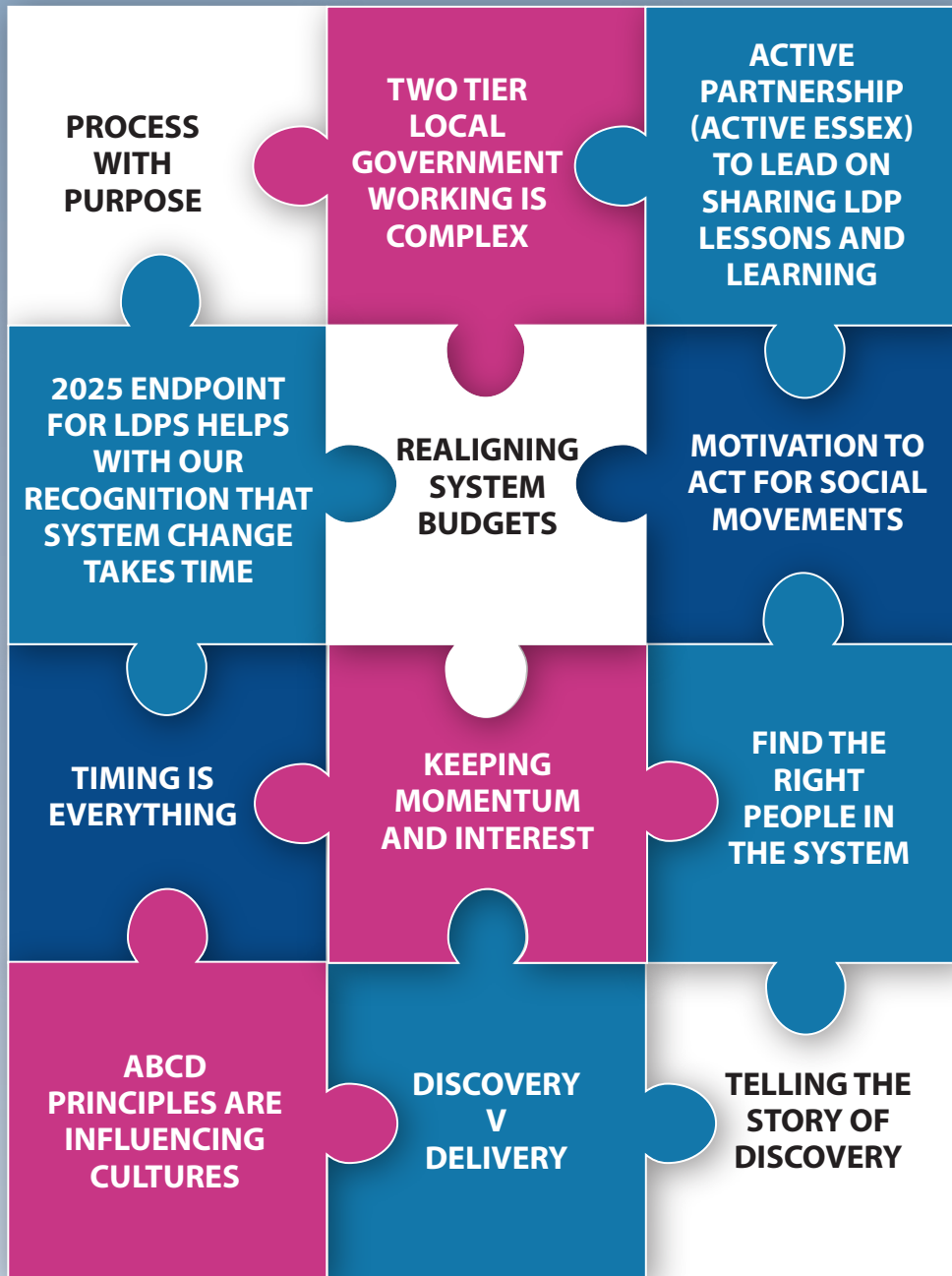


Essex LDP 12 Significant Learnings



Process with purpose – there is a lot of process due to the complexity of system working and the size of Essex, but we never lose sight that the process is necessary to achieve our purpose unlocking systems to tackle population levels of physical inactivity and creating long term change that is sustainable.

2025 endpoint for LDPS helps with our recognition that system change takes time – Sport England extending the initial LDP deadline to 2025 has refocused our recognition that whole system change takes time before its impact can be evidenced.

