

# Essex Local Delivery Pilot (LDP) Process Evaluation Report



## Executive Summary

Essex, one of 12 locations funded by the Sport England Local Delivery Pilot (LDP) programme, is adopting a community-led whole systems approach to tackling physical inactivity. Guided by seven priorities and ten ways of working across seven system settings, the aim is to make transformational change in physical inactivity and wider outcomes (see 'LDP on a Page' see page 12).

### Evaluation Approach and Methods

Our evaluation acknowledges the work of the Essex LDP as a complex, adaptive system, which consists of various emergent parts (people, processes, and practices), and is dynamic and open. We are using a range of qualitative and quantitative methods, including outcome measurement (using an evaluation framework), surveys, interviews, case studies, and documentary analysis (e.g. policy narrative). The primary sources of data utilised in the current report are:

- **State of Life (SoL) survey:** A population level survey assessing physical activity and wider health and well-being outcomes, launched in April 2020. Over 2,700 responses have been collected up to the end of August.
- **Interviews:** Conducted May to August 2020 with members of the Essex LDP core and delivery team and wider stakeholders.
- **Reflective survey:** Released July and August 2020 to the Essex LDP Core and Delivery Team, Strategic Sponsors Group and Implementation Groups in Basildon, Colchester and Tendring. Focussed on the work of the Essex LDP and the LDP on a Page. Completed by 32 individuals (28% response rate).
- **Standard Evaluation framework:** The framework comprises of qualitative and quantitative tools enabling data collection from providers and participants in Test & Learn interventions to assess reach, impact, and key learnings.

### Reflective Learning

To frame and deconstruct the learning that is occurring as part of the Essex LDP, the evaluation consortium have adopted Driscoll's learning process, which is based on three simple questions:

- **What?** Describes the situations and key descriptive findings that will be useful for learning.
- **So What?** Extracts the meaning of 'what?' to make sense of the situations and what lessons have been learnt.
- **Now what?** Using the above information identifies key recommendations and enables development of an action plan.

### Two local examples of learning

Accompanying this report are two practical examples of learning in action:

1. Responding to the COVID-19 pandemic
2. From Holiday Hunger to Holiday Activity Clubs



## What? Key events and findings

**COVID-19 response and business continuity planning:** In direct response to the pandemic, the priorities of the Essex LDP team quickly shifted to responding to the immediate crisis. Some staff were redeployed to support their local authority front line response. The strength of the networks and relationships established between the Essex LDP, Essex County Council, other local authorities, and the wider community was an important asset in ensuring an effective community response. To guide planning and action during this time, the LDP Core Team produced an LDP Roadmap response to COVID-19. The Essex LDP is continuing to play a key role with COVID-19 response and recovery and Active Essex has recently launched a [Shaping Our Future](#) consultation document, which will inform their 2021 strategy to ensure physical activity is hard-wired across the Essex system. This document evidences how the Essex LDP is aligning more with Active Essex. To read more about Active Essex's innovative work please see their recent [impact report](#).

Essex LDP investments were significantly disrupted by COVID-19. While many were paused, the Essex LDP team worked well to enable some investments to proceed working online or in a socially distanced manner and these made impact on physical inactivity and wider outcomes.

**State of Life survey:** Between April to August 2020, in areas of higher deprivation the percentage of individuals who were inactive was 38%. This indicates a rise in inactive people by 6% (from baseline data collected before January 2020) in the higher deprivation areas the number of inactive people. In contrast in low areas of deprivation the percentage of inactive people actually fell by 9% during the same period. Consistent with the Essex LDP's mission to share learning and best practice across the county, the SoL provided important insight across Essex and informed policy and practice.

**Refining the Essex LDP whole system approach:** The majority (92%) of respondents in the reflective survey agreed/strongly agreed that the 'LDP on a page' is a valuable tool, by providing a clear and succinct model of the key priorities, ways of working, and key outcomes. It gives direction and informs decision-making, aids discussions with stakeholders, and provides a shared understanding. However, individuals reflected that they needed to embed it into their everyday work more.

**Hard-wiring physical activity into the system, across the system:** Across different settings, the benefits of physical activity are being realised. System leaders, who have proactively worked with Essex LDP, have embraced a whole systems approach. Instrumental in this process are: changing perceptions and raising awareness of the importance of physical activity; understanding the system; and the support and commitment of senior people within the system.

**Understanding the needs and resources of local communities, and supporting them to create their own ideas and solutions:** Local insight is important to understand people, places, communities, and context. The LDP coordinators have been central to this work, providing a mechanism to engage with usual and unusual suspects (individuals and community organisations) and local experts. The Essex LDP delivery team participated in Asset-Based Community Development training, and applied these principles to support and empower local communities through co-design and co-production.

**Developing an insight and evidence informed approach to decision-making:** There has been a commitment by members of the LDP core team to ensure decision-making is more informed by evidence and insight. However, individuals noted that there is a challenge in translating insight and theory into practice. This is in part due to the complexity of the LDP, and knowing where to focus and when, but also that some of the concepts identified in the LDP on Page were noted as hard to operationalise into tangible actions and interventions. The baseline report and SoL have provided important evidence. Further, the Essex Centre for Data and Analytics has produced an interactive tool in partnership with the Essex LDP to improve the insight needed for an evidence-based approach.

**The importance of clarifying language to achieve meaningful change:** There has been discussion within the Essex LDP whether different forms of physical activity have differing values. These have emphasised the importance of considering the needs and wishes of marginalised groups. For people who have been isolated and inactive for a long period, there is a gradual process of change. Traditional sport and activities might not be appropriate as such it is important to identify and fund new ways of supporting different people to start to move more. It is vital that the Essex LDP remains consistently focused on the headline outcome on the LDP on a Page: *To reduce physical inactivity.*

## So What? Key learnings

**Hard-wiring physical activity requires understanding of, and commitment within, the system.** A number of factors have been instrumental in the success of the Essex LDP including understanding the system, raising awareness of the importance of physical activity, changing perceptions of physical activity, and obtaining the support and commitment of senior people within the system.

**There is untapped potential within the system.** A number of activities and actions remain a work in progress, and some system settings have been more challenging. Hardwiring is a difficult process, and requires time and ongoing efforts.

**Identifying and building key relationships is crucial to success.** Working collaboratively with new and existing partners extends knowledge, resources and reach, but it can be challenging to identify key individuals and organisations. The passion and drive of individuals and teams to embrace collaborative working is important.

**Strong community networks enable relevant and responsive action.** Collaborations, networks and relationships established as part of the Essex LDP were and are significant in enabling an effective community response during COVID-19.

**Local insight on people and places is key to understanding communities and context.** The LDP coordinators have been central to this work, and provide a mechanism to engage with usual and unusual suspects (individuals and community organisations) and local experts

**Investments have multiple benefits.** Alongside tackling physical inactivity, many investments impact upon wider outcomes including reducing social isolation, building resilience and improving mental wellbeing.

**A focus on physical activity can exclude very marginalised and inactive groups.** A process of change for people who have been isolated and inactive for a long period will need support to enable them to gradually introduce activities and social contact into their everyday lives.

## Now what: recommendations

**Recommendation 1:** Hardwiring of physical activity within and across the system should continue be a priority over the life course of the LDP and beyond.

**Recommendation 2:** The LDP team should produce a map of the system with key individuals and organisations, which will allow all individuals to identify relevant contacts across system settings. This can be used as a tool to plan and coordinate action in order to strengthen relationships in other system settings, and further enable hard-wiring of physical activity within and across the system.

**Recommendation 3:** The LDP team must ensure that interventions and activities are engaging people who live in deprived areas and are physically inactive.

**Recommendation 4:** The LDP team should continue to invest time and resource in obtaining qualitative and quantitative insights into drivers and barriers to physical activity in local communities, particularly as Covid-19 related social restrictions are enforced or relaxed to ensure positive behavioural change takes place.

## So What? Key learnings

**Working with, rather than doing to communities, fosters a sense of ownership and commitment to interventions.** It was recognised, however, that developing a sense of community ownership requires continuous nourishment.

**Community-led approaches facilitate innovative and adaptive thinking.** Integrating and supporting community-led approaches within whole systems working enables innovative and adaptive thinking, which ensures the needs of local residents can be met in changing and uncertain circumstances.

**Interventions and community groups are facing ongoing challenges.** The COVID-19 pandemic has created potential funding gaps that threaten the sustainability of community organisations, a need to identify spaces large enough to safely run interventions in a socially distanced manner, and difficulty engaging with potential participants. It has also delayed intentions to scale up and replicate.

**The 'LDP on a Page' assists planning and decision-making.** It has provided a shared understanding of priorities and ways of working, and given a focus and direction. Some individuals noted, however, that they need to further embed the LDP on page into their work.

**Translating insight and theory into practice is a challenge.** Although insight and theory are recognised as key, some concepts are hard to operationalise into tangible actions and interventions.

## Now what: recommendations

**Recommendation 5:** To enable sustainable behaviour change in population physical inactivity levels across Essex, investments should be designed and implemented with reach and scalability in mind, and be embedded into the whole system.

**Recommendation 6:** The LDP team should consider how they can assist intervention providers to identify their needs and appropriate spaces for activities to enable them to operate effectively under Covid-19 related social distancing restrictions.

**Recommendation 7:** The LDP on page should continue to inform decision-making and working practices. Consideration should be given to embedding an adapted version into funding forms to further support the mapping of activities and interventions.

**Recommendation 8:** The Essex LDP should continue to embed evaluation, upskill stakeholders, and ensure measures and tools are inclusive and accessible to LDP target populations.

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## Introduction

This document reports the process evaluation of the Essex Local Delivery Pilot (LDP) during the period April-September 2020. It commences with a six month timeline document, which summarises key events and activities in relation to the Essex LDP. Appendix One includes a summary of key activities in relation to the various system settings. The main body of the report provides an update on the context of the Essex LDP, in light of significant challenges the global Coronavirus (COVID-19) pandemic has presented during this reporting period. This includes activities and learnings that have occurred as part of the COVID-19 response in relation to the Essex LDP. The process evaluation reporting is then organised into five themes, which reflect the work and learnings of the Essex LDP during this time. These themes are reflective of a deepening understanding and refinement of the community-led whole system approach that the Essex LDP utilises. The report makes use of the best available evidence to inform its content, this includes the following, further details of each can be found on pages 14-16.

- State of Life survey
- Reflective survey with LDP staff, strategic sponsors group, and local implementation groups
- Qualitative interviews with LDP staff and others of significance
- Emerging data from the evaluation framework
- Peer-reviewed published literature

Accompanying this report are two practical local examples of learning in action:

1. Responding to the COVID-19 pandemic
2. From Holiday Hunger to Holiday Activity Clubs

### What is a whole system approach?

*“A local whole system approach responds to complexity through an ongoing, dynamic and flexible way of working. It enables local stakeholders, including communities, to come together, share an understanding of the reality of the challenge, consider how the local system is operating and where there are the greatest opportunities for change. Stakeholders agree actions and decide as a network how to work together in an integrated way to bring about sustainable, long-term systems change”*

(Public Health England, 2019, p17).

# Essex LDP timeline

2020

## Tendring:

- COVID-19: Tendring Public Health Lead supporting to deliver silver response in Tendring. Community co-ordinators active on phone lines, for the Tendring Shield Assistance. Supporting Category A community residents, also Priority Me.

## Colchester:

- New Well-being and Prevention Group Manager now in post, who will also provide strategic LDP link for Colchester.
- Telephone and email support to category A and B community residents.
- First of the micro-grants funded, which have been devised in direct response to COVID.

Apr

- LDP co-ordinators re-deployed to community hubs in their respective areas, to actively assist in the COVID-19 community response for category A high risk citizens, category B 70+, etc.
- Keep Essex Active launched, with a range of resources to support both individuals and the sport and physical activity sector
- Sport England and Active Essex host Community Emergency Fund webinar for 100+ people from across Essex.
- State of Life survey launched to capture shifts in physical activity, life circumstances, and wellbeing in Essex during the COVID-19 outbreak. A collaboration between University of Essex, Reason Digital and Active Essex.

## Basildon:

- New Business Development Manager at Motivated Minds, funded by LDP.
- Telephone support to category A, wave three community residents.
- Basildon Community Hub supports vulnerable residents with food, medicine, and befriending. Made up of community partners galvanised through the LDP.

## Tendring:

- Changing need in terms of nature of home support – no money for basic living costs, due to some having to move onto Universal credit during this time. Continuing to support community residents.

## Colchester:

- Continuing to co-ordinate support to meet essential living needs. Number of calls reducing, but those making contact are in more complex situations.
- Providing support to community pack that is distributed to Colchester residents regarding physical activity, keeping within lockdown guidelines.

May

- ABCD training being converted for online delivery.
- Production of COVID recovery/LDP roadmap infographic.
- LDP Evaluation on a page document produced.
- Recruitment of a shared post (with Essex County Council Planning Team – Place Services) finalised. The post holder will work with the LDP three days a week, to specifically progress the active environments work within the Essex LDP.
- The State of Life survey team works with partners across Colchester and Tendring to boost the sample in these areas, hoping for insights at a lower geographical level to help us understand the communities in these areas.

## Basildon:

- Launch of Basildon Community Involvement Network delayed due to COVID-19.
- Achievement Through Football operates engagement and support programme with Briscoes School to help local families during the COVID-19.



**Tendring:**

- Inclusion Ventures Sport and Outdoor Activities Leader appointed, as part of £80,000 investment.
- Stay at Home Grow Your Own initiative launches.

