

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

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Introduction

This report covers the period of October 2019 to March 2020. The information within this report has been gathered throughout that period, and then refined for this submission. The information contained has been collected through attendance at Essex LDP meetings and events, a 1:1 meeting with the LDP core team members and lead for each of the three areas (Basildon, Colchester and Tendring), and searching key documents (meeting notes, the LDP newsletter and email correspondence). This report has been written by the Essex LDP Evaluation Consortium, who are a team based at the University of Essex. Other key members of Essex LDP staff have reviewed draft versions of the document and provided additional details, clarifications and amendments.

Immediately prior to this report being submitted the UK COVID-19 outbreak occurred, resulting in significant levels of disruption at all levels of the system. We have reported on some of the immediate Essex LDP actions following the outbreak but anticipate that the onward response activities and learnings will be detailed much more extensively in the next (April-September 2020) process learning report.

Accompanying this process learning report are the two additional 'success stories' that were requested. The presentation of these includes the ingredients of how these were achieved, for example, key personnel, resources, and local conditions. To assist in communicating the learning that the Essex LDP has acquired from these two scenarios we have utilised the Driscoll (2007) experiential learning cycle, which includes three trigger questions: What? So what? Now what? The two stories selected for presentation are:

- Influencing the primary care system setting to prioritise tackling physical inactivity as part of everyday practice
- Influencing the Essex adult social care system setting to hardwire physical activity into mainstream prevention and enablement work

We are keen for these stories to be shared with other LDPs and for us to receive theirs.

Other accompanying documents and materials to this report are:

- The LDP forward planning management dashboard
- Baseline data infographic
- Live illustration from the February sharing and learning event
- Two LDP videos (1) [Holiday Hunger](#) (2) [The value of evaluation](#)

If you require any further information or have any queries in relation to this report please contact: essexldpevaluation@essex.ac.uk.

System Change Highlights: A Summary of Two Success Stories

The learning relating to the two below success stories is detailed more fully in the accompanying document, but below we have provided a brief summary of the system setting context for both stories in relation to the Essex LDP.

Primary Care

Within the last six months significant progress has been made in working with the primary care system setting. This has largely been achieved through working with Clinical Commissioning Groups (CCGs) relevant to the LDP's geography – the Basildon and Brentwood CCG and the North East Essex CCG (which covers Colchester and Tendring). CCGs are NHS organisations set up by the Health and Social Care Act (2012) to organise the delivery of NHS services in England. In particular, collaborating with Commissioning staff at the Basildon and Brentwood CCG has led to mandate that all providers within the CCG (practice nurses, managers and GPs) should prioritise physical activity as the most important message GPs should give to their patients. In North East Essex, this now involves LDP staff being part of the North East Essex (NEE) Alliance (a group bringing together hospitals, community and the voluntary sector around a common interest in health). Physical activity has been adopted as a key priority area through NEE Alliance and their 'Be Well' domain. Across both CCGs a programme of GP training has also been initiated as an Essex LDP investment (see in investment section overleaf for further description of this specific investment), which involves Dr William Bird and Intelligent Health.

Adult Social Care

Significant progress has been made over the last six months in relation to working with the adult social care system setting. This has been achieved through mutual intentions and efforts relating to addressing inactivity amongst marginalised groups (for example, disabled people, people with a learning disability, and people with experience of a long-term condition, such as a mental health problem). In particular this has involved working closely with the Essex County Council Head of Strategic Commissioning and Policy in Adult Social Care. Through this collaboration physical activity is now being embedded across health and social care. There are five priorities towards 'growing good lives in Essex' which are to:

1. Develop a shared understanding of the challenge
2. Building capabilities for people to start, live and be well (preventing ill health)
3. Creating possibilities (reducing inequalities)
4. Forming connections of support to feel, stay and age well (reducing demand)
5. Supporting good lives (enabling carers to care)

This has also involved the Essex LDP influencing adult social care system setting to hardwire physical activity via the prevention and enablement model (PEM), an investment and intervention delivered in partnership with Sport for Confidence CIC. Sport for Confidence is an innovative social enterprise that places health professionals and specialist sports coaches into leisure centres, to make them more accessible and inclusive. They already operate in 10 leisure centres throughout Essex (seven) and Greater London (three). This learning relating to this collaboration and PEM is detailed further in the second accompanying success story.

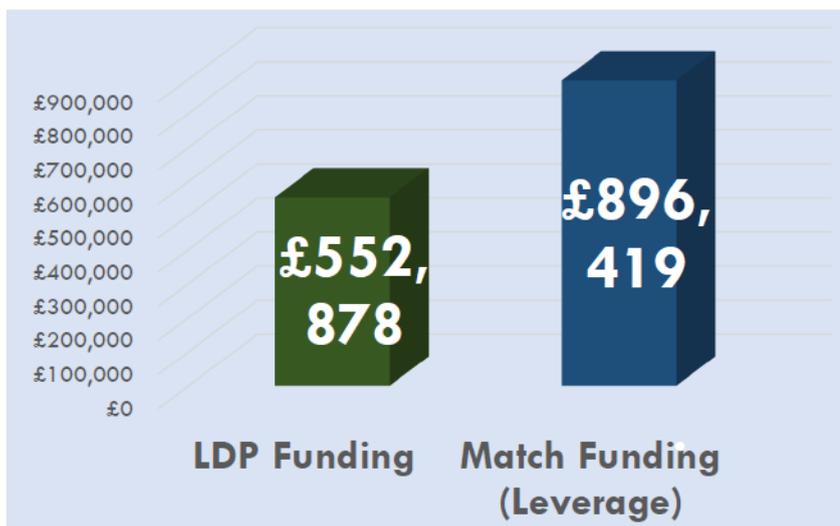
The Essex LDP Investment Programme

Investments >£2500

£552,878 has been invested by the Essex LDP and a further £896,419 leveraged (matched and in-kind support) across 12 approved investments. At the time of the report being written, the COVID-19 outbreak has required a review of investments, with the majority now 'paused' for the foreseeable future. It may be that some resume as originally intended in time, but others may require some reforming in order to meet local need within the wake of the outbreak. Further information about the Essex LDP investment programme can also be accessed in the accompanying 'dashboard' document and via the two accompanying success stories, outlined on the previous page.

A summary

Investment in Physical Activity LDP and Partners January - February 2020



Motivated Minds

150 individuals more aware of the local opportunities and continuing their participation in physical activity and sport beyond the life of the project.

