skilled partners, stakeholders and communities that are all doing fantastic work to help make the area a better place to live, work and enjoy. Collectively these are Basildon's "Assets".



In 2007 the cost of physical inactivity in the UK was estimated to be up to £1.8billion to the NHS (Public Health England, 2014) and the total cost of inactivity in Basildon, including absence from work, is £26,683,149. Getting inactive people more active is therefore paramount to the future of the national and local system, but there are numerous impactors on physical inactivity and health, ranging beyond traditional access to medicine and sport and the importance of these assets in helping reduce inactivity through tackling health inequalities directly or indirectly is therefore clear. This wider understanding is often referred to as the social determinants of health. The World Health Organisation describe these as: 'the circumstances in which people grow, live, work, and age, and the systems put in place to deal with illness. The conditions in which people live and die are, in turn, shaped by political, social, and economic forces' (Commission on Social Determinants of Health, 2008). Dahlgren and Whitehead (1991) formulated the below visual explanation:

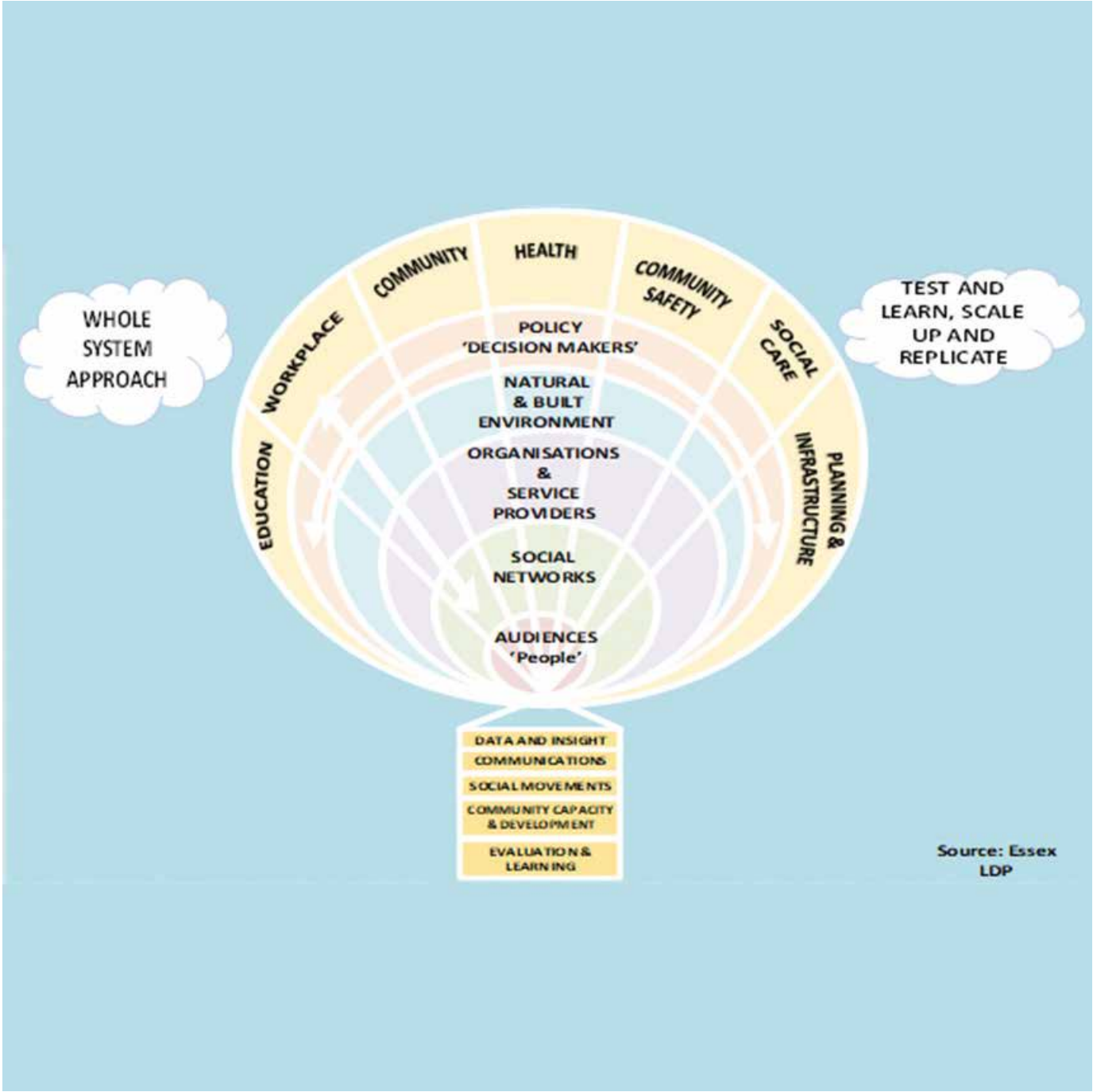




The importance of the wider social determinants of health and how they impact on the whole system is therefore proven. To align the Basildon LDP to this thinking, the below 'Hot Air Balloon model' has been developed by the Essex LDP.