**Colchester:**

- "Dance4Health" sessions funded in response to COVID, to improve health and mental wellbeing of families via Zoom.
- Bangladeshi Women Across Essex start their LDP-funded Zumba and Tai Chi sessions online.

**Basildon:**

- BOSP increases outreach services to provide craft packs to children with complex disabilities as families are shielding and at risk of isolation.
- Street Tag launches, tackling physical inactivity through a virtual platform. Tags are placed in Basildon Parks.

June

- Essex begins to formulate guidance regarding the funding of gardening and horticultural activities as part of supporting people to live an active lifestyle.
- Share and Learn event (focused on low income families) held online, with over 100 delegates.
- 169 community sports clubs and organisations across Essex receive over £600,000 from the Community Emergency Fund. Essex is the first area in the country to solicit applications for the new Sport England Tackling Inequalities fund. The total allocated to Essex is initially £110,000.

**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.

July

**Basildon:**

- Happy Hub open their new unit at Eastgate Shopping Centre.
- Two ABCD chin wags with community partners via Nurture Development.
- Council restructure to create Culture and Health department with public health, community, parks, and culture all coming together to aid delivery of H&W programme, including LDP.

- Active Essex and Essex County Council deliver a major new programme to support working families during the school summer holidays of 2020. It includes free holiday activity clubs, family equipment packs, and information resources.
- Essex LDP response to Sport England Shaping Our Future warmly acknowledged by Tim Hollingsworth.
- LDP submits request to Sport England for additional funding of £1.99m to extend the LDP to 2025, focusing on core capacity posts and evaluation.
- Evaluation framework workshop held online on 15th July.
- Reflective survey launched to gather LDP staff reflections over the last 12 months.

Aug

**Tendring:**

- Notified successful in £250,00 Heritage Fund bid from the National Lottery. Focused on developing a heritage travel along the Tendring coast, but particularly linked in with the LDP in relation to active travel.

**Colchester:**

- List of green (and other) activities has been collated in conjunction with C360 to ensure that these activities are added to the Social Prescription database.
- Activity support packs designed to help improve the physical and mental health of older people who have been isolating are set to launch in Colchester.
- LDP Coordinator joins the Winter Resilience Steering Group, with a key priority being to address physical inactivity.

- Shaping our Future consultation document launched, providing a clear position on the impact of COVID on physical activity and sport.
- LDP section on the Active Essex website launched.
- Micro-grant approval process is streamlined by removing consideration by core team, to provide a quicker and more responsive funding stream.
- Active Essex Team was joined by Cllr McKinlay, Cabinet Member at Essex County Council, to assemble 2500 family activity packs of sports equipment for disadvantaged children across Essex.

**Basildon:**

- Launch of Basildon Community Involvement Network, attended by approximately 30 grassroots community workers.
- Launch of Street Tag Basildon 'Power Hour' designed to help people who have recently become sedentary through working from home.

**Tendring:**

- LDP core team involved in Prof. Chris Whitty's (Chief Medical Officer for England) visit to Clacton, to look at it as an example of a deprived seaside town and the related public health issues there.

Sep

- As COVID-19 restrictions continue to ease, Active Essex and the University of Essex are continuing to seek to understand how people in Essex are doing in terms of wellbeing, work, money and life in general. The State of Life survey has had over 2,000 responses since it launched in April and has been used by both Essex County Council and Local Authorities across Essex to inform recovery planning.

**Colchester:**

- ABCD training for Senior Management Team and Leadership at CBC.
- Active Travel/Lives job description has been drafted and consulted upon as a potential investment proposal.
- LDP Coordinator met with the Health and Wellbeing Officer for the Essex Association of Local Councils. Online forum proposed with the Clerks and Councillors from the target Parish and Town councils in 3 boroughs to promote and share the LDP vision with residents.

**Basildon:**

- Basildon Community Hub is mainstreamed as a single point of access, working with local Council for Voluntary Service (CVS) partners to ensure that direct support services are more easily fed into sustainably.
- Street Tag leader board 1 completes with: 13,971,816 steps.

# Approach

## Evaluation approach

Time has been taken to carefully define the parameters of the relationship between the Essex LDP intervention developers and the Evaluation Consortium. It has been agreed that the evaluators will take an active role in communicating findings as they emerge (and helping to overcome implementation challenges). However, we are also mindful of the need to carefully balance sufficiently good working relationships to allow close observation, against the need to remain credible as independent and impartial evaluators. With this in mind we are maintaining a regular and active involvement in LDP activities, which enables continuous and effective communication relating to the LDP and our evaluation. However, maintaining an in person presence is currently limited by COVID-19 lockdown restrictions, with all local authority premises being closed. We also maintain contact with Sport England, contributing to the evaluation co-creation group and participating in their relevant online workshops and learning events that have occurred. We are using Driscoll's (2007) learning process to deconstruct, record and report learnings relating to the Essex LDP.

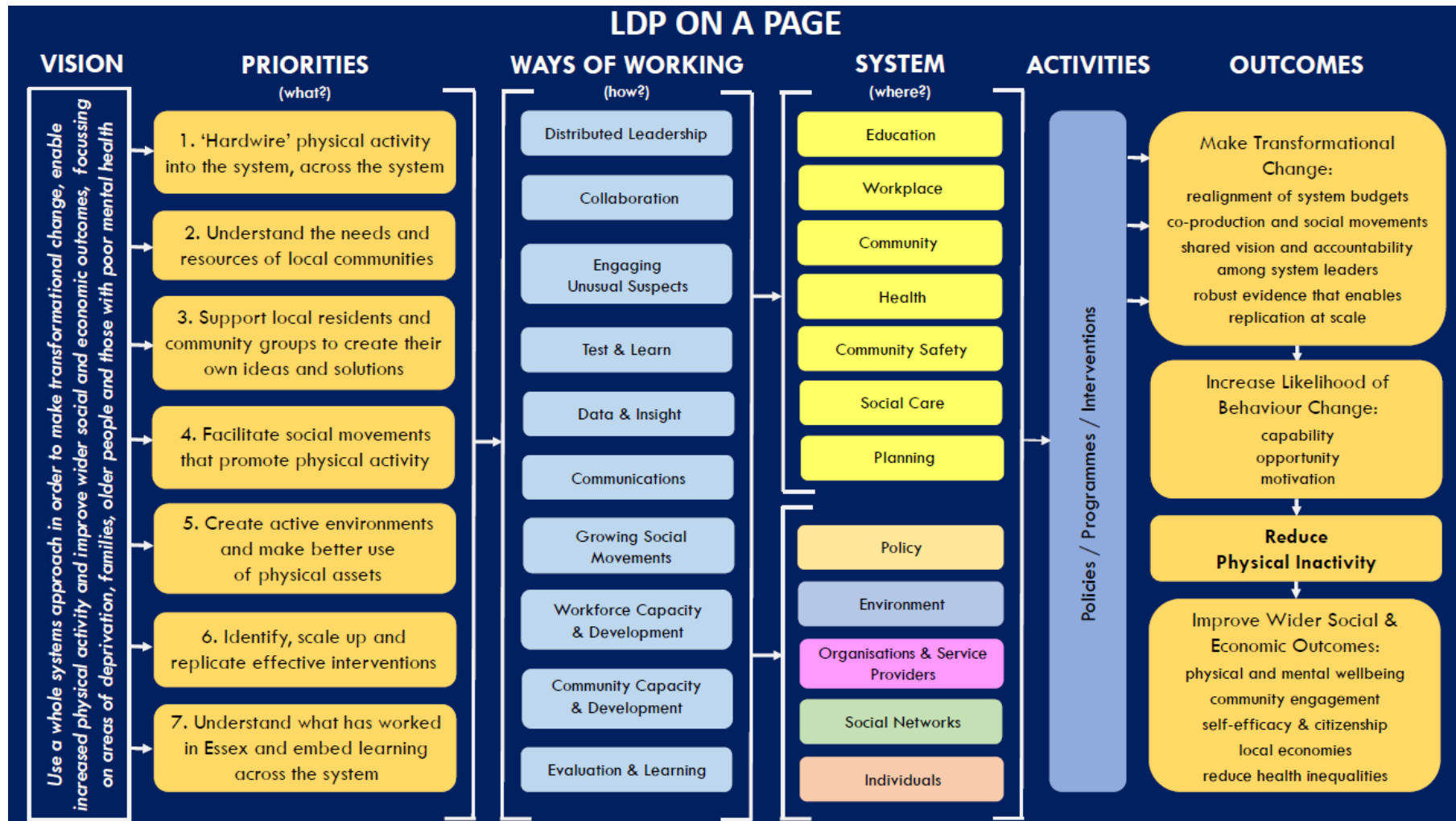
Our Evaluation Plan details a systematic, robust and high quality process and outcome evaluation of the Essex LDP. This is exploring what works (and what doesn't work), for whom and in what circumstances in tackling physical inactivity across the Essex LDP. The initial stages of this work were informed by the baseline data collection, and our progress in analysing and disseminating the findings of this were detailed in the last process evaluation submission (March 2020). This included the completion of a scoping exercise. Importantly, our approach is grounded in and informed by the Medical Research Council guidance on process evaluation of complex interventions (Moore et al., 2015). This framework is allowing us to evaluate the Essex LDP programme and its theory of change, implementation, contexts, mechanisms of impact, and outcomes, within the context of a whole system approach. Where appropriate, we are also drawing on other frameworks, such as RE-AIM (Reach, Efficacy, Adoption, Implementation and Maintenance; Glasgow et al, 1999) to guide decisions and evaluation tools around replication and successful interventions. Specific details of our evaluation methodology are provided in the following section of this report (see pages 14-16).

## Essex 'LDP on a Page' and Evaluation on a Page

A significant development within the last process evaluation reporting period was the development of the below 'LDP on a Page' diagram, which developed and updated the previous Essex LDP theory of change. Within this period the emphasis has been on mapping LDP activities to this document and reflecting on its progress and implementation. Further details of both are reported later in this report. During this six month period the 'LDP on a Page' document has been supplemented by the Evaluation Consortium developing the below Evaluation on a Page document. This was requested by the LDP Core Team to ensure there was alignment with the 'LDP on a Page' document and to summarise the work and direction of the Evaluation Consortium. The value of having such a clearly defined shared purpose has been emphasised by members of the core team during recent qualitative interviews:

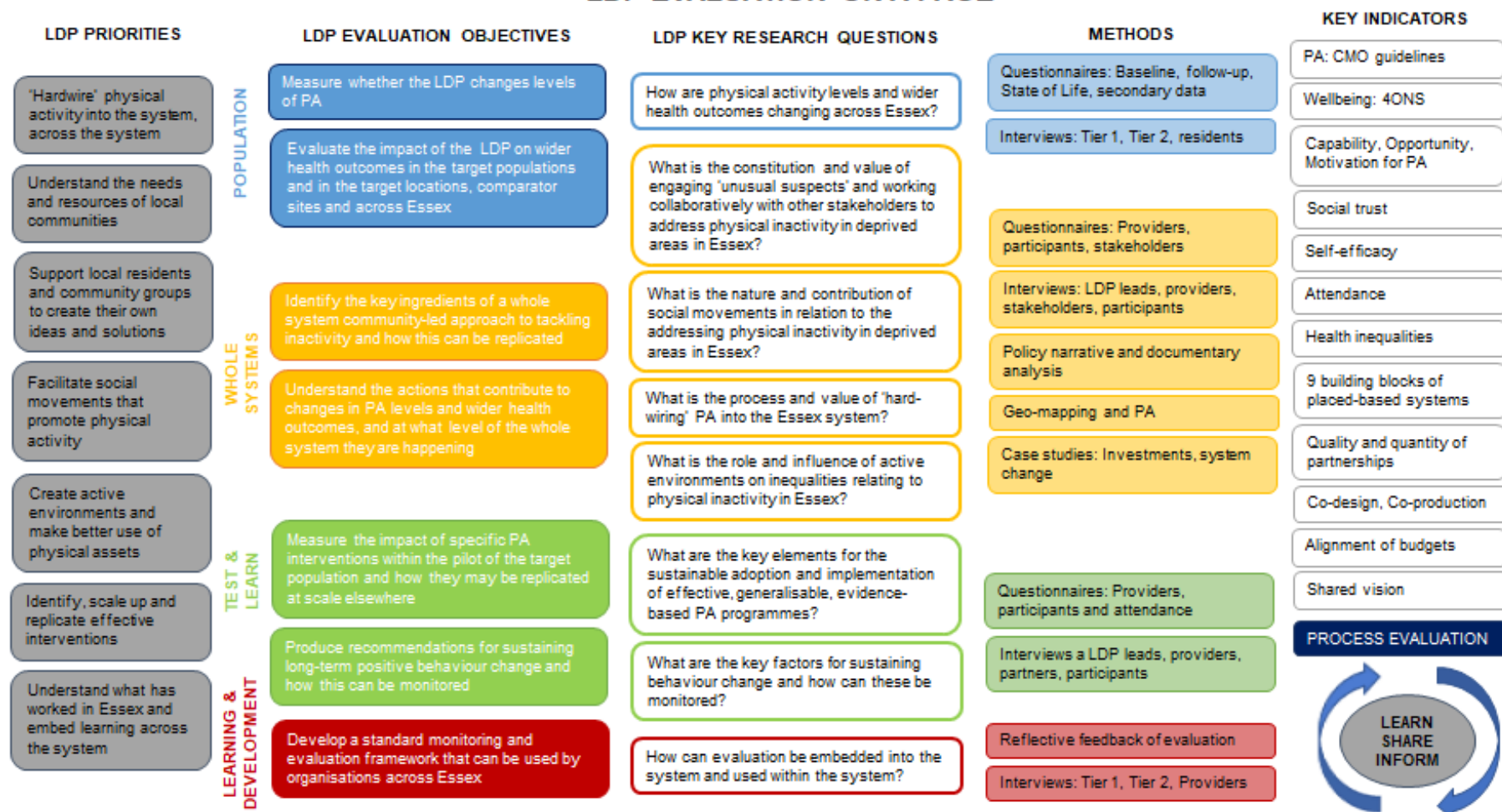
*"...we've got common purpose in terms of the LDP and all of us wanting to see an increase in physical activity, I think. Having embarked on a six month leadership programme as a team... that really, really helped and [...] we had a residential, which was fantastic. And I think that just now everything together and pulled us all together as a team and [...] I just think we're just already committed individuals and really passionate about what we want to do..."*

**LDP Core Team Member**





## LDP EVALUATION ON A PAGE



## Contributors and methodology

### Contributors:

Representatives from Essex Local Delivery Pilot Core Team and Evaluation Group, Sport England, Local Pilot Leads and Co-ordinators (Basildon, Tendring and Colchester).

