

# Essex Local Delivery Pilot (LDP) Process Learning Report

## SIGNIFICANT LEARNINGS

### Moving from discovery to delivery

### New and important partners and collaborations happening all the time

Co-design empowers and supports local organisations

Micro-grants engage unusual suspects and build on local assets

Systems thinking and partnership working can tackle societal problems

The baseline data report found that inactivity levels are high within the LDP target areas

Personal wellbeing high and a strong sense of community

Theory of change refined to underpin priorities and ways of working

Diversity in local implementation of LDP investment principles

Upskilling and capacity building to develop reach and sustainable impact

Replication and scaling up of interventions

Communications plan to engage more individuals and encourage social movements

A standard evaluation framework will facilitate the synthesis of evidence

Sharing and learning events are crucial to dissemination and embedding success

# Explaining the Learnings on the Title Page

## Key learnings

### **Moving from discovery to delivery**

The learning acquired from the discovery phase of the Essex LDP is now being continuously fed forward to inform and shape effective delivery. This has included the successful launch of the popular micro-grants programme, which involves <£2500 investments. Thirty-nine applications have been approved within this six month period, investing a total of £85,000. Furthermore, a further programme of >£2500 investment has occurred, with 15 major investments, totalling £552,000, and leveraging a further £896,000 from elsewhere in the system.

### **New and important partners and collaborations happening all the time**

A key theme within the success of the Essex LDP and innovating across the system has been collaboration – that working effectively together achieves so much more. This has been particularly evident within the investment programme, when the LDP team has co-designed investment applications with providers, and also developed new collaborations with other funding organisations including the National Lottery Community Fund and Colchester Catalyst.

## Twelve further learnings

### **Co-design empowers and supports local organisations**

Co-design has been central to developing new proposals. This takes time but has been rewarded with exciting proposals that meet the needs of local communities and build on the strengths of key organisations in the locality. All proposals over £2,500 were approved – this is very different to normal funding programmes and reflects a new way of working and the promise of co-design. Examples include work in different system settings, such as with Adult Social Care, Clinical Commissioning Groups, Community Voluntary Services, Street Tag, and Catch 22. Please see our two accompanying success stories for more detail on the first two.

### **Micro-grants engage unusual suspects and build on local assets**

The micro-grants programme has supported different organisations to develop exciting and innovative initiatives that target hard to reach populations and encourage physical activity. This programme is underpinned by the LDP's commitment to Asset Based Community Development (ABCD) and the power of social movements. Specifically, the LDP staff and implementation groups have supported and encouraged local groups to do something specific for their community and been available to co-design applications if required. Regular submission deadlines, flexible submission formats (e.g. video), and quick decisions have been key.

### **Systems thinking and partnership working can tackle societal problems**

The Essex LDP is working across seven system settings. It is making significant progress with some, but not as much in others. Consistent with the overall ethos of the LDP, a whole systems approach was developed that encouraged partnership working within community consortiums to tackle holiday hunger and physical inactivity in Essex. The approach moved away from a one size fits all approach, built on strengths in organisations and communities, and genuinely cut across a number of system settings. It demonstrated great potential to reduce the holiday experience gap and help disadvantaged families at risk of poor nutrition, lower physical activity

and social isolation during school holidays. The success of the programme led to Essex County Council awarding £150,000 to replicate and scale up the programme. Systems thinking is also proving successful in work around community safety, with links and interventions developed with Street Games, Intensive Supervision and Surveillance Programme, Essex Police, Fire and Crime Commissioner, and local organisations to embed physical activity across the system.

### **The baseline report found inactivity levels are high within the LDP target areas**

The Essex LDP baseline data report found that 57.3% of adults in the lowest 40% of socio-economic status in Basildon, Colchester and Tendring performed less than 30 minutes of moderate physical activity in the past week. There is variation in (in)activity across areas and populations, with inactivity particularly high in Tendring (69.6%). However, 33.6% of individuals who do no activity that raises their breathing rate, do perform lighter intensity activity. Capability and motivation appear strong predictors of performing at least 30 minutes of moderate physical activity.

### **Personal wellbeing is generally high within the target areas and there is a strong sense of community**

The Essex LDP baseline report found that Essex residents had high levels of happiness, life satisfaction and perceptions that things in their life were worthwhile. This may present a challenge for the Essex LDP to manage potential disconnect between low levels of physical activity yet high personal wellbeing. However, there were high levels of neighbourhood satisfaction, social trust and sense of community action, and the Essex LDP will embrace this strong community spirit to enable physical activity through building on local assets and facilitating social movements.