Inclusion Ventures Jaywick Sands

Working in new youth and community hub to decrease the risk of anti-social behaviour and engagement in criminal activities especially illegal drug use and distribution through increasing physical

GP Training

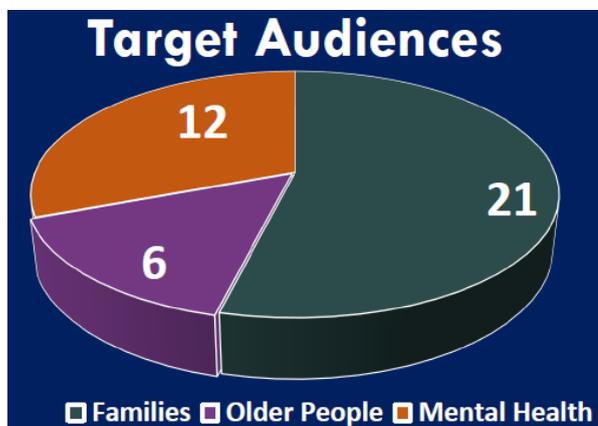
Training 8 GP champions over 12 months to encourage widespread prescription of physical activity and connection to nature as primary preventative treatment.

Successes

- **Co-design** has been central to developing new proposals with the LDP team working collaboratively with providers. This has taken **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.
- **100%** of proposals that were co-designed have been approved.
- Investments already span Basildon, Colchester, Tendring and wider-Essex, and focus on a range of innovative ways of working: **Test and Learn**, **Community Hubs**, and **Replication and Scaling**.
- Proposals successfully leveraged nearly £900,000 of **matched funding** and in-kind support.

Investments <£2500

In addition to the >£2500 investment programme, £84,975 had been invested across 39 micro-grants by February 2020. However, the majority of these are now paused in light of the UK COVID-19 outbreak. However, a few are in a form that enables them still to progress within this period (for example, mapping a local orienteering course).



***Muddy Adventures** was awarded £2,100. This project reaches out to Dads to spend time with their children in a fun and physically active way. The Babes in the Woods idea targets new mums with children under 12 months old and includes therapeutic buggy walks which will reduce isolation and encourages active travel.*

***Racheal Njuguna:** 'I, on behalf of Colchester Life in The UK (CIC), wish to thank you and all members of the panel that awards grants at ELDP Micro-grant. We are overjoyed and will deliver the service as hoped to give this group of elders a service they need and deserve.'*

Successes

- The micro-grant programme was launched, and the first awards were made in December 2019.
- The grants have engaged '**unusual suspects**', that is organisations not previously funded by Essex County Council or Active Essex, who have developed **exciting and innovative initiatives** that target hard to reach populations and encourage physical activity.
- 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 forms (e.g. video) and **quick decisions** have been key.
- The grants show early promise for sparking **social movements** that encourage and facilitate physical activity.

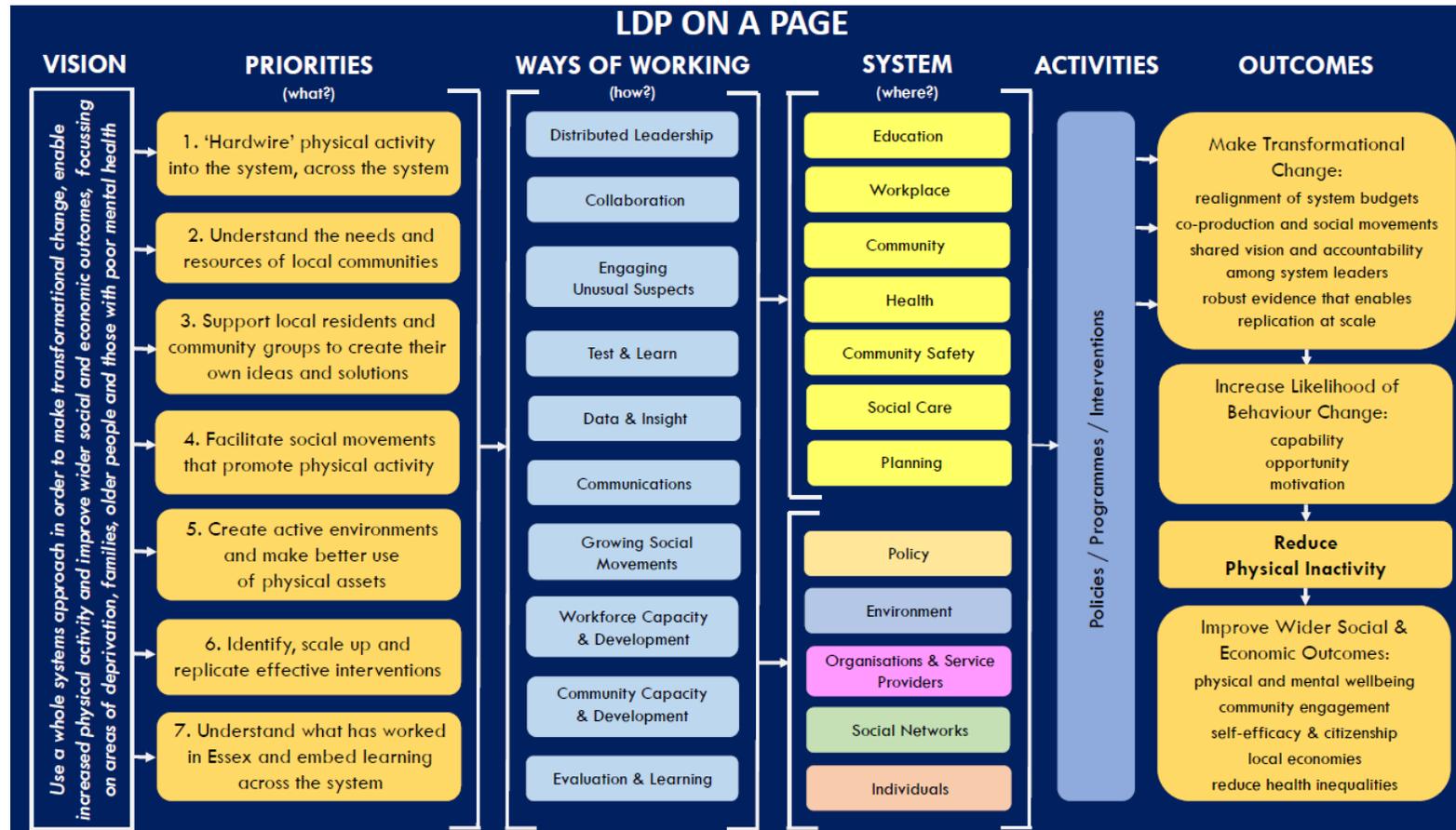
Reflections and Challenges

Different investment processes have been established in the three test areas that provide interesting comparisons for evaluation: a virtual group in Colchester, four commissions in Basildon, and a face-to-face micro-grant sub-group in Tendring. Based on feedback and a continual iterative reflection process, the Essex LDP has also made the investment application process more accessible and inclusive at all levels (e.g. video and audio forms of application). There is a particular need for early involvement of the evaluation team within the design of investment applications, so that evaluation is discussed and agreed at an early stage and understanding and buy-in in relation to evaluation increased. To help with the understanding of the pathway and procedures for all stakeholders, the LDP team has constructed an investment design and agreement process to clearly show this. Investment form author(s) will contact the evaluation team to discuss how the evaluation framework can be applied to the intervention, leading to a co-designed evaluation plan (involving LDP lead, evaluation team and provider) to be included in the application submitted to LDP implementation groups and/or core team.