### Authors:

Dr Valerie Gladwell, Dr Paul Freeman, Dr Anna Pettican and William Low

### Methodology

Our evaluation acknowledges the work of the Essex LDP as a complex, adaptive system, which consists of various emergent parts (people, processes, and practices), and is dynamic and open. This means that some more conventional methods of evaluation are inappropriate, as they do not sufficiently explore context or take account of how different parts of the system might interact. Therefore we consider it unhelpful to try and artificially control for or separate out different factors and our evaluation instead seeks to understand such interactions and develop an in-depth understanding of the evolving whole system approach. This particularly connects to Sport England's overarching aspiration for local delivery which is concerned with acquiring an in-depth understanding of how people's engagement in physical activity connects with, and is influenced by, their community and the local structures and identities that exist within it (Sport England, 2016). In terms of epistemology our evaluation utilises critical realism, and therefore we are undertaking both a process and outcome evaluation of the Essex LDP. In order to do this we are using a range of qualitative and quantitative methods, including outcome measurement (using an evaluation framework), surveys, interviews, case studies, and documentary analysis (e.g. policy narrative).

The methodology and design of the evaluation can be summarised as consisting of four inter-connected elements:

- **Population data collection**, which involves a community survey being undertaken at regular intervals, in order to capture how physical activity levels are shifting at a population level within Essex. This data collection also evaluates the impact of the LDP on wider health outcomes within the LDP's target populations (older people, families with dependent children, and people with mental health problems) and target locations (Colchester, Tendring and Basildon). This element of the evaluation also now includes the State of Life (SoL) survey, which is an additional strand of evaluation that has been initiated in response to the COVID-19 pandemic. The SoL is a (currently ongoing) online survey that measures how the COVID-19 crisis has affected people's physical activity, work, health, finances, relationships, trust in government and life in general (see further details below).
- Exploratory evaluation of the Essex LDP **whole system approach**, primarily using qualitative data collection. This element has a particular focus on identifying and understanding the 'active ingredients' of the Essex LDP whole system approach and is therefore framed by four research questions, which map against the core priorities and ways of working within the 'LDP on a Page': (1) Engaging unusual suspects (2) The nature and contribution of social movements (3) The process and value of hard-wiring physical activity (4) The role and influence of active environments.
- **Learning and development** in relation to the implementation of an evaluation framework, which can be used across Essex is central to our evaluation. The learning acquired from

embedding the framework will be continuously fed forward to enable the development of an evaluation and learning culture, and therefore leave a positive legacy beyond the Essex LDP.

- The enactment of the above evaluation framework involves supporting LDP staff and providers to ensure robust evaluation of their interventions and investments, using a 'toolkit' of both qualitative and quantitative tools. This is enabling us to **test and learn** in relation to the impact of specific physical activity interventions within the LDP, additionally such data informs if/how such interventions might be scaled and replicated elsewhere, and the development of recommendations for sustaining long-term positive behaviour change.

## Key methods for the current data

### Population data evaluation

#### *State of Life (SoL)*

The SoL was initially launched in April/May 2020, and further pushed in June 2020 and August 2020 (data collection is on-going). These data collections targeted both previous respondents and new respondents. Currently, there have been 2458 responses from Essex residents (April n=672; May n=712; June n= 588; July n= 66; and August n=410). Respondents were predominantly female (77%). Questions in the SoL were primarily drawn from the National Evaluation Framework for the LDP, Active Lives survey and Understanding Society survey. Questions focused on people's physical activity levels, work, health, finances, relationships, trust in government and life in general. Data was compared to data collected in January (baseline data collection via social media (n=386)).

### Whole systems evaluation

In the last six months, a key focus on data collection for the whole systems evaluation has been interviews with members of the Essex LDP team and wider stakeholders, and a reflective survey distributed in August 2020 to all members of the Essex LDP Core Team, Delivery Team, Strategic Sponsors Group and Implementation Groups in Basildon, Colchester and Tendring.

#### *Interviews*

Interviews and other qualitative methods are integral to the Essex LDP evaluation. Interview data used in the current report focuses primarily on semi-structured interviews conducted May - August 2020, with 16 members of the Essex LDP core team and delivery team. Interviews were conducted via Zoom, recorded and transcribed verbatim. The current findings are preliminary and quotes illustrative, a more in-depth thematic analysis will be conducted in October-December 2020, and will be framed by the four whole system research questions.

#### *Reflective survey*

In order to reflect on the 'LDP on a Page' document and the Essex LDP more generally, a survey was developed and distributed in July and August 2020 via sway LDP weekly updates and an email to 114 members of the Essex LDP Core Team, Delivery Team, Strategic Sponsors Group and Implementation Groups in Basildon, Colchester and Tendring. A total of 32 individuals responded (28% response rate). The majority of these reported being affiliated with more than one LDP team/group: 20 Core Team, 18 Delivery Team, 9 Strategic Sponsors, 7 Basildon Implementation (Leadership) group, 4 Colchester Funding Panel (Implementation Group), and 7 Tendring Leadership (Implementation/Decision) Group. The survey focused on the following key areas using a mix of free text responses, 5-point scale responses, and a ranking response:

- The success of the Essex LDP in the design, implementation and impact of a whole systems approach to tackle physical inactivity (1 - *strongly disagree* to 5 – *strongly agree*).
- The success of the Essex LDP in addressing each of its 7 priorities (1 – *not at all successful* to 5 – *extremely successful*).
- The key successes, challenges and learnings for the Essex LDP (free text)
- How useful the Essex ‘LDP on a Page’ has been (1 – *strongly disagree* to 5 – *strongly agree*; free text follow-up).
- The order of importance of the 7 priorities for the LDP in the next 12 months (ranking).

## Test and learn evaluation

### *Evaluation framework*

A key objective that Essex County Council (ECC) set in the evaluation tender was to: “*Develop a standard monitoring and evaluation framework that can be used by organisations across Essex*”. In October 2019 the evaluation consortium designed and shared an evaluation framework, a toolkit that could be applied to the various levels and types of ELDP test and learn investments\*. This outlines ‘minimum evaluation requirements’ for LDP funded interventions in order to facilitate the collection and synthesis of findings across different Test and Learn interventions. The requirements are proportionate in scale to the level of funding (<£2,500, £2,500-£10,000, >£10,000) and incorporate a mix of qualitative (free text survey responses, focus groups and individual interviews) and quantitative (questionnaires and attendance data) tools to collect data from intervention leads and participants. However, the evaluation consortium is keen to continually develop and refine the framework and its associated tools, as the LDP investment programme evolves. There is also a need to embed use of the toolkit to ensure it is sustainable beyond our evaluation project. It enables change to be captured and furthermore, as a lot of the questions are drawn from national datasets, this enables wider comparisons to be made.

Depending on the level of funding and duration of intervention, data is collected before an intervention starts, quarterly, and at the end. Due to the COVID-19-enforced delays and implementation difficulties, not all funded interventions have been able to provide complete baseline data (and follow-up where appropriate), but the current report uses data from 16 different interventions. The Evaluation Framework Guidance document provides details of the requirements for different investment levels including specific tools, measures, and timings. The participant tool within the evaluation framework has recently been developed to be accessible via a progressive web app. Further details and resource tools for this are included in Appendix Two.

The data reported are correct as of 11<sup>th</sup> September 2020.

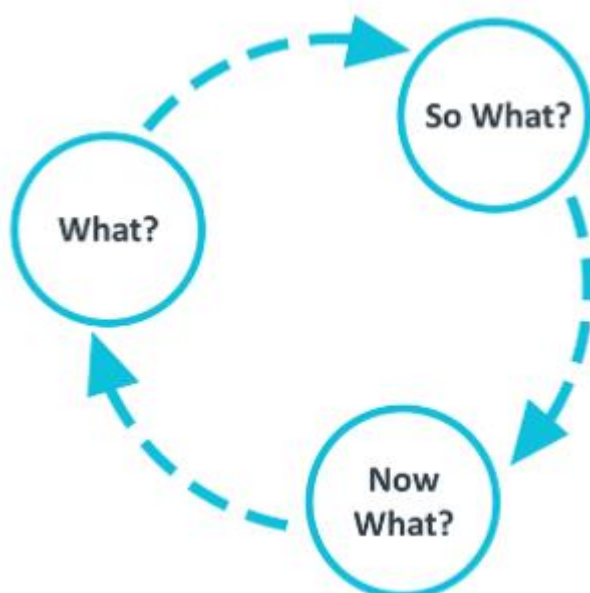
\*NB. Investments are wide ranging and can be stand-alone projects or longer term programmes and the investment can be used to pay for a diverse range of things e.g. hire of facilities, deliverers, equipment.



## Driscoll's learning process

To frame and deconstruct the learning that is occurring as part of the Essex LDP, the evaluation consortium has adopted Driscoll's learning process. Driscoll (2007) developed a cycle of learning and reflection based on three simple questions: What? So what? Now what? These three questions were originally asked by Terry Borton (1970). The model provides one of the most accessible frameworks for learning and reflection:

- **What?** Helps you describe the situation you want to learn from. You should identify the facts and feelings of the situation
- **So What?** Allows you to extract the meaning of 'What?' Moreover, you should question what knowledge you and others had in the situation, and what knowledge or theories that could help you make sense of the situation
- **Now what?** Allows you to create an action plan for the future based on the previous questions.



(Rolfe et al, 2001)

## Use in the Essex LDP

The Driscoll cycle has been used to inform this process learning submission. In particular it has been used to frame our reporting of the two accompanying learning in action examples (1. Responding to the COVID-19 pandemic, and 2. From Holiday Hunger to Holiday Activity Clubs). It is an accessible and memorable way of organising learning, although it is important to remember it can be used in relation to any incident or activity – whether successful or not. This is important as often a significant amount of learning is acquired when things do not go to plan, or things happen unexpectedly. The onward plan is for the evaluation consortium to develop a template for LDP staff to use, to help the LDP (as a whole) to identify and further explore pockets of significant learning across the Essex LDP. It is hoped the use of the cycle will support a reflective and learning culture and enable rapid learnings to happen to help shape future actions.

## Current Context of the Essex Local Delivery Pilot (LDP)

### COVID-19 response and recovery

Shortly before the submission of the last process evaluation report the Coronavirus (COVID-19) pandemic occurred in the UK. This quickly resulted in social distancing measures being implemented by the UK Government and consequently the entire evaluation, LDP team, and localities staff group shifted to home working. The pandemic has impacted delayed investments and the Essex LDP's plans to replicate and scale up. During this period the evaluation consortium has done their utmost to maintain engagement and continue data collection in relation to the Essex LDP, but inevitably there has been some disruption, and activities have not been as open and collaborative as they might have been (for example, conducting workshops and interviews via Zoom rather than in person). As part of the Government's lockdown restrictions, the UK public were initially permitted to leave the house only for essential purposes (food shopping and to collect medication) and to engage in physical activity once a day (to provide context, a copy of the ECC's COVID-19 lockdown timeline is provided in Appendix Three). This was a significant change in physical activity messaging, positioning it at the forefront of Government guidance, and emphasising its importance in maintaining health and well-being. Such restrictions and messaging were felt to have a rapid impact on people's engagement in physical activity and consequently the evaluation consortium led the design and distribution of the SoL survey.

In direct response to the COVID-19 pandemic, the priorities of the LDP team quickly shifted to responding to the immediate crisis. This resulted in some LDP staff being redeployed to support their local authority front line response, for example manning telephone support lines and helping to co-ordinate the distribution of food packages. Such local developments are detailed within the Essex LDP timeline at the start of this report. These changes rapidly altered the wider system that the LDP sits within, necessitating drawing on existing LDP networks and relationships, in order for LDP staff and others to work effectively together to provide a community response. Individuals within the Essex LDP delivery team highlighted a strong sense of togetherness across the county, and reflected positively on the role of the Essex LDP in supporting the response of ECC. The **strength of the networks and relationships** established between the LDP and wider community was found to be a particular asset in ensuring an effective community response.

Within the reflective survey, the response to the COVID-19 pandemic was highlighted as a key success (and also a challenge) by numerous individuals. The work of the Essex LDP team pre-COVID-19 in hardwiring physical activity, working across sectors and building strong relationships between the LDP and wider community was perceived to enable a rapid and effective response to COVID-19. It appears that a strong, interconnected system served to buffer the potential detrimental impact of the global pandemic, and ensured that organisations and communities were supported through the immediate impact of COVID-19. Indeed, the pandemic was perceived to have served as a catalyst to further connect the system and adopt a **call to action approach**. Further, despite the immense challenge presented by COVID-19, individuals highlighted that it provided an opportunity to reflect on the Essex LDP, wider system, and future directions and plans.