Timing is everything – sometimes the system cannot move fast enough and timing is lost. We have experienced this with appointing our evaluation partner. We must learn from it, and try to improve the system for next time.

ABCD principles are influencing cultures – the LDP team has been strongly influenced by Asset Based Community Development principles and methods – and we are committed to rolling out ABCD across the system to change organisational cultures.

Two tier local government working is complex – Essex County Council is a very big organisation, and it is always complex working in partnership with a myriad of local organisations at district level.

Realigning system budgets – one of our core principles is to influence the budgets and resources of other organisations in the system so they hardwire their spending and workforce priorities through the lens of physical activity.

Keeping momentum and interest – putting so much effort into getting the processes and relationships right can make it look like nothing is happening. Effective communication can ensure we keep momentum and interest.

Discovery v Delivery – for a year we have been mainly in discovery mode, and now we are in an important transition to delivery – but we will not do delivery for delivery sake – it must fit with our theory of change and whole system model.

Active Partnership (Active Essex) to lead on sharing LDP lessons and learning – Active Essex is ideally placed to incorporate the successful methods of the LDP into business as usual and lead on promoting the LDP lessons of success and good practice.

Motivation to act for social movements – we have made social movements our top priority, encouraging as many local social movements as possible to achieve large scale and lasting increases in physical activity. We believe that empathy and emotion are the key elements that motivate local people to take action.

Find the right people in the system – we are working across seven system settings, and finding the right people in those systems is crucial as they become our physical activity champions and are an extension of our LDP team.

Telling the story of discovery – we have not told our stories as well as we want, and the next six months we will tell the stories of local people who are leading social movements to make their community more active.

START

April 2019

APRIL 2019

- New whole system change model (the balloon) and theory of change
- Core team staff deployed to Basildon, Colchester and Tendring

MAY 2019

- LDP investment criteria approved by Essex Health and Wellbeing Board
- Shared learning with Withernsea LDP on tackling coastal deprivation

Essex-wide Monthly Roadmap April – Sept 2019

JUNE 2019

- New legal agreement signed between Sport England and Essex County Council
- Evaluation partner appointed
- New LDP six day leadership course begins

JULY 2019

- Investment in system change to tackle holiday hunger
- New data and insight team appointed

SEPTEMBER 2019

- LDP features at international cycling conference held in Essex
- New communications and social movements strategy

AUGUST 2019

- Evaluation report published of impact of 20 test and learn interventions
- New system interventions start with Social Care and Planning and Infrastructure

FINISH

SEPTEMBER 2019

Supported by



APRIL 2019

Tendring- Inaugural meeting of LDP leadership group
Basildon- Governance for new LDP implementation
Colchester- Community engagement event

Monthly Roadmap for three pilot areas

April – Sept 2019

MAY 2019

Tendring - New weekly newsletter to over 50 stakeholders
- Fact finding visit to Withernsea LDP re-coastal deprivation
Basildon- Engagement event with over 100 stakeholders and system partners
Colchester- Active Colchester Network adopt implementation of the LDP through a new 'movement group'

JUNE 2019

Tendring- ABCD fact finding mission around Tendring
- New LDP funded community garden opens in Clacton
Basildon- Presentation to Basildon and Brentwood CCG Time to Learn event
- LDP Whole system change model adopted by Basildon Health and Wellbeing Board
Colchester- Community engagement activities

JULY 2019

Tendring -LDP promoted at the annual Tendring Show
- Membership expanded of the Tendring leadership group
Basildon- Presentations to 3 CCG teams
- ABCD training for over 50 stakeholders and system partners
Colchester- LDP Movement group engaged in ABCD methodology

SEPTEMBER 2019

Tendring- New LDP plan published
Basildon- LDP advocacy to Basildon Council management team
- LDP advocacy to Safer Basildon partnership on use of green spaces to tackle fear of crime
Colchester- Community engagement and asset mapping activities

AUGUST 2019

Tendring- New data and insight developments
Basildon-LDP plan completed
- LDP support to lever in £1.3m grant from Arts Council
Colchester- LDP plan approved
- New 1:1 meetings with ward members

Supported by



SYSTEM SETTINGS PROCESS EVALUATION

Main Successes and Challenges in System Setting across the Local Delivery Pilot in Basildon, Colchester, Tendring and Essex-wide