### **Theory of change refined to underpin priorities and ways of working**

Chapter Two outlined an initial theory of change for the Essex LDP. Feedback from across the system, a workshop led by Professor Copeland, and work by the core team developed and refined the Theory of Change into the 'LDP on a page' (see page 11). This is serving as a guide to current and future work, in terms of what is funded (and why), and how interventions are designed, developed and implemented. Underneath the LDP on a page sits documents that detail the assumptions, hypotheses, evidence and insight that support each priority and ways of working.

### **Diversity in local implementation of LDP investment principles**

The two-tier system provides unique challenges, but also a fantastic opportunity to explore the importance of context-specific delivery. Basildon, Colchester and Tendring all work within the Essex system and the Theory of Change, but local implementation groups are ensuring interventions are developed and implemented to build on strengths and needs of specific communities. These different approaches make for fascinating evaluation and comparison.

### **Upskilling and capacity building to develop reach and sustainable impact**

Workshops, training and development events are central to the Essex LDP, and continue to operate successfully across the system. The delivery team have been upskilled through a 6-day leadership course and are now adopting a more distributed approach to leadership. In collaboration with Sporting Assets, the LDP team has supported three organisations (Motivated Minds, Achievement Through Football, and Together We Grow) with organisational development advice to support their aspiration to scale up and replicate. In Adult Social Care, seven staff within seven services are upskilling their capabilities and exploring opportunities to embed physical activity into service delivery. The LDP team and over 200 stakeholders have attended a two-day Asset Based Community Development training course to

enhance the collective citizen visioning and production that combines resources, methods, and evaluation.

### **Replication and scaling up of interventions**

Early phases of our evaluation adopted an Action Research approach to understand the success factors and challenges of existing organisations within the Essex system, and explore the potential of new ways of working. Funding has now been released to allow some organisations and interventions to replicate and scale up their successful working during the initial test and learn phase of the LDP (e.g., Motivated Minds, Sport for Confidence).

### **Communications plan to engage more individuals and encourage social movements**

A new communications plan has been developed with a focus on G2G (government to government), G2B (government to business) and P2P (person to person). This includes the development of high-quality videos. Emotional hooks for engaging specific audiences have been identified in work with the National Social Marketing Centre, which will be used to develop new interventions and communication products. Further, a pilot named 'The Click' has begun in Basildon, based on the concept that there is a moment when it 'clicks' that you already have everything you need to make a lifestyle change. A model has been designed that includes a mentorship programme for influencers, a single point of access for referrals, and a Facebook campaign. The model includes a mentorship programme for influencers and a single point of access for referrals. An upcoming workshop on social movements with the delivery team will enable effective support of this promising approach.

### **A standard evaluation framework will facilitate the synthesis of evidence**

An evaluation framework has been developed that will allow investments to adopt a consistent approach to monitoring and evaluation that is proportionate in scale to the level of funding. This draws on the national LDP evaluation framework, State of Life and Essex-specific metrics, and will be refined as required. The consistent use of the framework will enable data on reach and effectiveness of investments to be synthesised across the Essex LDP. Data, insight and learning will be captured from participants on physical activity and wider outcomes, and from providers on partnerships, what worked for investments and why. However, the framework has not been designed to evaluate system interventions and system change, and this will be developed during the next six month period.

### **Sharing and learning events are crucial to dissemination and embedding success**

Two well attended events have been held during this period to share the successes and challenges experienced by the Essex LDP at local, county and national level; these events also provided the opportunity for the Essex LDP to learn from providers and other attendees. An October event shone a light on the initial test and learn phase of the Essex LDP, which was also evaluated by the University of Essex. The February event focused on one of our priority groups (people with experience of mental health problems).