*"The way the LDP and Sport England responded to COVID-19 has also been a key success, diverting resources to support our communities and starting to develop strong recovery plans demonstrate their responsiveness and belief in supporting communities."*

*"Covid-19 has inevitably impacted on delivery programme and timelines with the need to review & reset."*

**Quotes from LDP staff members, collected via qualitative interviews and the reflective survey**

However, COVID-19 caused a significant disruption to the delivery of investments, due to restrictions in face-to-face contact. This continues to present a challenge, particularly in relation to working closely with community partners in order to develop investment proposals and has delayed some plans for scaling and replicating. The vast majority of investments were paused, but with the support of the LDP team some refocused their interventions. For example, some micro-grants moved to provide information to local residents via leaflets, videos and webpages as an interim measure, whereas another micro-grant recognised that residents of a high dependency would be unable to participate in their usual offsite physical activity so used funds to purchase a trampoline. Further, some micro-grants utilised Zoom to deliver Zumba and Tai-chi sessions to BAME communities and fitness classes to visually impaired individuals. Micro-grant leads valued the understanding and support offered by the Essex LDP team. A key lesson is that adopting a community-led approach that is supported by the system enables space for **innovative and adaptive thinking** which ensures the needs of local residents can be met in changing circumstances.

*“Support and understanding has been very good from Essex regarding the current difficulties and barriers restricting the starting of our planned programme.”*

*“Our original proposal was to run taster sessions in a variety of sports at the Basildon Sporting Village for visually impaired people. Due to COVID-19 this couldn't go ahead. Instead we started using Zoom to run keep fit sessions for visually impaired people in their own homes.”*

**LDP Micro-grant Intervention Leads**

The adaptations made by the Essex LDP team and specific micro-grants have generally been successful. Micro-grants that have reported attendance/engagement data thus far are showing some promising numbers given the challenging circumstances over the last six months. For example, the number of unique individuals who have engaged with specific interventions is an average of 37 (ranging from 17-102). The average number of total attendances is 103. However, in order to achieve significant population changes in physical activity, it is important to consider potential pathways for future scaling up investments early in the design and implementation process. Further, only 56% of participants have typically lived in areas of deprivation (IMDs 1-4). Although the children participants have typically been inactive (73% not meeting CMO guidelines for aerobic activity) when starting interventions, adult participants have been more active (only 40% have reported doing LESS than 30 minutes of physical activity when they register). As such, further work is required to target and engage inactive residents in areas of high deprivation, and to ensure that individuals do complete the registration survey when they start. Importantly, micro-grant leads highlighted the impact of their work in not only tackling physical inactivity, but on wider health and well-being outcomes. For example, through training older residents to use Zoom, it has offered a mechanism for them to speak with friends and family and thereby reduce social isolation and improve mental wellbeing.

*“Training older people to use Zoom has been a great success not only in enabling them to take part in our keep fit sessions but also as a lifeline during COVID-19 to communicate with friends and family, therefore reducing isolation.”*

*“It has reduced social isolation, built confidence, improves physical fitness and mental wellbeing. One client with complex health conditions had been shielding during COVID-19 and hadn't seen anyone for three months she was very depressed and physically inactive. Re-engaging with her peers via Zoom keep fit, has given her back some purpose and companionship during these difficult times”.*

**LDP Micro-grant Intervention Leads**

Although the LDP's response to COVID-19, including its work supporting communities and Essex County Council, has primarily been perceived as a success, it was a situation that presented a number of challenges. Staff were required to work from home and learn different ways to communicate with colleagues and stakeholders. An ongoing challenge remains how to bring individuals, groups and organisations together to design, plan and implement interventions. Further, intervention leads have highlighted ongoing challenges that they are experiencing, which the Essex LDP could potentially support them with, including potential funding gaps that has threatened the sustainability of community organisations, identifying spaces large enough to safely run interventions in a socially distanced manner, and engaging with potential participants.

*“We need to be able to have the resources to get more people in our community to join the sessions. Many people are shy and do not want to join on camera and for them face to face sessions would have been better to participate. We are not able to get a place large enough to safely maintain social distancing at the moment.”*

**LDP Micro-grant Intervention Lead**

*“[A challenge] For my work has been working from home due to COVID-19 and not having face to face interaction of working together on a piece of work.”*

**LDP Delivery Team Member**

**Recommendation:** *The potential pathway(s) for scaling up should be considered early in the design of all investments.*

**Recommendation:** *The LDP team should consider how they can assist intervention providers to identify appropriate spaces for their activities and to operate effectively under social distancing restrictions.*



## LDP Business Continuity

'Essex LDP continuity business planning' was undertaken rapidly following the initial COVID-19 outbreak in the UK. This was assisted by clear communication from Tim Hollingsworth of committing to the Essex LDP continuing beyond March 2021. This was particularly poignant at that time, given the COVID-19 situation and the role physical activity will play in recovery. To guide planning and action during this time the LDP Core Team produced an LDP Roadmap response to COVID-19 (see Appendix four). The LDP is continuing to play a key role with the continuing Covid-19 response and COVID-19 recovery. To aid this Active Essex has recently launched a [Shaping Our Future](#) consultation document, which provides a clear position on the impact of COVID-19 on participation in sport and physical activity, and makes a call for action to make physical activity a priority for the future for everyone within the context of a whole system approach. The consultation will inform the new 2021 Active Essex Strategy and the aim is to hardwire physical activity into the system, and across the system at a time when physical activity is a high priority to help in the response to COVID-19 (for example, in the creation of active environments to make better use of local physical assets, as conventional indoor physical activity spaces may be unavailable due to COVID-19 measures). Furthermore, the consultation process is enabling the Essex LDP to continue its work of understanding the needs and resources of local communities.

*"I guess the only other change, I kind of foresee at the moment. And this is more relevant for this particular time in that where we are very restricted to the way that we work and up until now, we would have probably been out in in the community, a lot more meeting with partners. And actually that we're not able to do that at the moment. So I wonder in the next four or five, six months, we start to see a little bit of a dip in terms of proposal interventions coming in because we're not necessarily out there [...] or, you know, meeting partners and then working up applications. And so I think that that's going to be a challenge. And I probably see that more as a challenge in terms of the larger investments than the micro-grants at the moment"*

**LDP Core Team Member**

However, positive outcomes were referred to as well, in terms of the space COVID-19 has provided:

*"It has given us a real opportunity to probably take a step back and look at how we really target the right individuals for this particular intervention"*

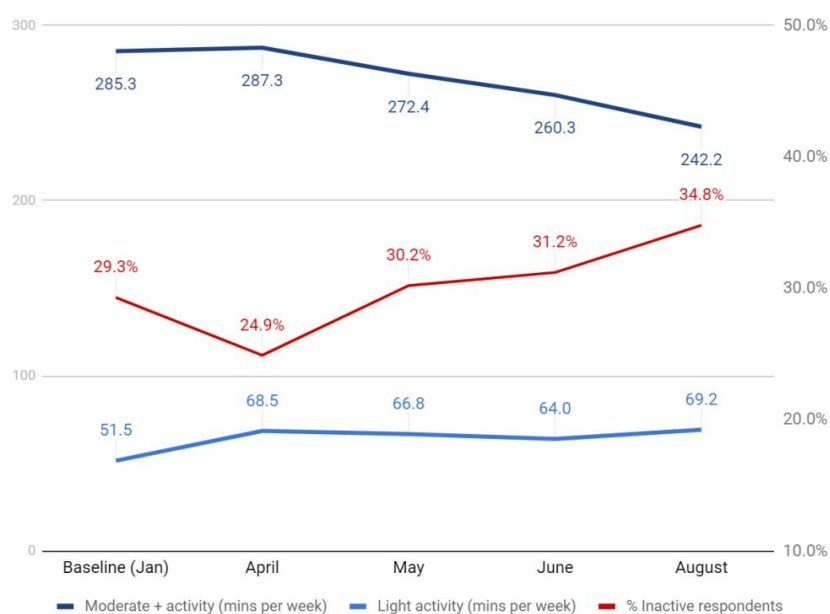
**LDP Core Team Member**

## State of Life (SoL)

The average time spent in moderate intensity or greater activity slightly decreased over time to August when compared to baseline (January), with lighter intensity activity increasing from baseline to August 2020. However, most important to note is that the percentage of people doing less than 30 minutes increased, from 29% in January to 35% in August. Interestingly, at the start of lockdown the percentage of inactive people fell for a brief time.

Physical activity appears to be linked with deprivation, with 38% of people residing in high deprivation areas being classed as inactive (doing less than 30 minutes of physical activity per week) compared to only 22% in those in low deprivation areas (April-September 2020). This gap in physical inactivity has increased during COVID-19. In January 2020, 30% of people residing in low deprivation areas were inactive, compared with 31% in high levels of deprivation); in January the gap in % of people inactive between the most deprived to the least deprived was 2%, this has now widened to 16%.

It appears that opportunity, motivation, and to a lesser extent capability, are drivers of physical activity. However, a perception of good health, irrespective of the presence of a long term health condition, appears to be linked to being physical active.



**Figure 1. Activity levels across Essex during January- August 2020. Dark blue line indicates total minutes per week moderately active or greater intensity; light blue line indicates number of minutes in light activity; red line indicates the % of people who did less than 30 minutes of activity in a week.**

Although the Essex LDP is primarily focused on Basildon, Colchester, and Tendring, it is keen to share learning and best practice across the county. Consistent with this aspiration, the SoL provided important insight across Essex, which was shared widely with the Essex LDP team and across ECC into other areas, allowing senior leaders to understand more about physical activity and wellbeing across Essex. This has informed policy and practice in various districts and the county more widely. By collecting this physical activity data and insight across Essex this has THEN helped hardwire physical activity into the system, across the system BECAUSE the system will have a better understanding of physical activity and associated factors at hyper-local geography, helping to target interventions to relevant areas and contexts.

*"I sent the State of Life Survey findings to our Maldon District Livewell partnership board partners and presented the main findings for our Health priorities (Obesity and Physical Activity, Mental Health, Social Isolation, and Older People's health) at our board reset meeting in June. This data supported partners of the board to identify what the priority action areas now are for within each health priority, as this was the only data set that we had received that encompassed data from Maldon District residents pertaining to health and wellbeing, and the wider health determinants.*

*I have also presented the findings to our senior and extended leadership team, to support them when deciding how to implement a Health in All Policies approach as we move from the pandemic, most specifically, the health and wellbeing questions that you summarised, under each of our Health and Wellbeing priorities.*

*I have also emailed the State of Life survey to the consultants working on the Bradwell B power nuclear station in Maldon District, who requested local data to assess health and wellbeing post the peak of the pandemic. The State of Life Survey was the only local survey (for both Essex and Maldon District) that I was aware of so it was really useful to receive data from local residents, as many surveys that I came across throughout COVID-19 were only available at the national level and the next best was regional, which I could not be certain were representative of our residents."*

**Emily Fallon, Health Improvement Officer, Maldon District Council**

*"Key headlines from the State of Life survey were shared with ECC's Political and Executive leadership on a fortnightly basis throughout the height of the 2020 COVID-19 outbreak and the lockdown period. The survey reports allowed senior leaders to better understand levels of public health and wellbeing – including mental health; issues around public trust and early economic signals at the population level. This was a vital addition to the intelligence gathered on specific client groups and cohorts through ECC's front-line services. The insight provided by State of Life gave balance to ECC's emergency response work and helped to frame its recovery strategy – allowing senior stakeholders to identify and frame key priorities for action. These priorities have provided a focus for research and discovery work (e.g. qualitative engagement with families and individual residents), and shaped ECC's own COVID-19 recovery programme"*

**Alastair Gordon, Head of Profession Research & Citizen Insight)**

The focus of future work should be directed at those individuals in the highest levels of deprivation as small shifts from inactive to some activity will have huge benefits. More work should now be undertaken to identify the drivers including capability, opportunity and motivation within Essex but also to compare these drivers to the national picture.

**Recommendation:** *The LDP team must ensure that interventions and activities are engaging people who live in deprived areas and are physically inactive.*

**Recommendation:** *The LDP team should continue to invest time and resource in obtaining qualitative and quantitative insights into drivers and barriers to physical activity in local communities, particularly as social restrictions are enforced or relaxed to ensure positive behavioural change takes place.*

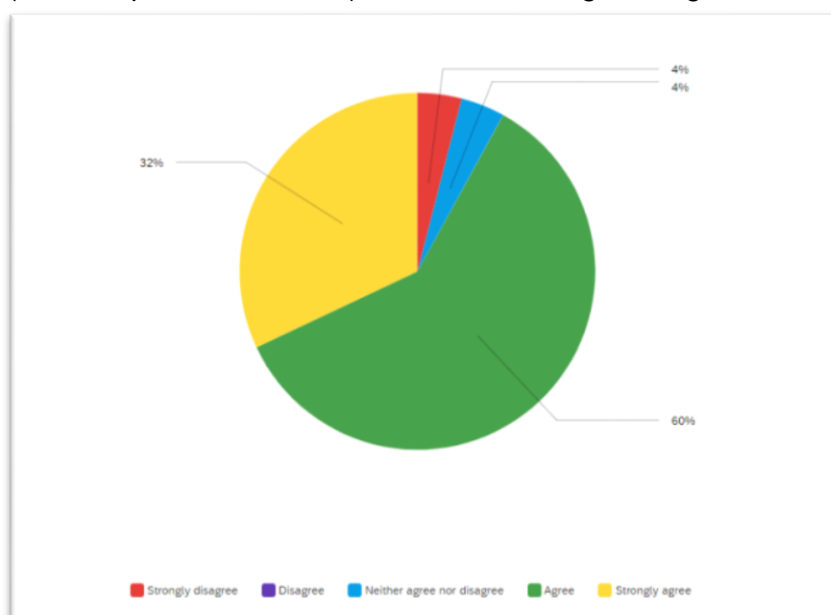
## Process evaluation themes

Beyond the findings around the COVID-19 response, business continuity and SoL, five key themes were identified from the process evaluation data collected during this April-September 2020 period: (1) Refining the Essex LDP whole system approach; (2) Hard-wiring physical activity into the system, across the system; (3) Understanding the needs and resources of local communities, and supporting them to create their own ideas and solutions; (4) Developing an insight and evidence informed approach to decision-making; and (5) The importance of clarifying language to achieve meaningful change.