WHOLE SYSTEM CHANGE	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Basildon Council small grants criteria changed to embed increasing physical activity as a priority. • A lot of work has gone into the production of the Basildon LDP plan which was completed in August involving the input of a large number of stakeholders. 	<ul style="list-style-type: none"> • Implementation group members are mainly senior managers which secures high level buy in but their availability is more difficult.
Colchester	<ul style="list-style-type: none"> • A new plan for the LDP has been created for Colchester, which was finished and distributed in September. • One Colchester is the umbrella body for health and wellbeing, and the LDP has had a direct influence on the changes to their governance and ways of working • The LDP has been embedded in the new NE Essex Health and Wellbeing Alliance programmes and the LDP has already secured new funds from the Alliance for 'green prescription' and 'GP Practice training'. 	<ul style="list-style-type: none"> • Making sure the LDP does not create new structures or groups to add to the complex system structure that already exists in Colchester. The strategy is for the LDP to add value to existing structures and groups.
Tendring	<ul style="list-style-type: none"> • A great deal of effort has gone into the production of the Tendring LDP plan which sets the values, principles, and priorities for the next few years. • The work of the new NE Essex Health and Wellbeing Alliance goes from strength to strength, with the LDP firmly embedded with the strong support of Tendring DC and Colchester BC. 	<ul style="list-style-type: none"> • The key issue for the system in Tendring is capacity. Mainly capacity in terms of human resource to commit to the work of the LDP, but also in some parts of the system there is not enough capacity in terms of finance and skills.

Essex-wide

- A major breakthrough is the development of the Essex whole system model (the hot air balloon) which has changed the way the core team and delivery team operates, and inspired many of the LDP stakeholders.
 - The Whole System model (balloon) has been adopted by East of England Physical Activity Network and endorsed by the East of England Activity Partnership directors.
 - The Whole System model (balloon) was well received at the three Sport England national community of learning workshops.
 - Our new evaluation partner consortium includes Sheffield Hallam University. Rob Copeland is advising us on how to develop our whole system model to design and deliver effective system interventions.
 - Three new LDP strategic plans have been created for Basildon, Colchester, and Tendring. The plans reflect the local issues and opportunities in the three areas, and provide a clear direction of travel for future work, coordinated by the new implementation groups in each pilot area.
 - The core team and delivery team have clarified through workshops that our top two priorities are: 1) undertaking system interventions across our seven system settings, 2) encouraging new local social movements. We will not focus on spending the Sport England funding allocation as quickly as possible. The team are now focused on the LDP being a long term commitment at least until 2025, with any investment being thoroughly co-produced and looked at through the lens of effective system interventions.
 - Creation of a process to co-produce investment proposals using the criteria and guidance signed off by HWWB in May 2019.
 - Creation of a new micro-grants programme to be tested in Basildon, Colchester, and Tendring to encourage hundreds of local social movements.
- The Essex tier 1 system is very large and very complex. Influencing the system is very dependent on our relationship management skills, the profile of the LDP, and finding 'physical activity champions' in the different system settings to embed physical activity into their day to day work.
 - We are committed to make sure we don't work with the different system settings in silo's. We see enormous value in collaborating across system settings. For example, we are working with Education to adopt the Essex Design Guide which promotes easy access to physical activity. Similarly, we are creating synergy between workplace and social care, and health and social care. Our testing of an Essex-wide holiday hunger programme will engage with a variety of system settings, including education, community safety, and health.