The 'Hot Air Balloon model' sets out how the Basildon LDP will invest its time, expertise and funding in order to enable and provide the right conditions for tackling inactivity in the priority communities in Basildon. The settings are important and interconnected and can both enable health, wellbeing and activity and act as barriers to them.

The model also recognises that these settings need to be impacted across the 'whole system' from one-to-one work with individuals to making high-level policy decisions that impact population level opportunities.



The settings in the above diagram have been identified by the LDP to collectively tackle inactivity.

# Introducing the settings

Understanding the importance of these settings and their impact of delivering whole system change is imperative to enabling positive health and wellbeing impacts to flourish in Basildon communities. The Basildon Implementation Network will be represented by partners from across all seven settings.

## Education

The opportunities that the education sector offer is both within and outside of the school gates. This can be enhancing and diversifying the physical activity offer during school hours, introducing active learning whereby activity plays a role in alternative subjects or embedding the Daily Mile. Schools are also trusted and accessible local institutions in communities and can play a key role in engaging the wider family outside of core hours to participate and engage. The LDP gives the opportunity to recognise the significant often untapped potential of schools as community hubs with modern indoor facilities and quality green space.

We have 41 primary and infant/junior schools. There is one adult community college and one college.

## Workplace

Residents spend a large proportion of their waking hours at work, often in sedentary roles. In order to reach inactive residents workplaces offer a real opportunity.

The benefits to inactive employees may be obvious, but employers will also benefit from the LDP as staff have the opportunity to become healthier, happier and more active, leading to reduced absenteeism, presenteeism and supporting staff retention. Therefore, being more productive and valued.

We recognise the importance of working with all sectors to help them create the workplace offer that meets their needs and those of their employees.

With over 8,700 businesses employing approximately 93,000 people. Basildon has a long history of being the home of advanced engineering and manufacturing with some of the most advanced technical facilities in the UK. Companies such as Ford, New Holland Agriculture, Leonardo, Costa Coffee and Konica Minolta bolster this reputation.

## Community

We know that much great work already happens within communities, often informally, and the LDP looks to build on this, providing an invisible hand where appropriate to support this and further such work. Communities will be at the heart of decision making using co-production and co-delivery as primary tools as much as possible.

We will work with existing established community groups and forums as well as informally with communities, taking an asset-based community development approach to learning and delivery. Alongside this discovering even more wealth in the community.

The Basildon Billericay and Wickford Council for Voluntary Services provide guidance and support for VCS organisations in the borough and they are a key partner.

## Health

The Health sector is of course an intrinsic partner and already do much work to tackle the LDP’s agenda, but the sector is wide and varied and all aspects are important in improving health and wellbeing and tackling inactivity.

Whether upskilling the significant workforce as to the benefits and opportunities of physical activity to enhancing the breadth and scope of the social prescribing offer, we see the LDP as a significant game changer for the local health sector and how it becomes even more embedded with our local assets across the system.

Basildon has the second largest cluster of GP practices with the highest prevalence of registered adults with obesity in Essex. Mapping these shows a dense concentration of fast food outlets within the surrounding wards (Basildon Insight Pack).

## Planning and Infrastructure

The physical environment is proven to impact physical activity and is a key wider social determinant of health consideration.

Whether setting minimum standards for green infrastructure; improving walking, cycling and wayfinding; strategizing the utilization of s106 developer contributions; or building homes for the future, the LDP recognises the significant opportunity it brings to shape these conversations alongside partners, stakeholders and communities.

Essex County Council and Basildon Borough Council have been working closely over the last few months as part of the National Infrastructure Commissions (NIC) Next Steps for Cities programme to develop a new approach to intra-urban infrastructure within Basildon. This new approach aims to steer infrastructure investment over the next three decades to unlock housing and economic growth, as well as encourage alternative, sustainable and active forms of travel within the borough to alleviate pressure on the road network and encourage healthier lifestyles amongst residents.

## Community Safety

Feeling safe is important in allowing communities to be active whether this is using free at the point of use parks and green and blue infrastructure or attending your local leisure centre. It also has the capacity to impact the wellbeing of residents through their happiness with where they live and the trust they have within their communities.

We also, recognise the importance of working with crime and community safety partners to ensure communities have greater access to safe and pleasant amenities and facilities, ensuring community cohesion is a prime outcome of the LDP work.

The Safer Basildon Partnership is a good example of existing multi partnership working together to improve lives locally.

## Social Care

Social Care has a key role in enabling some of our most vulnerable communities to participate and benefit from the work of the LDP.

Whether working with older adults or families, the LDP will seek to partner with the statutory, community and voluntary sector social care system to help hardwire physical activity upstream and explore opportunities for aligning existing budgets and resources to sustain this in turn will promote coproduction.