### Refining the Essex LDP whole system approach

As outlined above, during this reporting period the Essex LDP has continued to utilise the “LDP on a Page” document to frame, inform and organise the work that is being undertaken. The document visually depicts the Essex LDP whole system approach, with a clearly articulated vision, priorities and ways of working, as well as providing a sense of system settings and desired outcomes. Furthermore, the continued use of the ‘LDP on a Page’ document is providing the opportunity to theorise in relation to the work being undertaken and how changes in physical activity levels might be achieved. For example, to test assumptions such as: *IF we understand the needs and resources of local communities THEN interventions will be more effective BECAUSE they will be targeted and will take into account local context.*

The findings of the reflective survey and qualitative interviews support that the ‘LDP on a Page’ is a valuable tool. The majority of individuals agreed (60%) or strongly agreed (32%) that they had found the Essex ‘LDP on a Page’ useful (see Figure 2). It was perceived to be a clear and succinct model, which draws together the key elements of the LDP from priorities and ways of working through to outcomes. In doing so, it clearly conveys the aims of the LDP and is widely used in discussions with partners and stakeholders. Within the LDP team, it has helped to provide a shared understanding and consistent terminology, and a number of individuals noted that it gives direction and informs decision-making (for example, a ‘check and challenge’, regarding how investment proposal fits into the LDP). Other individuals, however, reflected that they still need to further embed the LDP on page into their work, and some suggested that the ‘LDP on a Page’ should be more explicitly used within funding application forms (for example, as a tick box) and when making funding decisions.



**Figure 2. Percentage of responses who (dis)agreed that the Essex ‘LDP on a Page’ has been useful.**



“It provides a clear, simple, easy to understand summary of what the LDP is and what it's seeking to achieve. A useful tool to help connect and explain to others - it captures the full context and provides overall clarity of purpose.”

“I find it really helpful when explaining the aims of the LDP to others, I also like to use it as a tool to use alongside applications to see where they fit within the LDP aims, really useful tool, I would like this to be a bit of a tick box and have it embedded within the application forms.”

“I still need to ensure the document is embedded with my workings.”

#### **LDP Staff responses to the reflective survey**

**Recommendation:** *The LDP on page should continue to inform decision-making and working practices. Consideration should be given to embedding an adapted version into funding forms to further support the mapping of activities and interventions.*

Overall, the majority of respondents in the reflective survey perceived that the Essex LDP had successfully *designed* a whole systems approach to tackle inactivity (85%), had successfully *implemented* the approach (79%), and that the approach had begun to have a positive *impact* (85%).

#### **Hard-wiring physical activity into the system, across the system**

One key research question for the whole systems evaluation in the Essex LDP explores the nature and value of hard-wiring physical activity into the Essex system. This reflects that hard-wiring physical activity into the system, across the system is a key priority for the Essex LDP, which is based on the assumption that *IF physical activity is incorporated successful into the system, across the system THEN more people will engage in activity BECAUSE it will be embedded in all aspects of everyday life, increasing opportunities to be physically active.*

The Essex LDP is starting to achieve success in hard-wiring physical activity and a number of factors have been instrumental in this process, including understanding the system, raising awareness of the importance of physical activity, changing perceptions of physical activity, and obtaining the support and commitment of senior people within the system. Although there was a sense of readiness in some parts of the system, the profile of the Essex LDP has provided a platform to engage with different parts of the system and offered an emerging track record of making a difference. This would be an important issue to consider for other areas outside of the LDP and the prestige it brings if they look to undertake a whole systems approach to tackle physical inactivity.

“Our reach and track record have meant people trust us and want to work with us.”

“The LDP is seen as a trusted partner with knowledge, experience and a go to attitude to deliver around activity which supports partners’ wider outcomes.”

#### **LDP Staff responses to the reflective survey**

There appears to be good support for the hypotheses that collaboration with system leaders will help to hard-wire physical activity and that it is important to engage system settings that do not currently prioritise

physical activity. Indeed, a number of individuals in the reflective survey and interviews emphasised that success has been underpinned by identifying and building key relationships, and working collaboratively with new and existing partners. The Essex LDP has adopted a pro-active approach in this regard and strong leadership has been important. There was recognition that building relationships takes time and continued effort, but leads to a strong sense of trust between partners and can help enhance knowledge and resources offered with different systems and organisations. To build strong, collaborative partnerships, it was emphasised the people are very important, and the passion and drive of individuals and teams to embrace collaborative working is also crucial. Importantly, a focus on collaboration and partnership working has not only been present at 'higher-levels' within the system, but involved working with grassroots organisations, community groups and local residents. Organisations involved in the Essex LDP have praised the Essex LDP's approach to collaboration and highlighted how they have aligned priorities and identified shared responsibilities within their networks to tackle physical inactivity and wider outcomes. Through working collaboratively organisations have been able to enhance their knowledge, resources and reach:

*"Working in partnership is a core part of standard operations across our organisation. Work with service users is aligned to partner priorities, often with shared responsibilities in support of the service dependent on the context of need. All our partners support our collaboration in tackling inactivity with service users as a means of improving confidence, emotional and physical wellbeing, ultimately enhancing people's ability to sustain their tenancy."*

*"The main benefit of working in partnership has been increasing our reach."*

**Essex LDP Intervention leads**

Within the reflective survey, a number of individuals provided evidence of the emerging positive impact of the LDP with the system. Organisations within different system settings have begun to place greater emphasis on the potential role and benefits of physical activity. Indeed, a number of system leaders have embraced a whole systems approach, and been proactive and positive about working with the Essex LDP. For example, members of Active Essex and the Essex LDP have been invited to sit on various committees and boards (for example, the Violence & Vulnerability Board) and work with transport partners has better positioned physical activity in transport planning, and developing the Prevention and Enablement Model (PEM) in collaboration with adult social care. Further, the Essex LDP team have begun to reach 'unusual suspects', both in terms of working with parts of the system and organisations that had historically not valued and promoted physical activity, and also in reaching individuals and neighbourhoods who typically have high levels of physical inactivity. Although some funded interventions have provided opportunities to be physically active in quite traditional means, there has been success with more indirect opportunities and encouraging conversations around physical activity in a very broad sense.

*"Greater collaboration across sectors, with physical activity high on the agenda in all sorts of usual and unusual places."*

*"Multiple systems are starting to recognise the importance and value of physical activity and physical activity opportunities are beginning to be included in provision. There has been particular progress within health (as a result of GP training), adult social care (PEM model) and community safety (Violence & Vulnerability board)."*

*"There have been huge shifts locally across different parts of the system to build physical activity into everyday services and systems. As work in parts of the system have developed i think it's engaged buy in from other areas. We have started to explore how great work in other areas can be replicated into others and understand the ingredients that make it work."*

**LDP Staff responses to the reflective survey**

Despite the emerging success, a number of responses to the reflective survey and qualitative interviews highlighted a belief that there is untapped potential within the system and a number of activities and actions remain a work in progress. A key learning is that hardwiring is a difficult process, requires time and ongoing efforts will be needed. The complex nature of the LDP and whole systems approach has necessitated input and engagement from a large number of individuals and organisations, often beyond their usual duties. Although this has generally worked well, individuals highlighted occasional difficulty identifying the right people, obtaining support and buy-in across the system, and ensuring clear communication, coordination and mutual understanding between Tier 1 and Tier 2 and across system settings.

*“There is a list and a plethora of partner organizations that are willing ready and able to want to work with public sector partners. It is just some time that some of those colleagues in the public sector may well or otherwise might not will be aware of them. So I think there's an opportunity to kind of data, a bit of kind of data and insight, you know, identify and kind of asset mapping for want of a better word. Some of those assets in the places, and assets are not just a place they are people and organization”.*

**LDP Core Team Member**

It was also noted that physical activity is not a priority for some individuals and organisations, and adopting co-design principles can be difficult if there are competing objectives. Further, it can be difficult to influence deeply ingrained thinking and processes. Conversations are important to resolve many of these issues, and data, insight and evaluation can be important to evidence the benefits of physical activity and different ways of working. However, there is a balancing act between highlighting the great potential of the LDP, but in managing expectations in terms of the speed of change and inputs required.

Although there has been recognition of simplifying some processes during the LDP, responses in the reflective survey indicated that there is still room to further streamline processes in relation to decision-making and funding (applications and awards). One individual noted that it has been difficult to push through really innovative approaches to addressing physical inactivity. Finally, capacity was highlighted as an issue, particularly in terms of individuals often having to manage LDP duties alongside their regular jobs. It is important to identify and implement some solutions to address this issue.

*“Good progress on identifying systems and solutions; I don't feel it is there yet.”*

*“The LDP is big and complex! I have sometimes struggled to understand how things fit together.”*

*“With the amount of people involved with a whole system approach this at times can slow down decision making due to the need to ascertain/consult with the relevant people.”*

*“It often feels like there is a lack of capacity for 'doing' within the team - we are relying on the delivery team who fit LDP responsibilities in on top of their normal job. Transformational change would see wider system staff given the time for LDP work but we are not there yet.”*

*“For some community groups the priority isn't always physical activity, likewise for stakeholders.”*

**LDP Staff responses to the reflective survey**

**Recommendation:** *The LDP team should produce a map of the system with key individuals and organisations, which will allow all individuals to identify relevant contacts across system settings. This can be used as a tool to plan and coordinate action in order to strengthen relationships in other system settings, and further enable hard-wiring of physical activity within and across the system.*

## Understanding the needs and resources of local communities, and supporting them to create their own ideas and solutions

Two priorities for the Essex LDP focus on understanding and supporting local communities. Understanding the needs and resources of local communities is based on the assumption that *IF we understand the needs and resources of local communities THEN interventions will be more effective BECAUSE they will be targeted and will take into account local context.* Supporting local residents and community groups to create their own ideas and solutions is based on the assumption that *IF local groups, residents and systems are supported to create their own solutions THEN people are more likely to engage with interventions BECAUSE they are locally owned and appropriate for the local context, increasing motivation to be physically active.*

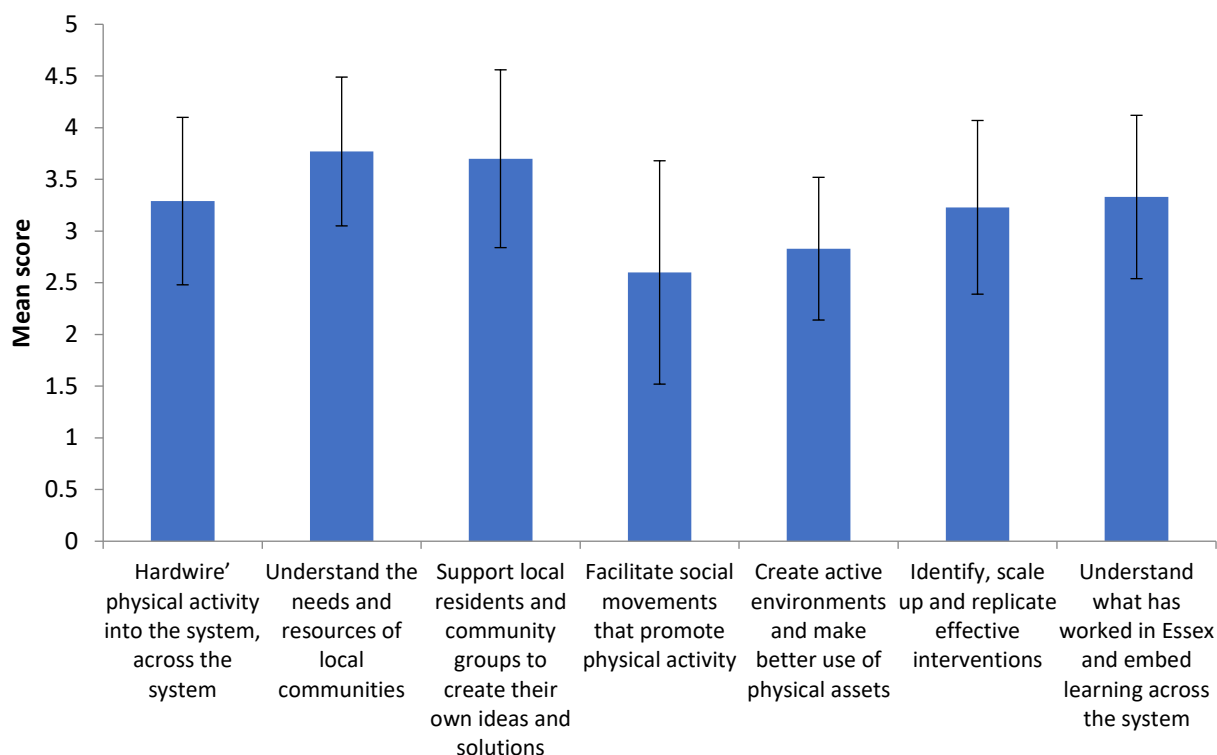
In relation to the seven priorities of the Essex LDP, the respondents in the reflective survey perceived that the Essex LDP had been most successful in addressing 'Understanding the needs and resources of local communities' (*mean = 3.8, SD = 0.7*) and 'Supporting local residents and community groups to create their own ideas and solutions' (*mean = 3.7, SD = 0.9*). The importance of local insight and context was widely recognised, and there appears to be good support for the hypothesis that gathering insight about people and places will enhance understanding of communities. The LDP coordinators have been central to this work, and provide a mechanism to engage with usual and unusual suspects (individuals and community organisations) and local experts. Over time, a good understanding has been developed of reasons for physical inactivity, the needs of communities, and existing strengths and resources that should provide a foundation for the development of solutions and interventions. Through developing a deeper understanding of communities, the Essex LDP has been able to tailor communications to specific audiences.