EDUCATION	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Primary schools and FE Colleges are members of the Basildon LDP Implementation Group • An LDP action research project with CSL (leisure trust) led to 12 primary schools forming a physical activity cluster led by Vange School • The LDP is influencing the creation of Early Years policy 	<ul style="list-style-type: none"> • Even though presentation given to ASHE group and Pathways to Success, no senior school representation
Colchester	<ul style="list-style-type: none"> • Commencing a small test and learn project to explore the reciprocal relationship between a primary school (as a trusted community hub) and assets within the wider local community uncovered through LDP conversations. 	<ul style="list-style-type: none"> • No one from education currently sits in Movement Group (Colchester's LDP Implementation group).
Tendring	<ul style="list-style-type: none"> • Lots of good links into schools where LDP coordinator has made contact and started building relationships. • Healthy school's coordinator sits on the Tendring LDP leadership group • Schools in Tendring are taking part in the daily mile and marathon schools • Schools in Tendring have been working with 3PR to change the system around active travel. Tendring District Council (TDC) provides parking bays for free for school drop off and pick up. • Funds secured to support Gt Bentley and Frinton primary schools with their wellbeing projects. • Secondary schools also working with us, including collaboration between Tendring Technology college and the Police to discuss cycle safety for young people and the young people's desire to have somewhere safe to do their wheelies on. 	<ul style="list-style-type: none"> • Some schools have proved difficult to gain access to due to the gatekeepers (school secretaries) not passing on messages.
Essex-wide	<ul style="list-style-type: none"> • The second day LDP Leadership Programme looked at the different roles of members of the delivery team, understanding the balance between technical and adaptive work, and a keynote from Liz Keeble who is leading pioneering education and community work as head teacher or a primary school in Vange • The holiday hunger test and learn in the summer is supported by ECC Education, and provides opportunities in the future to engage Education more in the system development of holiday hunger. 	<ul style="list-style-type: none"> • Although there was a positive meeting with senior managers in Education in July, we have yet to fully engage, and the plan is to undertake meaningful collaboration with colleagues in Education during the next six months.

WORKPLACE	Successes	Challenges
Basildon	<ul style="list-style-type: none"> We are in early discussions about the possibility of co-funding a workplace activator with Public Health. Workplace representative is a member of the Basildon LDP Implementation Group Basildon Council won a national workplace award this year so we have something to build on involving the LDP. 	<ul style="list-style-type: none"> Understanding the scope of developing workplace health with organisations and businesses across Basildon.
Colchester	<ul style="list-style-type: none"> Colchester Travel Plan Club is example of best practice. Colchester Borough Council has created thematic leads within the community enabling team that correspond with LDP target audiences. 	<ul style="list-style-type: none"> Active Footwear knockback by Human Resources.
Tendring	<ul style="list-style-type: none"> Survey to go out to TDC staff to find out what their attitudes are to being more active, and to gather their ideas and opportunities to get TDC staff more active. 	<ul style="list-style-type: none"> The biggest employer in Tendring is the local authority, and it is crucial the LDP secures support from members and senior managers to develop workplace health.
Essex-wide	<ul style="list-style-type: none"> LDP and Active Essex have written the guidelines for healthy workplaces for Essex. The guidelines have been adopted by Essex County Council, and the LDP is in discussions to establish new activity opportunities for ECC staff, including the redevelopment of The Triangle Club based at County Hall for sporting and physical activities. 	<ul style="list-style-type: none"> Embedding the new health workplace guidelines into businesses and organisations across Essex will be challenging. We will start with businesses that show interest in making their workforce more active and healthy.

COMMUNITY	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Voluntary and Community sector representatives are members of the Basildon LDP Implementation Group • LDP to influence the usage of three day centres (Activity Centres) by using ABCD principles and methods to co-produce new plans with the centre committees, service users and staff to embed physical activity into the core programme of each centre. 	<ul style="list-style-type: none"> • Current CVS CEO leaving. This provides a good opportunity for LDP to ensure that new CEO is educated to understand the importance of physical activity, within the system.
Colchester	<ul style="list-style-type: none"> • LDP is in constant collaboration with Community 360 staff. • Linking community groups to each other, stepping back and watching the ‘magic’ happen (e.g. Go4 Café and Good Gym; Together we Grow and Catch 22). • Introducing community partners to ABCD approaches through training in a community setting. First session held in August and more to follow. • Continuing to discover and shine a light on community champions that were previously not known to ‘the system’. 	<ul style="list-style-type: none"> • Mapping of resource (i.e. jobs around community engagement). Need to map and engage community builders and community engagement workers and get them working together using physical activity to help achieve their outcomes. Acknowledge this may need some Tier 1 input as arguably needs to happen across all three test areas.
Tendring	<ul style="list-style-type: none"> • Over 90 community organisations and leaders engaged now with the LDP. New weekly e-newsletter started in May to communicate with them. • Regular meeting with local CVS • Reaching out to members of the local community across Tendring through lots of different platforms including face to face, newsletter and via social media. • Asset mapping carried out by CVS Tendring and CCG will help with LDP planning. 	<ul style="list-style-type: none"> • Need to be able to understand better who is working with each other in the vast community sector. Hopefully new CRM system will fulfil this need.
Essex-wide	<ul style="list-style-type: none"> • The LDP core team agreed a Tier 1 investment to test the development of a holiday hunger programme for low-income families across Essex, fronted by the charity Active Essex Foundation. The testing is in 24 locations, and is the first project to be evaluated by the new LDP evaluation partner. The hypothesis is that holiday hunger can be led at Tier 1 by collaboration between different system leaders. • Nurture Development are a partner who are training and supporting the LDP team in methodology of asset based community development (ABCD). The impact on LDP team culture and knowledge has been considerable. • Essex County Council are undertaking innovative work to strengthen communities and engage citizens, engaging Facebook administrators, tackling social isolation, and enhancing social prescribing. 	<ul style="list-style-type: none"> • Over the next six months we want to add value to the innovative community work of ECC public health team, including new collaboration with Nurture Development and ABCD.