# Underpinning themes

**As well as the settings, there are a series of underpinning themes that we are also committed to. These are:**

- communications: we are committed to the principles and methods outlined in the new LDP Communications Plan approved in August 2019, recognising the importance of developing effective communication engagement with local people, and supporting them in developing their social missions and movements. Language and imagery will be very important in any communications generated from Basildon, being mindful of the audiences we are targeting and the communication channels we are using.
- data and insight: the Intelligent Health report for the LDP published in 2018 highlighted the lack of resources and capacity to collect and analyse data and insight in Basildon in relation to physical activity. We are committed to working closely with the ECC Data and Insight team to determine the best way forward to develop our physical activity data and insight capability in a sustainable manner. We view the LDP community of over 100 organisations and informal groups to be an excellent resource to secure insight into the lifestyles of our target communities and audiences, building on our ethnographic work undertaken through the LiveWell Pitsea programme.
- capacity building: we will work closely with the Basildon, Billericay and Wickford Council for Voluntary Services (BBWCVS) and Nurture Development (our asset-based community development partners) to determine the priorities for capacity building of the Voluntary and Community sector in the target geographical areas of Basildon. We do not want to just create projects and interventions. We are committed to also capacity building the organisations or consortiums that are undertaking the delivery. This is evidenced through our approach to sector-wide collective training such as the asset based community development training delivered to over fifty delegates from across the whole-system settings.
- evaluation and sharing learning: we understand the crucial importance of evaluation to understanding the impact of the LDP programme which is a national pilot for Sport England. Evaluation will be at the core of all our investment interventions and projects, and we will work closely with the Essex LDP evaluation partner to ensure the most robust evaluation of what works and what doesn’t. We will develop a coordinated approach to sharing learning from the LDP across Basildon and are committed to sharing throughout Essex and nationally. This may be through using digital formats as well as face to face.





# Building on our assets

Co-design sessions from partners across the above settings, identified the following concepts that could be built on from our existing assets. Although this is not an exhaustive list, it showcases what could be achieved through cross setting co-design.



In addition to building on existing assets in Basildon, we also recognise the importance of learning together and have therefore identified the following ways to enhance our joint workforce capacity across the system and aid settings to be able to build on the LDP locally. Part of this is creating a sustainable local workforce (paid and unpaid) and there will be three strands of training:

1. For community leads and local organisations covering the essentials for running and growing local initiatives. Subjects covered will be asset-based community development, accessing funding, communications and social marketing, and employee and volunteer management.
2. A train the trainer programme working with community leads to allow for faster replication of local initiatives.
3. For coaches and facilitators at existing projects so they can scale and expand into new areas or work with different groups.

The ELDP shares similar values with many existing partnership Basildon programmes, policies and strategies. All align with the ELDP and have the capacity to provide system change when viewed through the LDP lens. This will be the role of the Implementation Group. This is in no way an exhaustive list and we welcome further existing and developing documents to be added to this diagram as the Plan develops.



# Investment principles

From the insight we have gathered so far from conversations with communities, building connections with local partners through the Improving Lives Together stakeholder engagement workshop, we believe the following five principles are fundamental to ensure that we do things differently to make LDP a success for Basildon.

- Building of existing Information, advice and guidance (IAG) resource to support effective signposting:**

  - encouraging signposting between partners and services
  - improving the current offer for information advice and guidance to increase knowledge of local opportunities and support services.
- Working with the community as part of an asset based approach to increasing physical activity:**

  - community Ambassador/champions – gaining community insight, working with the community to develop on exciting ideas for the community and to increase civic pride.
  - engaging with existing community forums and members of the community through trusted settings partners i.e. Schools and Churches.
- Collaborative working between partners and aligning work streams:**

  - partners across the system sharing and learning together
  - understanding and supporting other parts of the system to ensure better connectivity
  - creating new opportunities for aligned working towards a shared mission.
  - hardwiring physical activity across the system, making it part of business as usual (BAU).
- Making better use of existing space and assets in the community:**

  - challenging perceptions of the borough & improving the offer with Basildon communities
  - improving access of existing open spaces and built areas
  - increasing an appetite for risk amongst policy drivers
- Supporting the development & sustainability of existing voluntary community assets:**

  - business and customer development within the voluntary sector.
  - developing system mentor support.



# Bringing our investment principles to life

An initial budget of £816,000 has been allocated for Basildon to invest in testing new ideas, replicating and scaling up approaches that have already been proven to work, and developing community hubs and the physical infrastructure of communities. The budget headings and allocations shown below have been approved by the Essex Health and Wellbeing Board and Sport England. Detailed investment plans will be worked up for each heading, reflecting the priorities outlined above.

Budget Heading	Amount
<b>Community Chest</b> A simple way to get ideas off the ground where only a small investment is needed through a 'micro grant' (under £2,500). Accessibility to these funds will be made as simple as possible and will be available to 'informal' groups in the community.	<b>£100,000</b>
<b>Test &amp; Learn Projects</b> This fund is to support great ideas that are innovative and where some money is needed to make it happen (over £2,500).	<b>£250,000</b>
<b>Replication &amp; Scaling Projects</b> Some great stuff is already happening (either in Basildon or beyond). This fund will be used to replicate or scale up successful approaches that will have a direct impact on our target audiences.	<b>£200,000</b>
<b>Community Hubs</b> Funding is available for the places and things that bring people together to connect and be active. This money is to invest in those places, create new spaces, or invest in ones that exist already but are perhaps not reaching their capacity?	<b>£120,000</b>
<b>Community Infrastructure</b> This fund is specifically to spend on infrastructure such as buildings, parks, streets, open spaces. Communal areas and the like, to make places easier to be active, come together and be more vibrant.	<b>£110,000</b>
<b>Supporting the Work of the Implementation Group</b> Funding to create the right mix of skills and capacity within our leadership group and to facilitate local LDP activity and learning for all stakeholders.	<b>£36,666</b>
<b>TOTAL</b>	<b>£816,666</b>