*"Understanding the community's "ask" - achieved by Coordinator insight....Identifying opportunities and challenges faced by local residents - again, achieved by Coordinator insight."*

*"Conversation is so important, listening to local needs, working with local experts"*

*"Key learning is that we don't know the answers, we need to continue to engage with our communities as they are the ones who know what they need/want"*

**LDP Staff responses to the reflective survey**



**Figure 3. Mean scores how respondents of the reflective survey perceived the success of the Essex LDP in addressing its seven priorities (n = 32).**

In addition to the role of the LDP coordinators, data insight and evaluation has been important in furthering understanding. The baseline report and SoL have provided important insight about levels of physical inactivity and been used to inform decisions. Further, the Essex Centre for Data and Analytics (ecda) has produced an interactive tool in partnership with the Essex LDP in order to improve the insight available that is needed for an evidence-based approach to improving physical activity levels across Essex: the ecda Physical Activity Dashboard. It is available on the [Essex Open Data Platform](#). Further work may be undertaken to more closely link these pieces of work together.

Through developing a good understanding of local communities, and forming strong relationship with individuals and organisations, the Essex LDP has been successful in supporting and empowering local communities. Consistent with the hypothesis that upskilling workforces will support local residents and community groups to create their own ideas and solutions, the Essex LDP delivery team has participated in an Asset-Based Community Development training programme, and begun to successfully apply these principles. Building on community assets and resources emerged as a strong and consistent learning point in the reflective survey, along with the strong emphasis on co-design and co-production. Working with, rather than doing to, communities was seen as important, and perceived to foster a sense of ownership and commitment to interventions. It was recognised, however, that developing a sense of community ownership requires continuous nourishment. Importantly, the micro-grants programme was seen as a vital mechanism for previously unfunded community organisations to implement novel ideas to tackle physical inactivity.

*“Leadership programme and ABCD training informing the ethos and ways of working within the core and delivery teams has been good.”*

*“The most key success I believe is co-producing investment proposals. This is because this has never*



*been done before and makes such a difference by having someone who has the knowledge to make their organisation better for their community. I believe this is a massive achievement”*

*“Partnership working with a range of services and communities and ensuring that the communities are supported rather than ‘done too’.”*

#### **LDP Staff responses to the reflective survey**

Despite the success of the Essex LDP in hardwiring physical activity into the system, and understanding and supporting communities, the respondents of the reflective survey perceived that these were the most important priorities for the next 12 months.

Table 1. Mean ranks of which priorities are most important for the Essex LDP in the next 12 months

<b>Priority</b>	<b>Mean rank</b>
'Hardwire' physical activity into the system, across the system	2.5
Understand the needs and resources of local communities	2.7
Support local residents and community groups to create their own ideas and solutions	2.9
Create active environments and make better use of physical assets	4.1
Facilitate social movements that promote physical activity	4.4
Identify, scale up and replicate effective interventions	5.4
Understand what has worked in Essex and embed learning across the system	6.0
Other	8.0

**Recommendation:** *Hardwiring of physical activity within and across the system should continue be a priority over the life course of the LDP and beyond.*

**Recommendation:** *The LDP team should continue to invest time and resource in obtaining qualitative and quantitative insights of drivers and barriers to physical activity in local communities, particular as social restrictions are enforced or relaxed to ensure positive behavioural change takes place.*

### **Developing an insight and evidence informed approach to decision-making**

The Essex LDP has developed a strong programme of change ('LDP on a Page'), which was widely praised in the reflective survey. Equally, there has been great progress in gathering insight on and from communities and emerging evidence from previous process evaluation reports and the baseline report. However, a number of responses to the reflective survey noted the challenge in translating insight and theory into practice. This is in part due to the complexity of the LDP, and knowing where to focus and when, but also that some of the concepts identified in the LDP on page were also noted as hard to operationalise into tangible actions and interventions. Further, the LDP's approach to "go where the energy is", was also perceived to make it difficult to plan.

During this reporting period there has been a commitment by members of the LDP core team to try and develop an approach to decision-making that is more informed by evidence and insight. While an approach of using tacit, experiential knowledge and "going where the energy is" has worked effectively to engage with various partners and system settings, there is now a need to check back regarding whether activities have in fact reached and engaged the appropriate target groups and areas. Indeed, this notion is consistent with an idea that emerged across the 12 LDP process evaluation submissions in March 2020: "Going where the energy is, while consciously working on multiple levels" theme that was identified across all the pilot sites. This acknowledged the need to "Go where the energy is", but to also ensure that certain populations and areas were not left behind, thereby compounding existing inequalities. This

seems even more important now, given that the SoL survey findings have demonstrated that COVID-19 is reinforcing and possibly widening existing inequalities.

*“Our desire to take opportunities and 'go where the energy is' makes it difficult to plan and we tend to be fairly reactive.”*

*“I am disappointed that there is often not a clear pathway from community insight to provision.”*

*“Transition from planning to implementation has been a challenge, translating such complexity into tangible action can be difficult - where do you start, how, why?”*

**LDP Staff responses to the reflective survey**

Integral to understanding and making evidence-based decisions has been the collection of data using the evaluation framework, which provides a standard monitoring and evaluation system across the LDP investments and interventions. In particular it collects demographic, health and physical activity information in order to analyse how well certain interventions and/or investment programmes are reaching and engaging the target populations and areas of the Essex LDP. As noted previously, there is tentative evidence that continued efforts are needed to engage the audiences that are particularly inactive alongside offering more opportunities to individuals that are already active. Further, evidence from our baseline survey, SoL, and secondary analysis of Active Lives data, indicates that it is important to consider the role of capability, opportunity and motivation on physical activity behaviour. The COM-B model (Michie et al, 2011) has received increasing interest across a range of health behaviours and policies, and is reflected in the Essex 'LDP on a Page'. Further insight work is needed in local communities to fully understand capability, opportunity and motivation in context, but this should then be used to help inform the co-design of interventions in Essex.

The reflective survey highlighted the important role of evaluation and learning. Individuals noted that it was important to understand how and why things changed. Stories and evaluation were seen as important vehicles to allow success to be shared. There was recognition of the importance of continued professional development, and the importance of understanding behaviour change strategies and principles. More generally, the Essex LDP have embraced the principle of upskilling workforces and sharing learning, and this has been seen in various initiatives such as the training courses attended by the core and delivery teams, funded interventions focused on capacity building, and share and learn events. These are seen as instrumental to the success of the LDP. A tension was noted around evaluation though, to identify and agree where the priorities for evaluation should be and then ensuring timely feedback into the system. The Evaluation on a Page, monthly reports to the evaluation sub-group, and follow-up presentations in the core/delivery team meetings should hopefully help in this regard.

*“How useful stories and evaluation can share the success.”*

*“Tensions around the evaluation and different interpretations of what is needed/required and where the emphasis should be.”*

*“Evaluation - real time feedback on proven impact of investments/ activity levels of participants/ target group cohorts and any impact on system wide influence/ interventions that have been achieved.”*

**LDP Staff responses to the reflective survey**

To help further embed evaluation in the system, further work has been invested in refining the evaluation framework and the tools it contains, to ensure they are appropriately inclusive of the people and

interventions they are designed for. For example, a question relating to strength and balance, which is felt to be particularly appropriate for people who cannot/do not engage in intense cardio-vascular activity. This period has included the development of a workforce evaluation survey, which will be used with investments that intend to develop a workforce in relation to tackling physical inactivity (for example, GP training and the Prevention and Enablement Model (PEM)). Furthermore, work has continued to support providers with using the evaluation tools: videos, bespoke evaluation plans, and attendance at intervention planning meetings. It is envisaged that this will all assist in developing a framework that is useful and sustainable beyond the Essex LDP and help develop a culture where evaluation is embedded into people's every day work. It is planned that the future development of the framework will have two immediate priorities:

- Working proactively with LDP staff to ensure they develop skills and confidence in developing evaluation plans that are informed by the framework
- To continue to develop the tools within the framework to ensure they are inclusive of and accessible to the target LDP populations.

**Recommendation:** *The Essex LDP should continue to embed evaluation, upskill stakeholders, and ensure measures and tools are inclusive and accessible to LDP target populations.*

### The importance of clarifying language in order to achieve meaningful change

During this six month period there has been particular discussion within the Essex LDP around whether different forms of physical activity have differing values (for example, those that involve more cardio-vascular effort being valued more highly than those that do not). Such discussions have emphasised the importance of considering the needs and wishes of marginalised groups, as reflected in the following quote from an Essex LDP investment provider, which highlights the need to consider new ways of supporting people to be more active, which might not involve traditional sport or team activity:

*"The young people we see typically do no physical activity at all and very often do not have an interest in, or the confidence to try, traditional sports or team activity. These group activities [funded via Essex LDP investment] will act as a starting point, giving young people the opportunity to begin to build up their confidence in participating in physical activities and an alternative to the more traditional options".*

**Essex LDP investment provider**

This has also been echoed anecdotally by providers such as Motivated Minds, who described some people's participation initially taking the form of them watching a 12 week activity via Zoom, for them to then more actively participate in the following 12 weeks. This aligns with literature, which identified the importance of support in enabling and sustaining participation in physical activity (Brawn et al, 2015; Get Set to Go Research Consortium, 2017), and that participation evolves over time as people's confidence increases and social bonds are formed (Hodgson et al., 2011). Therefore, requesting that investments having a "clear line of sight to physical activity" may well exclude the very marginalised and inactive groups they are seeking to engage. It is important to consider that a gradual process of change occurs for people who have been isolated and inactive for a long period, and that micro-drop off points might occur when trying an activity for the first time (London Sport, 2017). Therefore actioning the recommendation below would enable more precise support to be offered where it is needed, which has been identified as critical in enabling and sustaining participation in sport and physical activity (Get Set to Go Research Consortium, 2017; Hodgson et al., 2011).

Not everyone is physically inactive, but interventions intended to promote physical activity often operate at a general level. If these interventions are taken up more readily by already physically active people,

then physical inactivity has not really been solved and outcome inequality has actually increased. Therefore it is vital that the Essex LDP remains consistently focused on the headline outcome on the 'LDP on a Page': ***To reduce physical inactivity.***

Distinguishing *increasing physical activity* and *tackling physical inactivity* is critical, because focusing too much on the former risks reaching and engaging with people who are already active and/or those who have the readiness and the resources to be more active. Thereby compounding and exacerbating existing inequalities in sport and physical activity participation by leaving marginalised groups behind. Whereas focusing on *tackling physical inactivity*, brings a different focus that is more inclusive of marginalised and so called 'inactive' groups. Furthermore, this avoids focusing purely on behaviour change, and seeks to ensure we also meaningfully address the social processes and structural factors that drive inequalities in sport and physical activity participation (Williams, 2017; Williams & Gibson, 2018). Ultimately this links back to the risk of perpetuating and widening health inequalities, with some people benefitting from access to sport and physical activity, whilst others are subjected to patterns of activity that are detrimental to their health and well-being.

*"...for us to make this a success they have got to get their head round it's not about going to the gym or going out for five mile run for lots of people. It's about more genteel things... start them off and they might end up doing that Couch to 5K, but they might start off playing bowls or going to a tea dance, or you know, whatever happens to be..."*

**LDP Core Team Member**

**Recommendation:** *The LDP team must ensure that interventions and activities are engaging people who live in deprived areas and are physically inactive.*

## So What? Key learnings

### So What? Key learnings

**Hard-wiring physical activity requires understanding of, and commitment within, the system.** A number of factors have been instrumental in the success of the Essex LDP including understanding the system, raising awareness of the importance of physical activity, changing perceptions of physical activity, and obtaining the support and commitment of senior people within the system.

**Identifying and building key relationships is crucial to success.** Working collaboratively with new and existing partners extends knowledge, resources and reach, but it can be challenging to identify key individuals and organisations. The passion and drive of individuals and teams to embrace collaborative working is important.

**There is untapped potential within the system.** A number of activities and actions remain a work in progress, and some system settings have been more challenging. Hardwiring is a difficult process, and requires time and ongoing efforts.

**Strong community networks enable relevant and responsive action.** Collaborations, networks and relationships established as part of the Essex LDP were and are significant in enabling an effective community response during COVID-19.