There is an ongoing challenge of attracting large scale interventions with significant reach, and co-ordinating collective connectedness in each of the three areas. It is felt that whilst there is a lot of activity going on within the context of the Essex LDP, there is a need to be more proactive in getting large scale/reach interventions going. Sweatcoin is one such possible intervention. Internationally, there are very few examples of large-scale interventions that use a whole system approach in relation to physical inactivity (Bagnall et al., 2019). However, the updated Essex LDP theory of change, which is presented overleaf, emphasises that embedding physical activity within system settings, promoting social movements, and collaborating with citizens, are key drivers in achieving long-term system change that truly addresses physical inactivity. Consistent with this notion, there have been a number with new and important partnerships and collaborations happening over the last six months that are detailed throughout this report and in particular the two accompanying success stories.

A New Theory of Change: The Creation of LDP on a Page

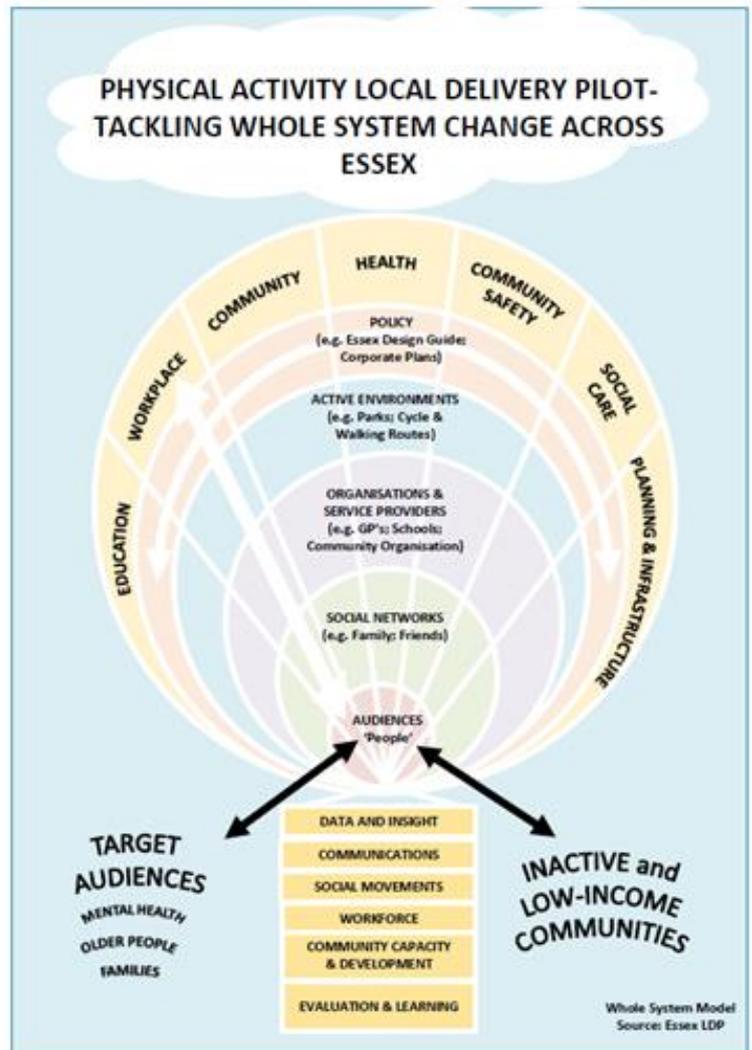
A significant development within this reporting period has been to develop and update the previous Essex LDP theory of change, into the below LDP on a Page. It replaces the previous theory of change and is being used to shape and inform the evaluation. The development of it was supported by the Evaluation Consortium, via a workshop hosted by Professor Copeland at the University of Essex on the 14th November 2019 and in identifying and appraising supporting evidence. The workshop revisited achieving system change specifically within the Essex context.



System Settings Process Learning

Adjacent is the Essex LDP 'balloon diagram, which underpins the theory of change depicted in the LDP on a page. The balloon represents the seven system settings and has been used to plan and guide action that achieves influence and change.

Please see below for a summary of the main successes and challenges in relation to the Essex LDP. An Essex-wide overview is provided first, followed by the three priority areas of Basildon, Colchester and Tendring, and then within each of the seven systems settings identified by the Essex LDP. Finally, an overview of successes and challenges in each of the underpinning themes is provided.



Main Successes and Challenges in Specific System Settings

Essex-wide Success and Challenges

	Successes	Challenges
Essex-wide (Tier 1)	<p>The Essex LDP has continued to develop a strong and county-wide network, which better connects and actively collaborates with various system settings.</p> <p>A particular success within this period has been a collaborative investment with adult social care, which has involved the Essex LDP, adult social care commissioning, and Sport for Confidence CIC. Together they have constructed a match-funded (Essex LDP £140,020 and adult social care £57,500) intervention relating to developing the practice of adult social care staff in order for their practice to be more centrally focused on utilising physical activity for therapeutic means and ends. This is the subject of one of the success stories that accompanies this report.</p> <p>Community safety has also been an area of particular activity within this period. A highlight was the LDP presenting to the Essex Violence and Vulnerability strategic Operations Board in February in order to explore ways of working together and influencing how their physical activity interventions are enacted. Members of the Essex LDP team have subsequently been asked to join the Board. They have now been allocated their 20/21 budget and are developing links with community partners with the LDP and Active Essex to ensure that physical activity is represented as an intervention. An example of a related investment is Kickoff@3, which is a partnership between Active Essex Foundation, Essex Police and local community groups aiming to engage young people living in areas of deprivation and high crime/anti-social behaviour in regular physical activity. This involves £13,360 of LDP investment and £16,000 match funding. Through the Kickoff@3 tournaments Essex Police will be engaging 1000 young people across 8 areas of Essex, who are not regularly active and at risk of becoming involved in the Criminal Justice System.</p> <p>Planning and infrastructure remain an important but often quite discrete</p>	

element of the Essex LDP. It has therefore been selected as a specific focus of our system level evaluation, via one of the research questions mentioned below (see the evaluation framework section). Active design has been an area of particular progress within this period, such as the establishment of the Livewell accreditation and school design principles. Further details can be located in the planning and infrastructure section later in this report.