In Basildon, a large proportion of the investment will be co-produced with a host of different organisations. Apart from the creation of the community chest funding of micro-grants, which will be open access, all other investment will be via co-production between partners, communities and the LDP team. In the spirit of doing things differently, we will not run a grants programme inviting organisations to submit written applications leading to an award or rejection. Instead, we will build relationships with different organisations across the system settings, and those that have ideas that require investment, be that time, support or finance. The LDP team will have discussions about the merits of the ideas and needs and we will be honest if we feel the proposal is not a good fit for the ambitions of the LDP. Where we feel there is merit, we will work up proposals together, ensuring meaningful community engagement and dialogue, until it is ready for consideration by the Basildon LDP Implementation Group. The co-production of a proposal may happen quickly, and in other cases may take a number of months. As clarified in the LDP Investment Guide, all final investment decisions will be made by the LDP core team.



To ensure that the Basildon LDP achieves the above, we are committed to some key principles:

- **go where the energy is!** – work with local passionate people in their communities.
- **focus on what's strong, not what's wrong** – we know that there are already loads of great things happening in local communities and we want to talk about them and build on these with local communities.
- **no 'top down' or 'pre-determined' solutions** – communities are the 'experts by experience'. We value expertise!
- **embrace innovation and risk** – an appetite for risk is highly important, otherwise we will simply keep doing the same old things, getting the same old results.
- **hold the line** – don't be influenced by quick fixes or be pressured to invest inappropriately. This takes a collective effort and understanding.
- **influence system alignment** – always try to use the LDP investment to influence other budgets and resources, being inquisitive and challenging as to how this opportunity can help realign existing system budgets to create sustainable change locally.
- **communicate well and often** – use the right language and images for our different audiences and make sure that all communication is genuinely two way. We are committed to listening and learning, recognising that we will not always get things right first time.
- **move at the speed of trust** – to ensure lasting change we need for communities to be fully on-board, but we need to recognise that for this to happen they need trust in the local system and this can take time. We are committed to building trust first and progressing with communities at their speed thereafter.
- **co-production is key** – we will ensure that partners and communities work together to co-design local solutions, using our collective energy to design proposals that work. This may mean that an initial idea changes and adapts and this is to be welcomed and embraced.
- **sustainability** – to achieve this, we will always seek to find ways to hardwire outputs into the local system.
- **test and learn** – we want to test new ideas and concepts and are committed to learning from them in order to make evidence-based decisions into the future.
- **replicate and scale-up what works** – when we have identified what works from testing and learning here in Basildon and further afield, we want to scale it up where appropriate. We also want to replicate great practice, but recognise that what works in one place and in one community will not always work for another.
- **share our learning** – being one of the LDP pilot's comes with responsibilities. We are committed to continually sharing our findings, good and bad, with partners across Essex and up and down the country.

# Emerging investment themes

The lived experience of our target audiences, understood through the insight we have gained through many conversations and the findings of our action research projects points to some emerging investment themes:

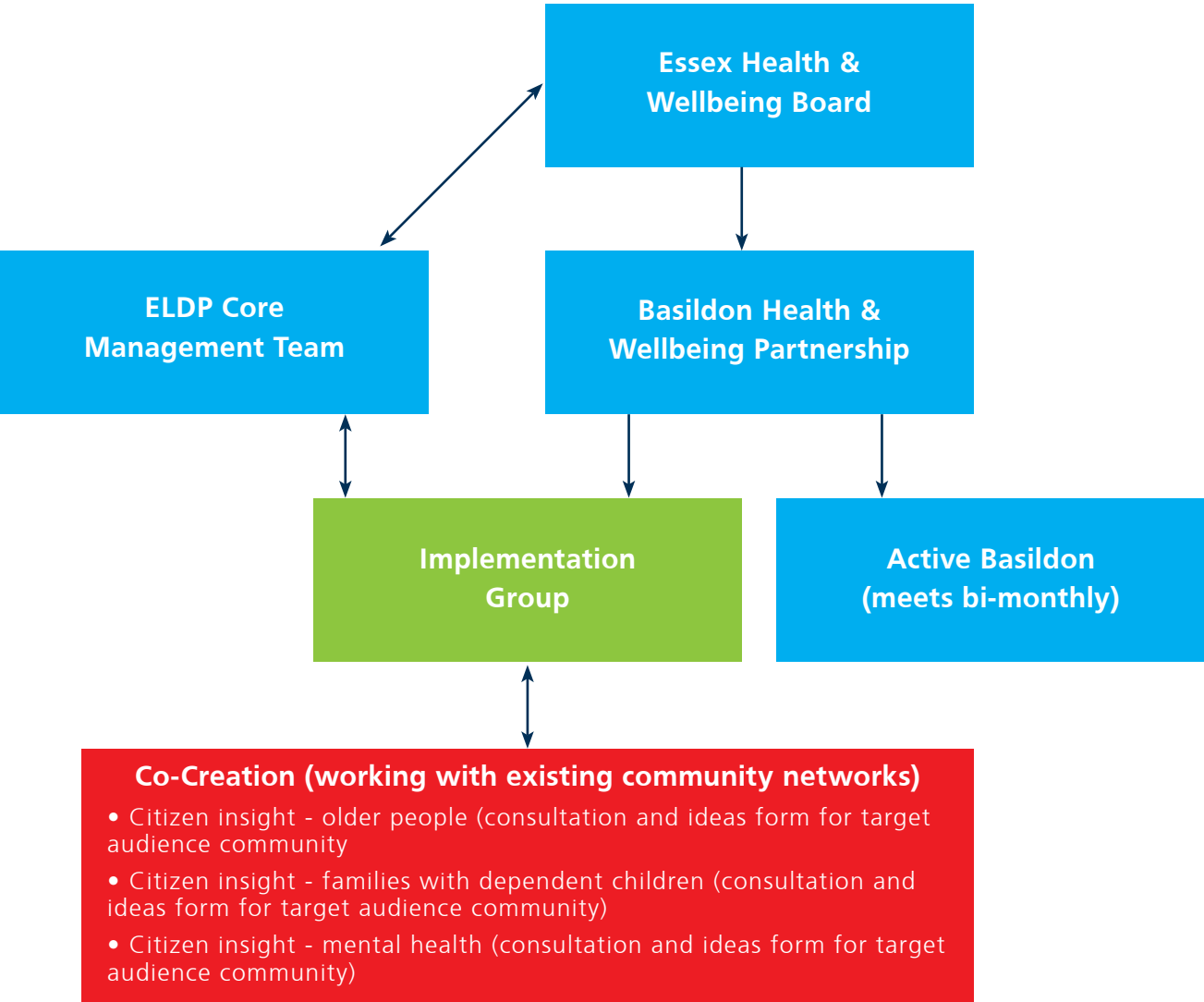
- barriers to being active presented by poor mental health including depression, anxiety and self-harm in young people, and dementia in older people and the wider effects on families and carers.
- social isolation across the life course - using activity as a means for people to connect, build relationships and do things together.
- the opportunity for communities to better utilise the significant number of public realm communal areas for activity and community cohesion in our new town estates and town centres.
- the effects of time poverty on many families resulting from people working often undesirable out of hour's roles and holding more than one job.
- the importance of wayfinding and making active travel an easier option, especially from identified low-income areas to places of work, education and leisure. A particular focus should be made for those areas with poor access to a vehicle.
- building the capacity of the local voluntary sector, especially in relation to their understanding of the physical activity sector and their opportunities for marrying up expertise and resource to aid the knowledge and practice of each other.
- targeting interventions for key audiences further upstream to aid prevention rather than focussing on a cure.
- using the opportunity of Basildon New Town's 70th anniversary to engage wide sections of the community to participate.
- provide greater opportunities for families to do more together, focussing on fun activities for all.
- enhance the physical activity social prescribing offer in Basildon, utilising the expertise of Active Basildon and parks.
- work with schools to help them develop into community hubs beyond curriculum hours. Maximising the opportunities they provide the whole community as trusted institutions with great local facilities and expertise in the heart of target communities.
- barriers to the use of available outdoor space associated with crime, perception of crime and anti-social behaviour along with diversionary techniques for young people against a background of gangs, county lines etc.
- access to existing provision including cost and getting to and from places affordably and safely.
- workforce skills, training and confidence in new approaches particularly giving activity leaders the confidence and skills they need to attract and retain participants from our target audiences.
- the security and foundation of a safe and affordable home. Clear evidence of barriers to being active where this most basic of needs is not met.
- triple inequality of food poverty, inactivity and isolation associated with young families outside school term time.
- engaging our significant workplaces to help them enhance their health, wellbeing and activity offers for their staff and their families in order to reduce absenteeism and presentism and improve staff retention.
- enhancing the use of community facilities for improving health and wellbeing and tackling inactivity through incentivising usage and operation.
- effectively using planning and licensing powers to better enable good health and wellbeing.

Building on what has been achieved so far and utilising the data and insight gained, the ELDP will now seek to galvanise Basildon’s identified assets to move from discovery alone to discovery and delivery.

The settings identified previously are seen as the principle whole system impactors in driving improved health, wellbeing and activity in our target audiences. The ELDP in Basildon is therefore looking to engage system leaders from these settings to form the initial ‘Implementation Network’.

This group will be responsible for effectively working with key audiences, local communities and system stakeholders to co-design interventions, hardwire physical activity within the existing community offer of system players from all sectors, better utilise existing assets and unleash the power of communities to deliver initiatives important to them. It will seek to test and learn what works and find out why with the view to possibly upscaling and replicating where appropriate.