**Local insight on people and places is key to understanding communities and context.** The LDP coordinators have been central to this work, and provide a mechanism to engage with usual and unusual suspects (individuals and community organisations) and local experts

**Working with, rather than doing to, communities fosters a sense of ownership and commitment to interventions.** It was recognised, however, that developing a sense of community ownership requires continuous nourishment.

**Community-led approaches facilitate innovative and adaptive thinking.** Integrating and supporting community-led approaches within whole systems working enables innovative and adaptive thinking, which ensures the needs of local residents can be met in changing and uncertain circumstances.

**Interventions and community groups are facing ongoing challenges.** The COVID-19 pandemic has created potential funding gaps that threaten the sustainability of community organisations, a need to identify spaces large enough to safely run interventions in a socially distanced manner, and difficulty engaging with potential participants. It has also delayed intentions to scale up and replicate.

**Investments have multiple benefits.** Alongside tackling physical inactivity, many investments impact upon wider outcomes including reducing social isolation, building resilience and improving mental wellbeing.

**A focus on physical activity can exclude very marginalised and inactive groups.** A process of change for people who have been isolated and inactive for a long period will need support to enable them to gradually introduce activities and social contact into their everyday lives.

**The LDP on a page assists planning and decision-making.** It has provided a shared understanding of priorities and ways of working, and given a focus and direction. Some individuals noted, however, that they need to further embed the LDP on page into their work.

**Translating insight and theory into practice is a challenge.** Although insight and theory are recognised as key, some concepts are hard to operationalise into tangible actions and interventions.



## Now what? Recommendations

**Recommendation 1:** Hardwiring of physical activity within and across the system should continue to be a priority over the life course of the LDP and beyond.

**Recommendation 2:** The LDP team should produce a map of the system with key individuals and organisations, which will allow all individuals to identify relevant contacts across system settings. This can be used as a tool to plan and coordinate action in order to strengthen relationships in other system settings, and further enable 'hard-wiring' of physical activity within and across the system.

**Recommendation 3:** The LDP team must ensure that interventions and activities are engaging people who live in deprived areas and are physically inactive.

**Recommendation 4:** The LDP team should continue to invest time and resource in obtaining qualitative and quantitative insights into drivers and barriers to physical activity in local communities, particularly as COVID related social restrictions are enforced or relaxed to ensure positive behavioural change takes place.

**Recommendation 5:** To enable sustainable behaviour change in population physical inactivity levels across Essex, investments should be designed and implemented with reach and scalability in mind, and be embedded into the whole system.

**Recommendation 6:** The LDP team should consider how they can assist intervention providers to identify their needs and appropriate spaces for activities to enable them to operate effectively under COVID social distancing restrictions.

**Recommendation 7:** The 'LDP on Page' should continue to inform decision-making and working practices. Consideration should be given to embedding an adapted version into funding forms to further support the mapping of activities and interventions.

**Recommendation 8:** The Essex LDP should continue to embed evaluation, upskill stakeholders, and ensure measures and tools are inclusive and accessible to LDP target populations.

## Further information

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

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## Appendix one: System settings summary

Please see below for a summary of the main successes and challenges across the Essex Local Delivery Pilot. An Essex-wide overview is provided first, followed by the three priority areas of Basildon, Colchester and Tendring.

	Successes	Challenges
<b>Essex-wide (Tier 1)</b>	<p>Essex LDP continuity business planning undertaken within the context of the continuing COVID-19 pandemic. There has been a clear communication from Tim Hollingsworth (SE) to commit to the Essex LDP continuing beyond March 2021. Particularly poignant at this time, given the COVID-19 situation and the role physical activity will play in recovery. See Appendix four for a copy of the LDP roadmap response to COVID-19. Furthermore, a major new publication was launched by Active Essex <a href="#">Shaping Our Future</a>. The publication provides a clear position on the impact of COVID-19 on physical activity and sport across Essex, and makes a call for action to make physical activity a priority for the future for everyone. The publication is a consultation document welcoming comments and feedback.</p> <p>Community response hubs responding to COVID-19 throughout the county of Essex. Re-deployment of the three community co-ordinators to community hubs, to work alongside Active Essex Relationship Managers, to actively assist in their local community response to COVID-19. Development of residents packs to include guidance in relation to physical activity etc. Particularly prioritised category A &amp; B groups. Tie up between district and county has been particularly praised, and would want to continue through in terms of the physical activity space. In particular, interested in the number of volunteers (around 5000) and how this might demonstrate a community of interest, a structure that is an asset in itself. Essex Welfare Service as county-wide hub for volunteering. Need to retain volunteering capacity, which has increased during COVID-19 lockdown. Keen to retain this energy, although challenged by people's time availability shifting as lockdown eases.</p> <p>Web-page online resources and live exercise sessions produced to support people to maintain physical activity levels during the lockdown period. Also aligned with the Sport England 'Join the Movement' #StayInWorkOut campaign.</p> <p>The Active Essex and LDP team have committed the</p>	<p>COVID-19 caused major disruption to the onward delivery of investments, due to restrictions in face-to-face contact. Vast majority of investments paused, but then funding gap created that threatens the sustainability of community organisations. Focused on supporting and resourcing providers through this time. Has delayed intention to scale up and replicate.</p> <p>Risk of losing volunteering structure/asset that has emerged in response to COVID-19. How do we protect and evolve this, particularly in relation to tackling physical inactivity. (Collective action – social movements??) Particular reluctance by some in relation to the formalisation of volunteering (DBS checks etc.), just want to do informally, be a good neighbour etc.</p> <p>Resistance around gardening being classified as physical activity. Differences in opinion from Sport England and Public Health England. Potential tension with green exercise movement.</p> <p>Micro-grant process not responsive enough during COVID period –therefore amended to ensure a more rapid approval process that better meets local need.</p>

	<p>full £110,000 provided by Sport England to support organisations affected by COVID-19 who work with low-income communities, BAME population, and people with disabilities and long-term health conditions. 25 organisations have been financially supported across Essex to date.</p> <p>Development of Holiday Hunger – Food Bank (Louise Voyce). Started by distributing basic resource support packs via partners Essex Child and Wellbeing service who support the most vulnerable families across Essex – this has been funded through the Active Essex Children and Young People funding. These packs included physical activity equipment, physical activity sheets, links to Keep Essex Active, recipe sheets, grow your own kit, mental health support and in some areas this also includes basic food.</p> <p>Active Essex and Essex County Council delivered a major new programme to support working families during the school summer holidays of 2020. The multi-faceted programme include free holiday activity clubs, family equipment packs, and information resources. The Essex Summer Holiday Activity Clubs have been for those with working parents that need childcare this summer, working parents who are unable to access their normal childcare or struggling to source or afford childcare this summer, and parents seeking work who are in need of help with childcare this summer. This comprehensive package for working families is the largest ever in Essex and thought to be the first of its kind in the country. See accompanying learning example for further details of how this evolved.</p>	
<b>Basildon</b>	<p>During the COVID crisis Assistant Director of Public Space (Basildon Borough Council) Paul Brace remarked <i>“thank goodness for the LDP”</i>. It was in the context of the council being able to work with a large range of system partners at pace to set up and operate the Community Hub to deliver food and medicine and offer befriending. The set up was collaborative with LDP system partners and would not have been possible otherwise. There LDP was the catalyst for these relationships and this way of working.</p> <p>Basildon Community hub the first to be established in Essex. A key priority for the hub was to establish a ‘befriending service’, which took over 100 calls to ensure that food packages and prescriptions reached</p>	

	<p>Category A residents during pandemic.</p> <p>Basildon, Billericay and Wickford CVS have been awarded £58k from the National Lottery to enhance and expand the borough's Volunteer Centre, to enable local people to get more involved in their community. This was one of the key issues raised in the initial Collaborate report, so is an excellent breakthrough which used LDP insight and evidence to support the application.</p> <p>Motivated Minds have now moved into their new 'Happy Hub' which is a much larger space in Eastgate shopping centre. They have a space specifically for informal physical activity as well as a large community space. They have all returned to work and are planning on an official launch in October. Louise attended the Directors meeting and all work is now back on track and the newly appointed manager (funded by LDP) is working well and developing the business plan and direction of travel. They have started their men's group and other group activities will start returning in the next month or so. The LDP team continue to provide business support. The Launch of the new Happy Hub is planned for Friday 9th October, this includes a full day of events, show casing, talks and taster sessions taking place. They are having to look at how this might be best delivered with current COVID-19 restrictions.</p> <p>Before Lockdown the LDP team had supported Motivated Minds develop a 3 year 6 figure community fund which had passed stage 1 of the Community fund and was awaiting stage 2 decision. This was frozen due to COVID but will be picked up in October.</p> <p>Street Tag arrived in Basildon. It was launched on 22nd June and provides fantastic opportunity for the people of Basildon to get moving using a virtual platform. People can join by themselves or with their family, friends or colleagues. The tags are placed in Basildon parks. Leader board 1 completes with:</p> <ul style="list-style-type: none"> <li>• 47,469 tags collected in Basildon</li> <li>• 13,971,816 steps</li> <li>• 20,299 Miles covered</li> </ul>	
<b>Colchester</b>	<p>ABCD training – noticeable that community members began to bring other community members whereas paid attendees were more focused on certificate.</p>	<p>Tensions regarding over-formalisation of being a volunteer, DBS check etc. and bureaucracy</p>



	<p>Community members have altruistic reasons for being involved – wanting to ‘give back’. Women Together group as an example – doing with, rather than doing to. Considering online delivery of ABCD training, but some concern about the availability of community champions at present.</p> <p>LDP Coordinator met with the Health and Wellbeing Officer for the Essex Association of Local Councils. Online forum proposed with the Clerks and Councillors from the target Parish and Town councils in 3 boroughs to promote and share the LDP vision with residents. EALC also looking at the best way to promote physical activity to all 275 of the Parish and Town councils across Essex, linking in with the relevant Relationship Managers.</p>	<p>that introduces – many residents just wanting to be a ‘good neighbour’ rather than go down the formal route of volunteering. System getting in the way of itself, similar issues to funding un-constituted groups.</p> <p>Ensuring sufficient representation on the implementation group of the LDP target groups has been a challenge – still need to secure mental health representation</p>
<b>Tendring</b>	<p>Inclusion Ventures progressing but restrained due to COVID-19. LDP invested £80,000 into the Inclusion Ventures charity which supports young people from Jaywick and Clacton. The investment has enabled a new Sport and Outdoor Activities Leader to be based at the new Inclusion Ventures youth centre being constructed in Jaywick.</p> <p>Birmingham LDP and Essex LDP have worked together on a detailed plan for a major new cycling scheme for Essex, which begins in Tendring. The multi-million pound project ambition is to provide or loan 3000 new bikes to low-income families and people, stimulating a huge increase in cycling leading to more jobs, stronger communities, and better health.</p>	

#### Main successes and challenges in specific system settings:

	<b>Successes</b>	<b>Challenges</b>
<b>Education</b>	<p>Launch of <a href="#">Daily Mile at Home</a> during COVID-19 period, promoted via social media.</p> <p>School Facilities - Confirmation that project with resource can be carried over to December 2020. Sport England completing National School Facilities survey mid Sept. Webinar to support reintroduction of after school clubs (internal) and external use of facilities (as compliant with current government</p>	<p>Significant delay to activities in this system setting due to COVID-19 and school closures.</p>

	guidance).	
<b>Social care</b>	<p>Sport for Confidence launched 'Stay Connected', as a specific remote service for existing adult social care clients during the UK COVID-19 outbreak. Commissioned by ECC until late summer 2020, with some likely transition during this period as usual leisure centre delivery resumes as lockdown restrictions lifted.</p> <p>Progression of the Prevention and Enablement Model (PEM), as an innovative collaboration between the LDP and Essex Adult Social Care, commenced in September 2020. Comprised of four work streams: (1) Occupational therapy review (2) Strength and balance pathway (3) Care homes (4) Reconnect.</p> <p>ECL Sensory Service have piloted a new programme called 'Sensory Move and Mingle' in partnership with Colchester United Football in the Community, to support people in Essex with sensory impairments with exercise and social sessions. This partnership was established through One Colchester (no LDP funding, but possibilities to review this for potential scale and replicate)</p>	Numbers are limited within Sport for Confidence indoor session in leisure centres and use of space is a challenge. However, sessions have restarted, including COVID-19 rehab, with OTs and other HCPs referring and signposting to Sport for Confidence.
<b>Health</b>	<p>In partnership with Sport for Confidence a new guide (Starting the Conversation) has been produced, for guiding the workforce through how to start and have conversations about physical activity.</p> <p><b>Social Prescribing:</b> Linked with Community360 Community Development team which includes social prescribers/link workers to deliver 1-hour training session which included 10-minute physical session, CMO guidelines.</p>	
<b>Community</b>	It has been agreed that Essex Partners and ECC Equalities and Partnership service will lead ABCD across Essex, and the LDP would fall in line with their guidelines. The LDP has co-produced a comprehensive ABCD plan with Nurture Development to run from October 2020 to October 2021. The plan is split into four elements - the first being ABCD work to happen at Tier 1 Essex-wide level and the other three elements are bespoke plans for Basildon, Colchester, and Tendring. Early work to implement the plan has been undertaken in Colchester with training by Nurture Development for members and senior managers. There is a comprehensive LDP ABCD plan in place for October to December in collaboration with Nurture	The impact of COVID has meant there has been no face to face training, mentoring or support work, and everything has been done online. However, COVID has significantly increased the importance of focusing on strengthening communities, citizen led approaches, and asset based community development.