HEALTH	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Brilliant engagement with Basildon and Brentwood CCG which is now ongoing. The CCG have positioned the LDP as a corporate priority. LDP have trained GPs at their Time to Learn event, and the LDP is now a formal part of the job description and work programme of a key CCG member of staff. • LDP plan being developed by CCG. • CCG colleagues are on the LDP Implementation Group. 	<ul style="list-style-type: none"> • Health need to understand that many of the important VCS deliverers cannot scale up and replicate if their core offer is not sustainable in the first place. We need to enter into meaningful conversations about mainstreaming through top-slicing. How is this going to be delivered? • Gaps in the social prescribing offer. Lack of PA.
Colchester	<ul style="list-style-type: none"> • New NE Essex Health and Wellbeing Alliance is place based across Colchester and Tendring and is committed to system working and collaboration. The LDP is embedded into the plans and work of the Alliance. • Secured new funds from HWB Alliance for LDP interventions for green prescription, GP training. • Hospital doctor and GP on Prevention and Inequalities subgroup of HWB Alliance. Rory Doyle sits on Prevention and Inequalities subgroup; John Fox of Tendring DC sits on Community Model Of Care and Prevention and Inequalities subgroups. Links back to LDP, ensuring it is in everybody's vision. 	<ul style="list-style-type: none"> • Issues around GPs and prevention – where does prevention fit into their world?
Tendring	<ul style="list-style-type: none"> • New NE Essex Health and Wellbeing Alliance is place based across Colchester and Tendring and is committed to system working and collaboration. The LDP is embedded into the plans and work of the Alliance. • LDP Coordinator attended practice managers meeting to share details of the LDP and has been invited to various other meetings including PPG (patient participation group) meetings across Tendring • Following the PPG meeting a member of the community contacted LDP Coordinator to ask for support in creating a community choir to help those with long term health conditions such as COPD, and connected her with someone who has experience in setting up community choirs and the local Salvation Army who had also expressed an interest in setting up a community choir, this is due to be set up this month (September). • Secured funds with Colchester from the Alliance for green prescription training with GP's. 	<ul style="list-style-type: none"> • Difficult to get access to GP practices to train GPs and their staff to train them in benefits of physical activity, and develop their social prescribing offer.

Essex-wide	<ul style="list-style-type: none"> • The LDP has got the attention of CCGs outside of Basildon/Colchester/Tendring, especially mid-Essex CCG. Jason and Dr William Bird presented to over 100 GPs and health care professionals at a Time to Learn event held by Mid Essex CCG. The CEO of Mid-Essex CCG is a new board member of Active Essex. • The LDP has developed a strong relationship with Healthwatch Essex, who deliver great work around health promotion and patient engagement. Healthwatch are co-producing the LDP Tier 1 health plan, supporting the LDP with communications and citizen engagement, and the CEO is a new board member of Active Essex. • LDP met Macmillan Cancer Support to initiate joint working with the LDP. 	<ul style="list-style-type: none"> • NHS, CCGs, and the health sector is not yet focused on prevention.
COMMUNITY SAFETY	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Community Safety representative is a member of the LDP Implementation Group. • Now being invited to Safer Basildon meetings in order to discuss co-alignment of work streams; specifically activating green spaces where fear of crime persists. 	<ul style="list-style-type: none"> • Adopting an asset based approach. Too much celebrating of arrests. It hardwires the feeling that “it is not the best place to live”.
Colchester	<ul style="list-style-type: none"> • Community Safety Partnership is migrating into the One Colchester partnership. So priorities will be broader but integrated – another example of system change and linkages. • Community Safety is a priority theme with Colchester Borough Council and One Colchester, and there is a willingness to work with the LDP to determine if physical activity can support community safety outcomes. 	<ul style="list-style-type: none"> • When leaders move on and new ones come in, they may bring different initiatives and priorities e.g. loss of Street Weeks in Colchester. • PCSOs/ Police Officers not wanting to embrace ABCD approach.
Tendring	<ul style="list-style-type: none"> • PSCO’s are contacting LDP Coordinator and are engaging with the LDP in supporting the community to come up with new community safety ideas (eg schools and cycle safety) • Local community safety officers based within TDC are on board with LDP • Community safety officer manager attending Tendring LDP ABCD training next month. 	<ul style="list-style-type: none"> • Need to scope and collaborate on how the LDP can support the community safety plans for Tendring.
Essex-wide	<ul style="list-style-type: none"> • The inaugural six day LDP Leadership Course led by Collaborate CIC kicked off in June attended by the LDP delivery team, featuring a fantastic presentation from Jo Turton, the Essex Chief Fire Officer. 	<ul style="list-style-type: none"> • Community Safety setting mainly operates at Tier 2 district level, and therefore there are limited opportunities to influence at Tier 1 level.