The **Essex baseline data report** was submitted to Sport England in January 2020, which confirms high levels of inactivity within the LDP target areas (57.3%) but there is variation in (in)activity across areas and populations. 33.6% of individuals who do no activity at all that raises their breathing rate, do perform lighter intensity activity. A number of recommendations were made, including that the Essex LDP and linked interventions should:

- Continue to focus on improving the physical activity levels in the priority areas and populations
- Encourage and enable individuals undertaking light activity to increase their intensity
- Target individuals' perceived capability and motivation towards physical activity, as 'just' providing opportunities may not be sufficient
- Embrace the strong community spirit to foster community engagement in interventions and support the creation of social movements to promote physical activity
- Further explore the barriers and enablers to physical activity in the different areas

Essex County Council Holiday Programmes: The Essex LDP has been a key stakeholder in developing a county-wide network of delivery organisations, which focus on school holiday inactivity and food poverty. It has been identified by the Essex County Council Cabinet members that working families who are 'just about managing' (JAMs) are a key target group who need supporting to stop them moving into poverty. Because of the great work developed and delivered across Essex with a range of partners during 2019 through the holiday hunger work and our reach and contacts with local community organisations Active Essex have been asked to lead on the **Summer 2020 Holiday programme** on behalf of the cabinet. This has involved identifying local partners who are able to provide 20 days of full day childcare for JAM families in the 12 local authority areas of Essex. This has leveraged in £150,000 that will go direct

The communication of the baseline data has been complex, in terms of the high levels of inactivity. An infographic has been produced to support the report, but this is for internal dissemination. There has been specific reporting at a tier two level via implementation groups (or equivalent), which has enabled more localised discussion of the findings.

	<p>to our community partners as well as building the capacity and adding resources to our network of community partners so that this work can be long sustained. With the current Challenging and ever changing situation the holiday programme has been paused for this summer, it is still a key priority for the council and will be picked back up when we return to normal business, this may mean delivering a pilot over October half term ready for a full roll out during summer 2021. What we have been able to do though is use our reach and relationships with community partners who are working on the ground across Essex to offer support and guidance to local response teams.</p> <p>An evaluation framework has been produced for use across all levels of investment made by the Essex LDP. This was a direct response to an objective in the evaluation tender - to develop a standard monitoring and evaluation framework that can be used by organisations across Essex. It initially included three tools (1) attendance record sheet (2) participant questionnaire (3) provider questions. The questions within the participant questionnaire are drawn from national data sets to allow comparison beyond the LDP. A fourth tool is currently being developed for use by providers when their investment includes an educational/capacity building element. It also collects information about emerging social movements and partnership working, as contributors to system change. Further work is underway to address the complexity of evaluating system change interventions and system change. Additionally, the Evaluation Consortium has constructed four research questions, which seek to understand the actions that contribute to changes in physical activity levels and wider health outcomes, and at what level of the system they are happening. Each of these questions explores a potential key ingredient of a whole system community-led approach to tackling inactivity and how this can be replicated and/or scaled up.</p>	<p>There are challenges with getting some providers to see evaluation as having value for them. The evaluation team have produced a short film for imminent dissemination, which features providers talking about how they have previously utilised evaluation data to support further funding applications.</p> <p>Specific arrangements for 4 'closer look' micro-grant applications and also for 'open resource' investments. Early challenges with use/uptake of a standard evaluation framework (e.g. not all investments fit, not all provider environments accommodating of evaluation). In response a clearer process has been constructed to ensure there is earlier consideration of evaluation within the investment approval process. Furthermore, a film has been produced to encourage providers to see the benefits of evaluation.</p>
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Basildon Success and Challenges

<p>Basildon</p>	<p>There has been a tangible shift towards partners (rather than Council) leading and being accountable on pieces of work in Basildon (e.g. commissions – education, public health, clinical commissioning group (CCG) and voluntary sector). This provides a sense of progress in terms of gradually shifting towards a distributed leadership style. It has been significant that this has been supported by the structure of the implementation group and the CEO of Basildon Council being fully invested.</p> <p>There have been two >£2500 LDP investments approved within Basildon in this period – Motivated Minds (£165,816) , which is an investment enabling them to scale up their work, and also Sport for Confidence (£8000) as an organisation that operates a dementia friendly inclusive sport programme from Eversley Leisure Centre / Basildon Sporting Village. Furthermore, within Basildon twenty-four micro-grant (<£2500) applications have been received, of which 13 have been approved.</p> <p>The Asset-Based Community Development (ABCD) work with partners has led to need for a ‘community involvement network’ to better connect public, private and third sector providers. This is led by Swann Housing. There is an acknowledgment of there being an array of grassroots community workers, with no strategic leadership – intended that the community involvement network will address this.</p> <p>Sport England chose Essex LDP to showcase LDP work to the DCMS using Basildon (Vange) as the exemplar of positive developments. The DCMS visit went well, bringing the LDP to life by providing a narrative around different aspects of work. This included a bus tour and time for a round table discussion with strategic leaders. Anna Deignan, Head of Sport at DCMS commented during the visit: <i>“ Visiting Essex has been a rich and inspiring experience. Nothing beats being on the front line. I have been very impressed with the quality of engagement between the various partners, and your desire to be open, honest, and push each other.”</i></p> <p>Leisure and Culture Policy – a first for Basildon. This policy sets out the importance of leisure and culture to driving physical activity and improving population health and wellbeing. It references how the borough has</p>	<p>Some pockets of success and resistance in terms of distributed leadership – acknowledgment of it being a process, which will gradually evolve.</p> <p>Micro-grant decision-making achieved via implementation group rather than separate panel. Need to review this and shift towards engaging more ‘unusual subjects’ on the decision panels.</p>
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moved from merely providing opportunities through facilities, to better understanding how positive activity can be nudged through taking an asset-based approach through supporting partners across sectors to deliver a wider offer for all.

To enact the existing Health and Wellbeing Policy a new three-year Health and Well-being strategy has been developed (and recently approved), which has LDP thinking and working embedded throughout (for example, prevention and ABCD principles). The policy was co-designed with system partners from the LDP and beyond. It has meant that the council has now adopted a health in all matters approach. This is a huge step change for the organisation, much influenced by the LDP, as until recently we would have said that as a tier two local authority, “we don’t do health”.

Also, another example in Basildon of how pilot learning informs onward action and investment – the Motivated Mind ‘Men-d’ programme was an original action research investment. Onward funding has now been provided by Public Health. Also, the Mental Health Hub is now established, with it moving to new premises imminently. Match funding has been provided by the CCG, Public Health, the Office of Police and Crime Commissioner, with the LDP also adding additional funding to ensure physical activity is a component.

A community paper has been written for Basildon Council’s CEO, which was deliberate in its use of ABCD principles, as informed by the LDP. The very request for the paper was influenced through the learning from the LDP, highlighting to the CEO that he needed a greater understanding how business as usual could take an ABCD approach. Subsequent to this paper being produced the organisations’ Community Development Team have been transferred over to the team leading the LDP in Basildon so as to ensure that community development is intrinsic in the local work and that the LDP is influencing good practice that leaves a sustainable community legacy.

Basildon’s Integrated Care Partnership Alliance has the LDP as one of four core programmes, which is lead jointly by the CCG and the LDP as an example of system working.