	Development. The plan includes the delivery of 8 module on-line courses, short videos, short training and discussion sessions, and the start of new Learning Sites in Colchester and Basildon.	
<b>Community Safety</b>	<p>The Violence and Vulnerability board is now meeting via zoom webinars. To date it have been focused on presentations and updates on the work rather than discussing delivery options but now working as part of a sub group 'community voice' to ensure community partners can contribute to the development of this work. Also set up initial meetings with the V&amp;V board about the role sport and physical activity have to play in the world of youth justice.</p> <p>Essex LDP also supported the recent spin off @ 3, working with Essex police to encourage young people and their families to get out on their bike and raise money for local charities (Active Essex Foundation).</p>	
<b>Planning and Infrastructure</b>	<p>Sam Williams – Urban Design Consultant providing advice and promotion of the Active Design Principles included within the Essex Design Guide. Example projects include Trafford House Basildon, Market Square Basildon, Gardiners Lane Basildon, Eastgate Quarter Basildon. Provided specific active design comments on the planning applications and inviting planners/developers to consider the active design principles by making them aware of the EDG. Sometimes attached these comments to Place Services urban design response and sometimes attached them to Roy Warrens Sport England consultation (or both).</p> <p>Park &amp; Stride: Successful meeting held with Camulous, head teacher extremely positive. Contacts for car park established and confirmed/discussed use in principle. Upon walking path (KW/SB), it is deemed not completely safe so would need some work. Promoting this as a suitable alternative will not be possible until action is taken here. Further contact/engagement and funding required.</p> <p>New Town Deal Fund: Big Bikes project submitted as part of Liveable Neighbours submission to Colchester New Town Deal. Harlow project input conversations also held.</p>	
<b>Workplace</b>	Work Well team have re written all policies, all	Work Well programme is

<b>(getting staff more active)</b>	<p>training and is now e-learning modules and online training. COVID recovery toolkit has been produced to support businesses, including the circulation of a survey. One of the main issues is managing WFH and work-life balance. Work Well article within Business Times focusing on supporting mental health and helping to keep people active.</p> <p>Active Essex online resources including Keep Essex Active YouTube channel has been recognised by senior leaders at ECC. The YouTube channel has over 200 workout class videos, all available on demand. Active Essex have joined over 15 function/team briefings/meetings to deliver interactive physical activity sessions, including the CEO and Leader virtual roadshow. Active Essex are supporting the launch of the ECC staff Wellbeing Strategy, with live interactive physical activity sessions taking place. YouTube channel has been recognised as good practice by Sport England, and they have since replicated and now offer and signpost to online workout classes.</p>	<p>currently being delivered virtually, with online support. Due to staff being redeployed to support COVID-19, workplace engagement was reduced. Businesses are reporting employees are struggling with WFH and work life balance.</p>
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### Main successes and challenges in underpinning themes

	<b>Successes</b>	<b>Challenges</b>
<b>Communication and social movements</b>	<p>Work has taken place to synthesise the Active Partnership, Active Essex Foundation and the ELDP communications activity into one strategy and work is ongoing to outline a full activity plan to support the strategy. As part of this work, an Operational Comms Meeting and a Strategic Comms Meeting structure has been put in place to help with the day to day delivery of communications across all three entities.</p> <p>Active Essex and the ELDP restructured the comms department, appointing a new comms member of the team. Grace Hilton started on 2nd September and is working closely with Holly Adams to implement the new comms strategy and action plans. Rachel's secondment from Health watch now concluding.</p>	<p>COVID has unfortunately meant we have had to pause our 2 social movements, The Click(Basildon) and the segmentation report from NSMC (Colchester and Tendring). But discussions have initiated about restarting them again and potentially linking in with the Essex localisation of the Better Health campaign.</p>
<b>Evaluation</b>	<p>During this period the evaluation team have produced an Evaluation on a page document, to summarise research questions, methods and alignment with the 'LDP on a Page' document. Also produced a comprehensive six month plan,</p>	<p>Some providers struggling to provide evaluation information online, due to lack of device and/or internet access. A</p>

	<p>to detail intended work following the initial COVID-19 outbreak. Please see the main body of this report for further details.</p> <p>The Data &amp; Insight team continued to work with The University of Essex and Jump to promote the State of Life survey and analyse data. This survey has to date collected over 2,000 responses and findings have been shared widely across Essex County Council with positive feedback. Local reports were also produced for Colchester, Tendring, Basildon, Maldon and Chelmsford.</p> <p>The evaluation team has continued to work with providers during this period, to formulate evaluation plans for those investments that can be taken forward, and also to re-work where investments have had to be re-formed to comply with social distancing measures. This work has been supported by the progressive web app (PWA), which now provides an accessible way of collecting participant evaluation data. The evaluation framework has also continued to be refined, with the addition of a workforce tool (for investments involving staff education). Further details can be found in Appendix Two.</p> <p>A key focus on data collection for the whole systems evaluation has been interviews with members of the Essex LDP team and wider stakeholders, and a reflective survey distributed in August 2020 to all members of the Essex LDP Core Team, Delivery Team, Strategic Sponsors Group and Implementation Groups in Basildon, Colchester and Tendring.</p>	<p>particular challenge in Tendring, with several micro-grant providers requesting hardcopies. Exploring possibility of loaning out 4G enabled devices and scanning app to aid the secure return of hardcopies.</p>
<b>Data and insight</b>	<p>Commissioned the social listening tool 'Pulsar' to track what people are saying online and how they are feeling about physical activity. The question considered was 'how did people use outdoor spaces during lockdown?'</p> <p>The Data &amp; Insight team alongside the ECC Research &amp; Citizen Insight Team conducted interviews with Active Essex Relationship Managers and LDP Coordinators to try to understand the possible long-term impacts, challenges and opportunities for those involved in delivering sport and physical activity.</p>	<p>It is not possible to know how well pre-COVID data reflects the current situation.</p>



<b>ABCD/Community Capacity Building</b>	<p>Online ABCD community, to enable practitioners to share their experiences of using ABCD in practice. Colchester and Basildon council managers and employees engaging well with ABCD training (importance of buy-in from senior council staff – Pam Green, Scott Logan etc.).</p> <p>Colchester completed their series of ABCD Discovery conversations with community groups and residents, providing space to discuss what happens when people in communities create change for themselves. The purpose of the sessions was to enable two powerful community development devices: conversations and storytelling.</p>	<p>Difficulties getting Tendring council managers and employees to engage with ABCD training</p>
<b>Sharing Learning</b>	<p>Share and Learn event (focused on low income families) held online, with over 100 delegates. State of Life findings shared.</p> <p>Active Essex and LDP Data &amp; Insight 'Show &amp; Share' sessions were held in July and August. The research showcased looked to answer the question 'what are the possible long-term impacts, challenges and opportunities for those involved in delivering sport and physical activity?' and used interviews with Active Essex and LDP staff to do this – Emailed HT for amendment 23/09.</p>	

## Appendix Two: Progressive web app

The progressive web app that facilitates participant evaluation data collection as part of the evaluation framework is now live to collect participant data: <https://ldp.activeessex.org/>

The evaluation framework guidance documents have been updated accordingly and are now in use. Two videos have been created on [the importance of evaluation](#) and [how to use the PWA](#)

## Appendix three: Essex County Council's Coronavirus lockdown timeline UK

**16 March** – Guidance to work from home where possible, guidance against visiting food and drink, formal close on 21 March

**18 March** (Wed) - Closing of schools was announced on 18 March and came into force on 23<sup>rd</sup> March (Monday) formal lockdown start date

**21 March** – pubs, gyms and other public places closed, incl. leisure

**23 March** (Monday) formal lockdown start date, schools close (schools formally closed on 21 March, but kids still went there on the Friday); people allowed to leave their home only for essential purposes – doctors, groceries shopping and one exercise per day

**26 March** – closing of non-essential retail, accommodation and hospitality, libraries, community centres (except food banks)

The other key dates are:

### STEP 1

**11 May** – PM announced: change of message to '**stay alert, control the virus, save lives**'

People should Stay Alert, by:

- working from home if you can; (but going to work if you can't work from home)
- limiting contact with other people;
- keeping distance if you go out - 2 metres apart where possible;
- washing your hands regularly;
- wearing a face covering when you are in enclosed spaces where it's difficult to be socially distant - for example in some shops and on public transport;
- and if you or anyone in your household has symptoms, you all need to self-isolate.
- **Unlimited exercise, can rest or sit outside or play sports with members of their household**
- People can drive to other destinations
- People asked to avoid public transport if they can
- **Allowed to meet one other person outdoors as long as keeping 2m apart**

[garden centres opened?]

**13 May** – opening of outdoor sport facilities (tennis and basketball courts, golf courses etc.) – can be used alone or with members of your own household, or with one other person from outside your household

**24 May** – PM announcement – confirmation that schools (as below) will open on 1 June.

**25 May** – PM announcement – notice to retail sector to reopen shops – outdoor markets from 1<sup>st</sup> June, and non-essential retail from 15 June

**28 May** – PM announcement – from 1<sup>st</sup> June can see up to 6 people outside, incl. private gardens (<https://www.gov.uk/government/speeches/pm-press-conference-statement-on-the-five-tests-28-may-2020>)

**29 May** – furloughed and self-employed support schemes officially extended

## STEP 2

**1 June** – nurseries, reception, Year 1 and Year 6 (primary schools) open; can see **up to 6 people in gardens or other private outdoor spaces**; people can leave their house for any reason; people still not allowed to stay overnight away from their primary residence without a 'reasonable excuse'

**8 June** - all international arrivals into the UK – with some exceptions including road haulage workers, medical professionals, seasonal agricultural workers and those travelling from the Common Travel Area (the Republic of Ireland, the Channel Islands and the Isle of Man)– must self-isolate for 14 days. They will be contacted regularly throughout this period to ensure compliance. From 10 July, travellers arriving from 59 low-risk countries do not need to isolate for 14 days.

Dentists allowed to open to provide non-emergency care

**10 June** – PM announcements of the below (<https://www.gov.uk/government/speeches/pm-statement-at-the-coronavirus-press-conference-10-june-2020>)

**12 June** - single adults living alone or single parents whose children are under 18 could form a support bubble with one other household. The second household can be any size. They can stay overnight. All those in a support bubble will be able to act as if they live in the same household - meaning they can spend time together inside each others' homes and do not need to stay 2 metres apart. Those shielding cannot form a support bubble.

**15 June – opening of shops**; come contact for Y10 and 12 students to help them prepare for exams next year, with up to a quarter of these students in at any point; opening of drive in safaris, drive-in cinemas, zoos (indoor areas closed)

**22 June**- Spain opens its borders to Brits without the need for quarantine upon arrival

**23 June** – PM announcement on '1 meter plus' – 'plus' precautions could include installing screens, making sure people face away from each other, providing handwashing facilities, minimising the amount of time you spend with people outside your household, and of course being outdoors.

**3 July** – announcement of travel corridors without quarantine upon return

## STEP 3

**4 July** – Opening of pubs, restaurants, hairdressers; two households can meet indoors as long as they are social distancing; hotels, camping and other accommodation sites reopened. Opening of outdoor gyms, museums, galleries, libraries etc.; two households can meet indoors or outdoors and stay overnight away from their home but have to maintain social distancing unless they are part of the same support bubble. By law, gatherings of up to 30 people are permitted indoors and outdoors.  
Leicester in local lockdown

**6 July** – those who are shielding and living alone allowed to form a 'support bubble' with any other family. They are also able to meet up to six other people in public while observing social distancing,

**15 July** – Face masks compulsory on public transport

**17 July** – PM announcement - From tomorrow (18 July), local authorities will have new powers in their areas. They will be able to close specific premises, shut public outdoor spaces, and cancel events. These powers will enable local authorities to act more quickly in response to outbreaks, where speed is paramount; confirmation that Gvt will be providing an additional £3 billion of funding to the NHS in England to get ready for winter. Scotland, Wales and Northern Ireland will also receive additional funds.

<https://www.gov.uk/government/speeches/pm-statement-on-coronavirus-17-july-2020>)

*[around this time number of people allowed on the bus appeared to have increased from about 9 to around 18 or 21 – KG's observation]*

**24 July** – Face masks compulsory in shops

**25 July** – committed to reopening of indoor gyms, pools and other sports facilities

**27 July** - Reintroduction of quarantine following Spain holidays for 14 days

**30 July** – self-isolation period increased from seven to ten days

**31 July** – PM announcement – **some further lockdown easings have now been postponed by at least two weeks** (<https://www.bbc.co.uk/news/uk-53609467>)

Casinos, skating rinks and bowling alleys etc. will not be permitted to reopen on 1 August (must remain closed till at least 15 August). Same for weddings with up to 30 guests (but smaller weddings with social distancing are ok). Face coverings now mandatory in more indoor venues – museums, galleries, cinemas. Enforceable by law from 8 August. Indoor performances will not yet resume. Further lockdown restrictions remain in place in Greater Manchester, West Yorkshire and Leicester.

**1 August** – shielding officially ends. Those shielding will be able to return to work if it is safe to do so – confirmation on 31/7 that this will go ahead.

**1 August** – Advice to employees to work from home where possible and to avoid public transport will no longer apply from 1 August; people again encouraged to take public transport

**8 August** – face coverings enforceable by law

Nightclubs, soft play areas remain closed.

**September** – nurseries, schools, colleges reopen. Some Universities reopen, although not necessarily delivery teaching face-to-face

Socialising again limited to groups of six.

## Appendix Four: LDP Roadmap Response to COVID-19