The Implementation Network will be committed to effectively engaging and learning from local communities and key audiences at all stages, ensuring that insight is both fed up to them from these important groups and individuals as well as down, through further insight gathering and co-design. This two way conversation will be at the heart of the Implementation Group, as it is the ELDP generally, and it will ensure that existing networks and forums are utilised and that it regularly seeks to engage with people and communities in the places and spaces where they already gather and feel comfortable, be this a physical space or a virtual one.



Below is a list of partners and stakeholders that are engaged with the ongoing delivery of the ELDP in Basildon. This ‘Basildon Community’ are incredibly important to the successful delivery of the Pilot and should you be interested in joining this list, please get in contact: [ELDP@Essex.gov.uk](mailto:ELDP@Essex.gov.uk)

1. Travellers outreach work	41. Tending Council
2. Parents 4 Parents	42. Open Road
3. The Table	43. Community Development Officers.
4. ESOL group	44. Community Safety Safeguarding Basildon BC
5. Night Shelter	45. Heart of Pitsea
6. Southend YMCA	46. Youth and Community Commissioner
7. ECFWS	47. Achievement Through Football
8. Essex County Council	48. Provide
9. Genesis	49. Prosports Solutions
10. Eastgate Basildon	50. Leaving and Aftercare team social services
11. Vange Primary School	51. Motivated Minds
12. ACE	52. Basildon Leisure team- Basildon BC
13. St Luke’s Hospice	53. Wat Tyler Centre
14. Samaritans Basildon/Thurrock	54. London- Behaviour Change workshop
15. Peabody	55. Sports for confidence
16. Street Pastors	56. Community Diversity forum
17. Essex Shed network	57. Sheltered Housing
18. EPUT	58. Everyone Active
19. NELFT	59. The Place Pitsea
20. Carers First	60. BBWCVS
21. Basis	61. Changing Pathways
22. Listening Post	62. Walk and talk Pitsea
23. Move it or lose it	63. George Hurd Centre
24. Batias	64. Briscoe Primary school
25. Trust Links	65. Housing Choice, Basildon Borough Council
26. Children’s society	66. Community Involvement Manager, Basildon Borough Council
27. Volunteering Matters	67. Economic Project Officer, Regeneration Services Basildon Borough Council
28. Essex Fit mums	68. Advice Store
29. Forward motion	69. Lead for Partnership Delivery, Children & Families Essex County Council
30. Active Basildon	70. Naturally Fit 4 Life
31. Swan Housing	71. Basildon and Brentwood CCG
32. More Life	72. Commissioning Manager for Community Services
33. Club Kingswood	73. Up Project
34. Essex Local Access Forum	74. Home Start
35. Sport inspired	75. Diversity & Inclusion Basildon Borough Council
36. Creative Sport and Leisure	76. Active networks
37. The Wellspring Foundation	
38. Futures in Mind	
39. Essex Cares	
40. Friends of Hardie Park	



# Appendix 2

## 1. Introduction

The Basildon Borough is situated in South Essex within the Thames Estuary, approximately 26 miles east of Central London, covering an area of 110sq km. It is home to 184,500people across five main settlements: Basildon, Billericay, Wickford, Pitsea, and Laindon. It is the largest economy in Essex and is host to several large international employers, including Ford, Costa and Leonardo MW. It is also home to large areas of green space, a committed voluntary sector and vibrant communities.

The proportion of residents in the borough living within the most deprived wards is 53% and 29% of the children in the borough live within these localities. Of the 110 Lower Super Output Areas in the borough, twelve are designated as being within the most deprived 10% in England. In contrast, fifteen are designated as being in the most affluent 10%, meaning that the economic divide is significant. This divide is highlighted by the differences in life expectancy, with it being 7.6 years less for men and 9.5 years less for women when comparing the most and least deprived wards of the borough.

Adults deemed obese or overweight constitute over 70% of the local population, which is higher than the national average and participation in physical activity is lower in the borough than regionally or nationally with adult inactivity having grown by 2.9% between February 2018 and 2019 to 28.7% overall. In contrast, nationally this rate is slowly declining. For Basildon residents with a limiting illness or disability, 57% are leading inactive lifestyles.

As part of the Essex Local Delivery Pilot (LDP) (one of three pilots being delivered across the Country funded by Sport England) Basildon is committed to doing things differently, taking a whole-system approach across the numerous settings that impact the health, wellbeing and activity of our key audiences:

- families with dependent children
- older people
- those living with mental-ill health

These settings are represented in this Implementation Group in order to ensure effective delivery of the pilot (please see section 8 – Membership). The BLDP will seek to test new concepts and embed the learning to make sustainable change; scale up and replicate exciting and innovative work that may be happening elsewhere and that fits locally; and provide small groups and individuals with the opportunity to run their own ideas for getting them and their communities more active, either directly or indirectly.

## 2. Name

Basildon Local Delivery Pilot Implementation Group.

## 3. Establishment

Each partner to the BLDP Implementation Group will formally approve these terms of reference.