The Basildon and Brentwood CCG has committed to using physical activity CQUINs (The Commissioning for Quality Improvement and Innovation – CQUIN- framework supports improvements in the quality of

	<p>services and the creation of new, improved patterns of care) for all new contracts. CCG also pushing GPs to ensure physical activity is part of every conversation GPs have with patients. This approach was designed by the CCG themselves as they realise that this is a key way to influence sustainable change.</p> <p>The Basildon Council Lead (GT) now sits on the Allocation Development team, so that health and physical activity is discussed with developers at a pre-planning stage. Intended to ensure that is considered and planned in early.</p> <p>On the 31st February Tim Hollingsworth made a successful visit to Basildon, he went to Happy Hub (Motivated Minds) as he has not visited there previously, and also Sport for Confidence at Basildon Sporting Village. This provided a dual message about community mental health, and an emphasis on the first three DCMS outcomes. Onside Youth Zones present both an opportunity and a challenge to Basildon within this space.</p>	
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Colchester Success and Challenges

<p>Colchester</p>	<p>Several larger investments are currently being discussed. (1) Family Forestry (2) A Planning and Infrastructure Team role, perhaps particularly focused on active travel and physical activity through design (3) school park and drive scheme (4) Edible garden project. Quite a few ideas, but no formulated applications yet. Twenty-six micro-grant (<£2500) applications have been received, of which 17 have been approved.</p> <p>ABCD training with Nurture Development has over recent months evolved to more focused neighbourhood delivery, in areas that are felt to have particular potential (St Anne's and St John's). This plans to develop an emerging group of people, who have common issues and aspirations. Further focused neighbourhood training sessions are being planned. Focusing on how the approach can be used specifically within a community, as opposed to just upskilling the workforce on the principals of ABCD. The Colchester community co-ordinator re-connected with the group of focused ABCD attendees in March, inviting them to share what they had been doing with regard to their community during the Coronavirus crisis. A huge social movement is occurring, which is amazing during these difficult times. They heard so many hopeful stories from all over the borough. There is resident led action, with neighbours coming together. Sometimes however it feels like it's being squashed, or not given the space to respond and grow. Everyone seems to want people to be volunteers rather than neighbours. Sometimes it seems 'the system' doesn't understand that volunteering is a subset of community building. Feedback quotes include: <i>"The Oaktree Centre is now registered with the Food Bank to receive food donations and issue food vouchers. Emergency food vouchers are available to those families and individuals living in St Anne's & St Johns who are in food poverty due to financial hardship."</i> – Chairman and Trustee of Community Centre.</p> <p>Due to the UK COVID-19 outbreak, an investment proposal writing workshop scheduled for the 17th March had to be cancelled. This was for implementation groups members, who might be writing proposals >£2,500 in the hope of developing capacity for bid writing within community groups and citizens. Appreciate this is a complex ask and also considering how application process could be made more accessible and inclusive.</p> <p>Paper to One Colchester Strategic Partnership on the new local funding</p>	<p>The Colchester Borough Council (CBC) Well-being and Prevention Group Manager has left, to move to being Assistant Director of Environment within CBC. They retain some links to LDP and are to be replaced by an existing CBC employee. Some potential loss of momentum/links during this period. Plans in place to support temporary loss in capacity and ensure continuity. Colchester has made a deliberate decision to do things differently by not constructing an implementation group, but instead embedded the LDP within existing structures (via agenda items etc). However, this has been challenged recently by reduced capacity due to staff change over. There are ongoing capacity challenges in relation to the LDP when staff are employed in dual roles.</p> <p>Needing to think about how learning from investment decision-making is fed back to providers (reasoning behind approving or not). Not entirely happy with process in terms of micro-grant panel, not all panel members contributed, and panel meeting occurred virtually. Needs to be more connected/collective consideration given to micro-grant applications. Changes to be made.</p> <p>Want to be more joined up in terms of the broader footprint of North East Essex, to co-ordinate planning even more and to avoid silos of Colchester Borough Council and Tendring Council. Planning to meet once a month.</p>
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	<p>panel which will incorporate a variety of different funding streams including the LDP to ensure oversight of priorities and reduce duplication with local funding.</p> <p>We are noticing several individuals benefitting from the support provided by the community explorer that does not involve money. This is being captured and shows that community groups and individuals are creating partnerships and supporting one another in a way that is outside the remit of supporting financially. As a result we are considering how we set up a more formal mentoring system for those who are awarded funding to replicate this 'support' system which will be valuable for longer term success for groups to continue their work once LDP is gone.</p>	
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Tendring Success and Challenges

<p>Tendring</p>	<p>Four larger (>£2500) Tendring investments have been approved (1) CVS (2) Jaywick Forum (3) Octopus summer holiday trail (4) Inclusion Ventures. Inclusion Ventures is particularly significant as an innovative investment that involves a significant amount of match funding (£545,519) from the National Lottery Community Fund alongside the £80,000 LDP investment. It also provides a useful comparator to Onside Youth Zones. Furthermore, twenty micro-grant (<£2500) applications have been received, of which 15 have been approved.</p> <p>The North East Essex Health Alliance intends to bring together hospitals, communities, and the voluntary sector around their common interest in health, and in order for them to work more closely together. Through this work, there has been a realisation of the importance of addressing wider determinants of health, particularly to achieve a more preventative and 'Live Well' approach throughout the life course. Onward work termed 'turning the curve' – led by the North East Essex CCG and focused on compression of morbidity. This is an important system shift. Key LDP staff met with the Chief Operating Officer of CBC to ensure the LDP is at the heart of what the CCG does, which then in turn feeds into what we are doing at an alliance level.</p> <p>Leadership group – Jaywick Sands Social Infrastructure (JASSI) project,</p>	<p>There needs to be more emphasis in the future on joining up the Colchester and Tendring LDP work, to better fit the North East Essex footprint.</p> <p>Micro-grant panel (sub-leadership group) preferring to meet face-to-face. Would also like to receive applications as they're received, rather than receive all on the deadline. Need to ponder and digest over longer period. Changes to process to therefore be made.</p> <p>Leisure, open spaces, people, performance and projects, housing and environmental lead to discuss how they can interact with the LDP and work together within the council.</p>
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an Essex County Council team within the localities service, have joined the leadership group. Discussions regarding how things become more connected and work towards system change. The Essex LDP were keen to connect with JASSI in relation to common aims around tackling deprivation, and there was an opportunity in some staff members being based in the same workplace.

Health and Well-being day in Jaywick (Brooklands) 29th Feb as opportunity to highlight work of LDP. This was a thoroughly planned and well attended event, which brought together a range of partners and providers in the local area. Multiple activities were on offer throughout the day (Tai Chi, line dancing, seated salsa), which offered opportunity to network and connect.

A new full-time staff member was recruited to the Tendring LDP team as a public health improvement co-ordinator. The individual was recruited from within Tendring District Council and has a wealth of experienced and trusted relationships. Therefore, there is now additional capacity for LDP related work.

In March a workshop was held with Birmingham Big Bikes, in order to plan the implementation of a similar scheme within Jaywick. A meeting has been held with the Big Lottery Community Fund, to secure funds for Motivated Minds, Holiday Hunger, and Jaywick Bikes.