# A Summary of the Last Six Months

2019

Oct

**Tendring:**

- Two day Tendring-specific ABCD training

**Colchester:**

- One day Colchester-specific introduction to ABCD training

**Basildon:**

- Community paper written for Basildon Council's CEO, which was deliberate in its use of ABCD principles, as informed by the LDP

- Share and learn event focused on the test and learn phase of the Essex LDP takes place
- Data and insight workshop held with Essex LDP staff

Nov

- Workshop hosted by Professor Copeland, focused on utilising a whole system approach in relation to the Essex LDP. Attended by evaluation consortium and key LDP staff
- Livewell Development Accreditation established, with the aim of encouraging house-builders to promote better wellbeing and health in their developments
- LDP joined over 30 stakeholders at the Green Essex Strategy infrastructure meeting
- The LDP ran a two day ABCD training workshop for the Essex Assembly

**Tendring:**

- New Public health Improvement Co-ordinator appointed from within Tendring District Council, providing additional capacity for LDP work

**Colchester:**

- Essex LDP host an introduction to co-production meeting, with community partners

**Basildon:**

- Essex LDP meet with Motivated Minds and Achievement Through Football, to discuss plans to replicate and scale up their successful work
- Dr William Bird delivers the next phase of the LDP GP Advocacy and Training programme in Basildon, training an initial cohort of GPs to be physical activity champions

Dec

**Tendring:**

- The Jaywick Sands Social Investment project (JASSI), led by Essex County Council, join the Tendring LDP implementation group

**Colchester:**

- Planning begins for Colchester (and Tendring) to work with the National Social Marketing Centre – to explore Essex LDP target audiences in more depth and to identify 'emotional hooks'

**Basildon:**

- Basildon, with support from Facebook and Communities lead, meet and agree to test LDP social movement concept in early 2020 (subsequently named 'The Click')

- Essex LDP on a page document produced, to replace the previous theory of change and frame the ongoing work of the LDP and its evaluation
- Essex LDP engage Sporting Assets, to provide business development mentoring to Achievement Through Football and Motivated Minds, and Together We Grow CIC
- First Essex LDP micro-grants and first investment over £2.5k, using new system approved by Sport England
- Nick Boulter from Sport England provides a training session to support Essex LDP with capital investment

2020

Jan

- University of Essex baseline data report produced and submitted to Sport England
- Dr William Bird presents at the East of England Population Management Health Conference, to promote physical activity as the most important public health message GPs should give to their patients

**Tendring:**

- Tendring community co-ordinator presents to the Tendring Mental Health Forum, comprising over 30 different stakeholders who work on supporting good mental health

**Colchester:**

- Focused ABCD neighbourhood training (St John's and St Anne's) – day one – takes place
- Co-production session with North East Essex Age Concern, to work on testing new approaches to befriending and dementia care

**Basildon:**

- The Essex LDP is established as one of the key work streams of the Basildon Alliance Forum

Feb

**Tendring:**

- Successful Health and Well-being day takes place
- University of Essex baseline data report presented to the Tendring Health and Well-being Board

**Colchester:**

- Focused ABCD neighbourhood training (St John's and St Anne's) – day two takes place

**Basildon:**

- Tim Hollingsworth visits Basildon, focusing on Sport for Confidence and Motivated Minds, as local LDP funded services
- Department of Culture, Media and Sport (DCMS) visit to Basildon (Vange) after Sport England chose Essex LDP to showcase LDP work to the DCMS

- The Essex LDP presents at the Violence and Vulnerability Strategic Operations Board, to explore ways of working together. They are subsequently asked to join the board
- Share and learn event focused on people with experience of mental health problems, as a target audience of the Essex LDP

Mar

- The Essex LDP (and Active Essex) release a statement and guidance relating to the importance of staying physically active during the COVID-19 outbreak. A [Keep Active and Well at Home](#) webpage of resources is developed, to align with Sport England's 'Join The Movement' campaign
- The Essex LDP produces a Business Continuity Plan, in order to indicate which events and activities have been cancelled, postponed or put online within the context of the UK COVID-19 outbreak
- The Essex LDP area leads and co-ordinators begin to work with their community hubs as part of their local COVID-19 response
- The Essex LDP six-day leadership course concludes

**Tendring:**

- Birmingham and Jaywick Bikes Workshop takes place, to find out more about the free bike scheme in Birmingham and how it might be replicated in Jaywick and Clacton

**Colchester:**

- Baseline data report presented in Colchester
- Paper to One Colchester Strategic Partnership on the new local funding panel which will incorporate a variety of different funding streams including the LDP

**Basildon:**

- New three-year Health and Well-being strategy is approved, which has LDP thinking and working embedded throughout (for example, prevention and ABCD principles)
- A representative of Basildon LDP implementation groups and the Executive Director of Swan, attend the Essex Housing Officers Group, to talk about the fantastic work going on and how housing providers can play a key role in active communities