## 4. Aims and Objectives

The BLDP aims to increase activity with our key audience in the areas of most need within our borough, as highlighted by the Indices of Multiple Deprivation (focussing on those in deciles 1-4). Our aim is to achieve this through taking an asset based community development approach to engender greater collaboration between residents, providers and commissioners in enabling opportunities to be more active, directly or indirectly. We aspire to communities being actively involved in the co-production of future provision and at the heart of the decision making of the Implementation Group. The objective of the BLDP is to seek opportunities to hardwire activity across the system settings identified and leave a legacy of greater access and opportunities for activity beyond 2025 when the BLDP ceases.

## 5. Duties and Responsibilities

The primary aim of the BLDP Implementation Group is to establish a new and innovative approach to tackling physical activity, both directly and indirectly, in the identified priority areas of Basildon. The group is responsible for:

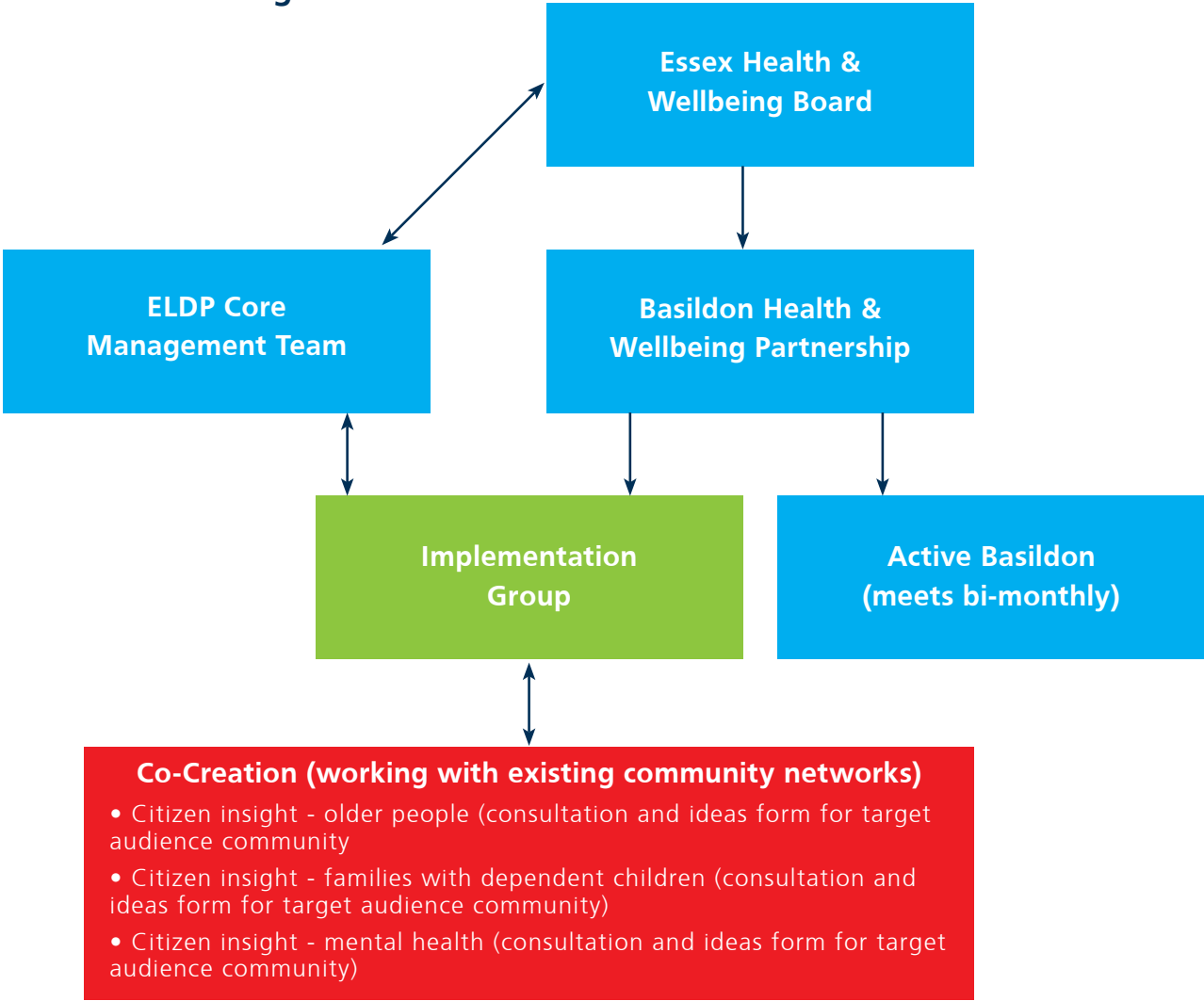
- ensuring that meaningful and regular dialogue takes place between the group, wider system partners and local communities to ensure the co-production of proposals, interventions and projects and make recommendations to the ELDP Core Team for investment in line with the ELDP investment Guidance. This will take place through a solicited application process that all parties will participate in leading and acting as critical friends to via a co-productive approach.
- overseeing the small micro-grant LDP Community Chest scheme in the borough.
- co-designing whole-system working with partners, working innovatively to seek opportunities to align budgets, working practices and resources, where appropriate, in order to meet the aims and objectives of the BLDP.
- ensuring that the Basildon LDP Plan is reviewed quarterly.