Main Successes and Challenges in Specific System Settings

Education Successes and Challenges

	Successes	Challenges
Education	<p>Active School Framework – The Essex LDP have been working on creating a whole school physical activity framework operating model, which identifies our approach to working in the education setting, in order to develop opportunities for children, families and the wider community to embrace opportunities within their social and physical environment to become more physically active. To impact change from within a school it needs to be seen in the school's policy and vision, backed up with internal resources including environmental and the support of stakeholders</p> <p>Holiday Hunger: The LDP has been a key stakeholder in developing a county wide network of delivery organisations that focus on school holiday physical inactivity as well as school holiday hunger. Through this work we have created a local network of partners all working together in new and innovative ways to ensure that they can provide support to the most vulnerable groups. This network includes organisations from across the system; community organisations, charities, food banks, Churches, schools, CCGs, Local authorities and individual volunteers. A short film has been produced to showcase this work. Earlier this year the LDP team submitted a funding bid to the Department of Education (DoE) to support a high quality 'Holiday Activities and Food' programme in North East Essex. Unfortunately this was unsuccessful. Even though our bid scored an impressive 71% in stage 2, it was rejected because we could not provide a whole of county programme (across the whole of Essex). However, the bid demonstrated a strong network of holiday hunger delivery partners across Colchester and Tendring, which provides an excellent foundation to build this work in the north of Essex in the future.</p> <p>School Facilities - Active Essex have been chosen as one of the few Active Partnerships nationally to understand the barriers that prevent schools from opening their facilities beyond the school day. By August of 2020 a full report will be produced identifying the barriers,</p>	<p>Ensuring that schools accept the Active Schools Framework and that they are willing to open the school facilities to the wider community.</p>

	<p>opportunities, and lessons learnt, which will be shared across all schools in Essex. Progress to date includes an audit taking place across three areas in the county (Basildon, Harlow and Southend) to better understand the local picture. Inclusion on the Essex School Design strategy group, positive engagement with the Essex Schools capital team who are part of the Essex LDP.</p>	
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Social Care Successes and Challenges

<p>Social Care</p>	<p>Live-well Growing Good Lives – Adult Social Care needs to transform to be sustainable; empowering people to live healthier lives for longer is key to enabling this transformation. Prevention and carers have been identified as a key strategic change priority for Adult Social Care, aligning to the strategic direction of health reflected in the NHS Long Term Plan. The Essex LDP investment into Adult Social Care will test how the health and social care system in Essex can use physical activity as a tool to enable independence, to improve population health and create communities that are inclusive of disabled people. The investment will be a collaboration between Essex County Council’s Adult Social Care, Active Essex (LDP) and Sport for Confidence CIC. It involves two elements – (1) Sport for Confidence delivery within two Leisure Centres – making them more accessible and inclusive of disabled people (2) Capability and developmental support for Adult Social Care staff (social workers and occupational therapists, primarily), in relation to using physical activity for therapeutic means and ends during their daily tasks.</p> <p>Day opportunities – FABS (Flexible, Aerobic, Balance and Strength) Training is being implemented into Older People Well-being and Service Hubs within Essex by upskilling the capabilities of seven staff within seven workplaces as an opportunity to incorporate physical activity into service delivery. A positive dialogue has taken place with ECC Procurement, who are currently managing the procurement process with day opportunities. This is a great opportunity for LDP to position physical activity as one of the wider outcomes that ECC would be asking day opportunities to achieve. The LDP have got some provisional dates from ECL for bocchia and tennis.</p>	<p>Workforce challenges in terms of turnover being high amongst paid carers, therefore potential rapid loss of knowledge/skills acquired from any investment. Though also considering how investment / training / development might improve retention.</p>
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Health Successes and Challenges

<p>Health</p>	<p>Primary Care Networks - Basildon and Brentwood CCG Basildon and Brentwood CCG have prioritised physical activity as the most important public health message GP's should give to patients. Investment proposal was submitted by Basildon and Brentwood CCG to support GP training by working through primary care networks, this will be starting March 2020. North East Essex CCG is also engaging in the GP training on physical activity with 20K investment from the CCG. In February the Essex LDP was also referenced in Tim Hollingsworth's webinar in reference to utilising a whole system approach in relation to health (at 22:14).</p> <p>North-East Essex CCG and Health Alliance At a recent North East Essex Health Alliance confirmation was received regarding the Livewell outcomes which clearly have identified a position of how physical activity can play a key role in contributing to local outcomes. The LDP team will be involved in supporting a series of local Livewell domain workshops to further install the deliver plan for 2021.</p> <p>Social prescribing - Training three members of staff to become 'train the trainers to deliver physical activity awareness training to social prescribers on the 27th March or 24th April. Following training delivery will be countywide.</p> <p>Making every contact count (MECC) – training video to be produced with a specific focus on MECC and physical activity. Potential further investment for additional videos for specific LDP target audiences (people with mental health problems, older people, families). The videos will be distributed/promoted to health professionals and Universities delivering pre-registration health education.</p> <p>Long-term health conditions - In support of the national 'We Are Undefeatable' long term health conditions campaign relationships and partnerships are being built with national health charities at a local level to discuss ways physical activity can be embedded into local interventions. LDP have a partnership with Rethink mental illness,</p>	<p>Onward challenge with training interventions to ensure that (1) there is sufficient uptake/download of developed training opportunities, and (2) also that those that do access the training go on to implement its key learnings.</p>
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	<p>Macmillan, MIND, Alzheimer's Society.</p> <p>Policy - In 2020 presentations to be given at the Heath and Care Systems of Suffolk and North East Essex , Hertfordshire and West Essex STP and Mid and South Essex STP by Dr Bird on the benefits of physical activity and the important part it can play with the health system</p>	
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Community Successes and Challenges

<p>Community</p>	<p>Asset-Based Community Development (ABCD) – The LDP team are establishing an online ABCD community to enable practitioners to share their successes in using ABCD principles in their role. In Tendring, two one-day ABCD courses were held, one in Harwich and one in Jaywick – which stimulated new physical activity groups led by the local community. ABCD training has also been completed with all key stakeholders in Basildon and Colchester, leading to new ABCD action planned for 2020. In January, ABCD is being implemented in Colchester with specialist work in the St Anne's ward involving 16 local people and stakeholders. It is emerging that the Colchester landscape including CBC and H&W Alliance is really keen to upskill staff on the principles of ABCD and utilise this approach moving forward. This is as a result of the ABCD training sessions delivered through the LDP work. This has therefore influenced the way the system wants to work.</p> <p>Motivated Minds – the Essex LDP have supported the creation of a new three-year business plan for Motivated Minds, to enable significant growth underpinned by a commitment to sustainability. Motivated Minds have secured new funding from the Basildon and Brentwood CCG, Police and Fire Commissioner, and ECC Public Health, for the next three years as a rolling contract, working in partnership with CAB to deliver the model. LDP have invested £165,816.00 and now has a representative on the board of directors. LDP is supporting Motivated Minds to leverage in a further £225,000 through the Lottery's Big Community fund. Motivated Minds have secured larger premises in Eastgate Shopping Centre in Basildon to allow for more physical activity interventions.</p>	<p>There is a careful balance to be struck in the capacity funding of Motivated Minds, in order to ensure that delivery grows at a pace the organisation and its workforce can cope with.</p>
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	<p>Holiday Hunger & Holiday Programme - All three areas have established local groups or linked into existing system structures, in order to connect the system more at a grass roots level, empower local communities around investment decisions, and leverage further local investment. The LDP are facilitating a workshop in NE Essex in partnership with the CCG and NE Essex Alliance, in order to bring together key stakeholders and partners across the system setting. This should enable them to influence funding and support through Active Essex. For further detail relating to holiday hunger and the holiday programme please see the above tier one section.</p>	
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Community Safety Successes and Challenges

<p>Community Safety</p>	<p>Achievement Through Football (ATF) - Basildon LDP implementation group have prioritised the replication of the work of ATF based in Southend in tackling youth anti-social behaviour and criminal activity. This will be developed in partnership with Briscoe School to develop of a community hub and re-activation of Northlands park. ATF were awarded a £2500 micro-grant to start physical activity at Briscoe School in January, following this head a consultation at the school with parents, children and the local community to find out local needs and interests so that the development plan could be co-produced. LDP are currently developing an investment proposal which will presented to the core team in March.</p> <p>Futures in Mind - LDP to develop investment proposal with Futures in Mind to replicate garden projects following on from action research test and learn programme which took place in Colchester. An investment proposal is being worked as a proposal to replicate, to provide potential to upskill volunteers with coaching qualifications, and general physical activity awareness training in Tendring. Futures in Mind have worked with LDP to seek additional funding for Pocket Parks to deliver conservation garden projects.</p> <p>Youth Offending Services - LDP are working with the Intensive Supervision and Surveillance programme (ISSP). The ISSP team at</p>	<p>Ongoing challenges associated with system working, for example navigating the complexity of the system potentially slowing down delivery. Also, the potential for resistance in areas of the system, which could perpetuate silo working.</p>
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	<p>youth offending service are to integrate physical activity as part of their programme as well as looking at the sustainability of these young person's participation</p> <p>Police Fire and Crime Commission (PFCC) – Essex LDP have met with Greg Middleton, who manages the PFCC community safety development fund, to look at ways of working more closely together in the future to ensure that there is future allocation in budgets to physical activity interventions and funding was invested more intelligently.</p> <p>Kick Off @ 3 - LDP has agreed to match fund the development of the kick-off @3 events which engages the most vulnerable young people across the eight areas of Essex. This is a partnership with Essex Police the Police Fire Commission and community groups which will give young people the opportunity to engage in regular physical activity at their local youth group</p> <p>Community Safety Expert Development - In order to raise the profile of physical activity and sport and the positive impact this can have in the community safety setting, LDP are working in partnership with Stuart Felce who is the sport and youth justice lead for Street Games. Stuart has been working alongside the Home Office to develop this work for the past five years. Stuart will be our expert advisor helping LDP to develop our strategic plan for this setting, help us build our evidence base and support the development of our quality assurance.</p>	
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Planning and infrastructure Successes and Challenges

<p>Planning and Infrastructure</p>	<p>Livewell Accreditation - Panel training took place on 10th Feb. Next steps are to discuss communications plan, launch event and plan for engagement to support roll out with Chelmsford leading. Number of identified risks including capacity and resource have been noted.</p> <p>Green and blue infrastructure – The LDP team attended a Green and Blue infrastructure workshop on 3rd March 2020 to provide comments and feed in. Sport England have also been engaged and will feedback via email.</p>	<p>Risk that planners and developers may not choose to adopt the Livewell accreditation.</p> <p>Complex two-tier system may delay or prevent progress.</p> <p>Stakeholders need to work effectively together in order to create school car free zones.</p>
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	<p>Essex Design Guide – Health Impact Assessment (HIA) checklist has been reviewed with planning team input and agreement been given by Sport England to integrate the active design principles within the checklist. To be completed, then will need to be amended by design team. Further endorsement by EPOA likely (virtually) and endorsement by the Essex HWB to be sought.</p> <p>Park and stride - Colchester Borough Council Public Health team engaged with planning to agree next steps at an information sharing meeting on 27th February 2020, to adopt a Park and Stride opportunity that encourages those parents who have to bring their cars to school to park further away from the school gates and walk the remainder of the journey, in addition to helping reduce congestion near the school.</p> <p>School design principles - Building on the success of the Essex Design Guide, LDP are part of the conversation as key stakeholders to ensure that future school design principles can activate future sport and physical opportunities both for schools and local communities. This work links to the lessons learnt in our schools’ facilities pilot which concludes in August 2020.</p> <p>Active Hospitals - The LDP is co-producing a proposal to increase physical activity levels by hospital staff and patients within the East Suffolk and North East Essex NHS Foundation Trust. LDP invited to the Colchester Hospital integrated therapies board by the end of April 20 to discuss how we embed physical activity into clinical care pathways.</p> <p>School car free zone - School car free zones is an opportunity to increase walking, cycling and active lifestyle for pupils and parents/carers. Governance has been agreed and a Project manager for programme has been put in place, next steps are to have 2 weekly meetings in diary for project meeting with a potential to start of delivery from September 2020.</p>	<p>At present this is operational at a policy level, it still needs to evolve into action. This is a challenge in all the planning and infrastructure work, as although the system is set up to build infrastructure it is not yet ready to deliver. Therefore, pace can be a challenge and frustration at times. However, an exciting future possibility is the Essex Big Bikes initiative which could provide the opportunity for some citizen-led infrastructure relating to active travel – through the use of GPS data.</p>
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Workplace Successes and Challenges

Workplace (getting staff more active)	<p>Work Well Accreditation – LDP to advocate the inclusion of physical activity into the Work Well Accreditation for Essex businesses and employers, working in collaboration with the ECC full-time Work Well post. In particular, the LDP is working with Provide to develop their physical activity promotion to their large number of employees and partners. LDP working with ECC to develop new physical activity spaces and opportunities at County Hall for over 2000 employees who work there.</p> <p>Work and health - Work and Health Sub Committee leads on workplace health across the county chaired by the LDP Workplace lead Chris French. Partnerships are being formed with Department for Work and Pensions and local businesses to offer advice support and guidance on increasing physical activity levels amongst employees.</p> <p>Recognition of good practice - At the recent Active Essex sports awards Mid-Essex CCG were awarded workplace of the year with highly commended going to both Braintree and Rochford councils. Basildon council were workforce wellbeing runners up at the Guardian public services award. LDP to replicate this good practice in 2020.</p> <p>Work well sign ups - Currently 260 businesses are signed up to Work Well. The LDP will focus on Basildon in early 2020 to increase the number of businesses and employers accrediting to Work Well by working with local businesses and implementing.</p>	
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Main Successes and Challenges in Underpinning Themes