## 6. Accountabilities and reporting lines/governance structure

The BLDP Implementation Group is a sub-group of the Basildon Health and Wellbeing Partnership and will work collaboratively with Active Basildon and ELDP Core Team to effect meaningful change as per the aims and objectives set out above.

The Governance structure can be seen below.

## 7. Decision Making



Work between providers to create new models of physical activity and sport delivery will require a level of commitment and engagement above a conversation. Partners are expected to attend with a mandate to commit to a reasonable degree their organisation or partnership to new models of working in accord with the objectives of the BLDP Implementation Group. All decision making will require a majority of members to agree. Members are expected to act in the strategic interests of the BLDP at all times.

8. Membership

Membership of the WLDP Board shall comprise of the representation from the following settings within the system:

Setting	Representation
Education	Senior school representative Primary school representative South Essex College
Workplace	Local Business Sector
Community	BBWCVS Housing Association Representative Active Basildon Active Essex / LDP Core Team
Health	CCG – Communities Public Health Basildon Health and Wellbeing Partnership Basildon Hospital
Community Safety	Safer Basildon Representative Police Essex Fire and Rescue Service
Social Care	Adult Social Care* Families and Children Social Care
Planning & Infrastructure	BBC Planning BBC Regeneration
Mental Health	CCG – Mental Health
Older People	Adult Social Care* (replication)
Families with Dependent Children	ECC Children and Families Team
Local Authority	Senior leaders Community and health professionals

Each organisation to nominate a lead and deputy to attend the meeting.  
Membership of the Implementation Group will be reviewed annually.

9. Chair

The leadership group will be chaired by a representative of the local authority. The vice-chair will be nominated on an annual basis.

10. Meetings

The leadership group shall meet at a frequency agreed by the members.  
On occasion it may be necessary to arrange extraordinary meetings at short notice. In these circumstances the Chair will give as much notice as possible to members. The group is expected to provide an update to the Basildon Health and Wellbeing Partnership at every meeting. This group meets quarterly.

11. Quorum

The quorum for a meeting would be at least half of the members who must be in attendance or able to participate virtually by using video, telephone, web link or other live and uninterrupted conferencing facilities.

12. Attendees

The BLDP Implementation Group can request additional attendees at meetings to provide specialist advice or information and can call for the attendance of others.  
The Chair can permit other persons to attend BLDP Implementation Group meetings, including individuals or representatives of organisations who request to attend. Any additional attendees shall not count towards the quorum or have the right to vote at meetings.

13. Conflict of interest

Members of the BLDP Implementation Group must declare to the Chair any real, potential or perceived conflicts of interest in matters that are considered by the BLDP Implementation Group. Interests should be declared before the relevant meeting or as soon as the potential conflict becomes apparent during the meeting. These interests should be recorded by the Chair. The Chair may require a member to withdraw from a particular decision, meeting or part of meeting as necessary.

15. Collective Responsibility

The BLDP Implementation Group will exercise collective responsibility.  
Once decisions are made and ratified, members will have a responsibility to ensure achievement of the BLDP Implementation Group’s objectives and delivery of the work programme.  
Externally members will be expected to represent the BLDP Implementation Groups views and act as ambassadors. Implementation Group members are responsible for communicating group business to their organisation, leadership teams and governance boards as required.

17. Communications

Following each BLDP Implementation Group a summary of actions and decisions is to be sent to BLDP Implementation Group members. Information will also be shared with stakeholders, partners and the community, as appropriate.

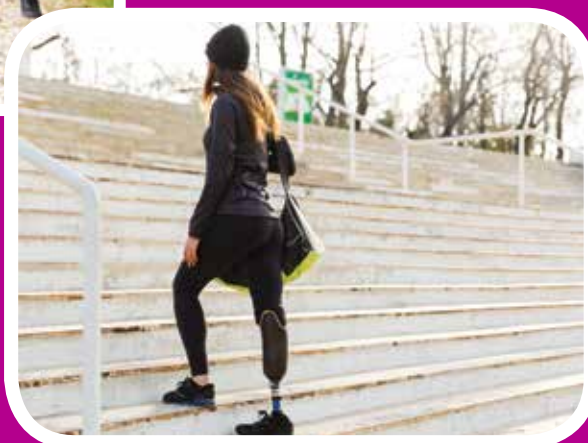
18. Review of the performance and existence of the BLDP Implementation Group

The BLDP Implementation Group shall review its own performance annually and implement and / or recommend any necessary changes. These changes will be reported to all relevant stakeholders. The performance and role of the BLDP Implementation Group will also be evaluated by external agencies including the LDP evaluation partner and Collaborate CIC.

19. Review of the Terms of Reference

The Terms of Reference will be reviewed annually in conjunction with the wider review of the BLDP Implementation Group. The BLDP Implementation Group has no other powers than those in the Terms of Reference.





[ELDP@essex.gov.uk](mailto:ELDP@essex.gov.uk)