Communication and social movements Successes and Challenges

	Successes	Challenges
Communication and social movements	<p>Through a staff secondment from Healthwatch Essex, a new Essex LDP communications plan has been developed, which contains seven pillars</p> <p>In connection with the above, the Essex LDP has also developed two social movement interventions, focused around the COM-B model: (1) 'The Click' brand identity, essentially a Facebook campaign that is supported by mentorship programme. Modelled on 'United in Kind' campaign NB: Just Basildon (2) Social marketing interventions (National Social Marketing Centre - NSMC). Also based on COM-B. Identification of 'emotional hooks' for target audiences and more detailed exploration of audiences. NB: Colchester based. When SLAs are in place, work will begin to produce a robust content strategy, underpinned by behavioural insights. A social movement workshop is being designed for potential virtual delivery (due to COVID-19) in April.</p>	<p>Clarity and shared understanding lacking regarding social movements and the LDP.</p> <p>Individualised behavioural approach.</p>

Evaluation Successes and Challenges

Evaluation	<p>Baseline data report completion and submission Jan 2020, which has provided a more detailed picture of inactivity. Dissemination of this report and its key messages is currently underway.</p> <p>LDP on a page document and related formulation of four research questions to evaluate at a system level. Also provided underpinning evidence review.</p> <p>Evaluation framework evolving to support investments via related tools (see page four). This includes the development of the progressive web app (PWA) which will shortly be ready for use.</p>	<p>Onward reference data collection plans (frequency) still to be determined. Evaluation Consortium member to join Sport England co-creation group in relation to evaluation.</p> <p>Capacity in relation to evaluation team and potential 'creep' to evaluating at a project level – important evaluation sufficiently focused on system change and process learning.</p>
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Data and Insight Successes and Challenges

<p>Data and insight</p>	<p>Led on development of the LDP on a page document.</p> <p>The data and insight team are developing a live physical activity dashboard, as part of the Essex Centre for Data Analytics (ECDA) – planned launch 2020. The LDP has been included in the ECDA newsletter, which includes how the LDP and ECDA are working together to identify communities that are at particular risk of escalating levels of physical inactivity.</p> <p>The Coordinator Conversations report highlights insights gathered from the discovery work completed by LDP coordinators over several months with local residents and community groups. The results of include some really interesting and actionable findings.</p>	
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ABCD and Community Capacity Building Successes and Challenges

<p>ABCD/Community Capacity Building</p>	<p>Focused neighbourhood work, operating as mechanism through which people are gathered. Key successes: (1) Willowbrook (2) Pam Green and ABCD training of CBD workforce (3) policy influence in terms of Tendring plan and Basildon Health and Well-being policy. Equally, some of the principles of ABCD are at odds with the sequence of events being used with micro-grants e.g. offering money without exhausting ‘what people can do for themselves’ first.</p>	<p>The facilitator of the ABCD training has commented that the success and engagement with ABCD seem quite context specific. They feel there is a need to be specific on locality and readiness when it comes to working with communities and effectively utilising its principles, they warn against viewing it as a ‘silver bullet’ that can be utilised indiscriminately. Essex LDP is now discussing the next phase of developing ABCD in the county to ensure a lasting legacy.</p>
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Sharing Learning Successes and Challenges

<p>Sharing Learning</p>	<p>Two share and learn events have been held during this reporting period, one on the 17th October 2019, which focused on sharing learning from providers who were involved in the action research stage of the LDP. Key messages from the evaluation were also disseminated. Another share and learn event focusing on Mental</p>	<p>LDP staff need to engage with the Sport England knowledge hub and Doing Things Differently WhatsApp group, to ensure learning across the pilots is shared.</p>
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	<p>Health took place at Wat Tyler Park, Basildon on 13th February 2020. Over 70 Community participants attended. Community partners from Motivated Minds and Walk and Talk 4 Men shared their learning by telling their stories and providing a walk and talk session. The Lottery Community Fund Rethink introduced the opportunities funding can bring to increasing physical activity in mental health in Essex. The next event focussing on families with children is scheduled for June.</p> <p>Successful DCMS/Sport England visit to Essex LDP on 20th February 2020. Met Anna Deignan (new DCMS Head of Sport). In particular this visit has prompted thinking and discussion relating to economic evaluation within the Essex LDP. Possibility of using the WELLBY, in collaboration with Will Watt as part of the Evaluation Consortium.</p> <p>Sharing learning regarding baseline data collection (3 methods etc) at Sport England event at the end of Jan and also internally via presentation at core, delivery (12/2) and relevant implementation groups</p> <p>Leadership Programme now complete, valuable programme in teaching LDP Delivery Team skills, techniques, and a greater understanding of their roles. Several external contributors, including Gavin Jones (who shared his learning and experience of working in complex systems) and Professor Donna Hall (who shared her insights and approach to her whole system work in Wigan and the Wigan deal).</p>	
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Workforce Successes and Challenges

<p>Workforce Development</p>	<p>Health – GP Champion training (referenced in the first success story) Community – Over 300 individuals introduced to the concept of asset based community development Workplace – Physical Activity training to be provided to the staff delivering Essex wide workplace offer Education – A group of early years practitioners have been trained as tutors to support the Essex Child and Wellbeing service incorporate PA into current provision using active storytelling, connections to outdoors and guidance to parents on CMO PA guidelines Planning & Infrastructure – Training to be run with local authority planners on how to use and incorporate Active Design Principles when advising and making decisions Community Safety – Creating a physical activity workforce from professionals working in this sector or clients who have been in the system by providing physical activity training Social Care – Work with sectors leaders to influence how Essex wide Occupational Therapists are deployed, taking into account the benefits of the Sport for Confidence model</p>	<p>Unpicking the complex social prescribing scene in Essex</p> <p>The changing health landscape and maintaining relationships with merging CCGs and Primary Care Networks (PCNs)</p> <p>Buy in from employers in regard to apprenticeships</p> <p>The impact on our workforce post-COVID-19</p> <p>The time it takes to build relationships and influence decision-makers</p> <p>Sport and physical activity sector allowing time to develop and understand the importance of the skills agenda</p> <p>Gaining the confidence of the Further and Higher Education sector to ensure they see the value of aligning relevant courses/programmes of study to CIMPSA standards</p>
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Conclusion

This process learning report has presented in detail the activities and learning that has taken place in relation to the Essex LDP over the period October 2019 to March 2020. The most significant learning has been acquired from the discovery phase of the Essex LDP, which is now being continuously fed forward to inform and shape successful delivery. Furthermore, 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.

At the end of this reporting period the UK COVID-19 outbreak occurred, resulting in significant disruption at all levels of the system. However, even in these early weeks of the response it has rapidly become apparent that the work of the Essex LDP is valued enormously at a time of crisis, as what are now established partnerships, networks and relationships within the system can be put to use to ensure a timely and effective response at a local level. The Essex LDP will make a significant contribution to the COVID-19 response and the subsequent work that goes into its aftermath. Such work will continue to have a central concern for enabling physical activity for economically deprived populations and the target groups of older people, families with dependent children, and people with experience of mental health problems. The learning acquired from such an exceptional time will be reported in the next process learning report.

Authors and Further Information

This report was written by Drs Valerie Gladwell, Paul Freeman and Anna Pettican, from the Evaluation Consortium. If you require any further information or have any queries in relation to this report please contact: essexldpevaluation@essex.ac.uk.

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