SOCIAL CARE	Successes	Challenges
Basildon	<ul style="list-style-type: none"> Numerous meetings held with Social Care colleagues to discuss co-working on LDP. Further discussions forthcoming. They are on Implementation Group and have started to attend Health and Wellbeing Partnership 	<ul style="list-style-type: none"> Landing it with colleagues from Social Care.
Colchester	<ul style="list-style-type: none"> Good system engagement with colleagues from Social Care through the HWB Alliance. Engagement with Adult Social Care North team in August 	<ul style="list-style-type: none"> Colleagues not emerged at the right level through the LDP Movement Group (Rebecca Jarvis, Russell White now been approached).
Tendring	<ul style="list-style-type: none"> Currently there are weak relationships with ECC Adult Social Care, and the plan is to develop this through the work of the LDP leadership group and the implementation of the Tendring LDP plan. 	<ul style="list-style-type: none"> Building relationships with Adult Social Care teams and their commissioned partners.
Essex-wide	<ul style="list-style-type: none"> ECC Adult Social Care has embraced the LDP and sees real value in working with the LDP to develop their work on prevention and reablement. Huge overlap between ASC audiences and LDP audiences (older people, mental health, learning disabilities). Core team joined 14 ECC Adult Social Care senior managers to discuss how ASC could embed physical activity into their work as a major preventive method 	<ul style="list-style-type: none"> Ensuring momentum of the successful early engagement and creating a vibrant action plan to test new approaches.

PLANNING & INFRASTRUCTURE	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Planning colleague on the LDP Implementation Group. • Planning broadly supportive of active design agenda and we are working to provide them with some minimum standards for play and leisure. 	<ul style="list-style-type: none"> • Developing clear and relevant new approaches and interventions. • Adopting the Livewell accreditation.
Colchester	<ul style="list-style-type: none"> • Conversations happening between relevant partners e.g. Sustainable Transport. Good relationships are emerging especially around Air Quality Engagement for DEFRA funded work. • Livewell accreditation is on the radar for Heads of Planning. • Meeting planned with Colchester LDP Team and Heads of Planning. 	<ul style="list-style-type: none"> • Some resistance with integrating health and planning from Planning side at local level (Colchester).
Tendring	<ul style="list-style-type: none"> • Active Travel is a priority across key systems in Tendring. • The coastline is recognised as a significant asset to develop physical activity through new planning and infrastructure. 	<ul style="list-style-type: none"> • Embedding the principles of the Essex Design Guide into the work of the planning team in Tendring DC.
Essex-wide	<ul style="list-style-type: none"> • The LDP and Active Essex had a direct influence on the programme of the international active travel and cycling conference held in Chelmsford in September, with presentations from Tim Hollingsworth who referenced the LDP programme, and a number of LDP colleagues delivering workshops. • The Essex Design Guide was published in 2018 and included, for the first time, active design principles and a theme on health and wellbeing. Sport England, Active Essex and ECC PH were part of the steering group to develop these themes. The EDG in 2019 was recognised for this work and won a national award for excellence in planning for health and wellbeing at the Royal Town Planning Institute. • Using the EDG as a foundation, the LDP has supported the Essex Planning Officers Association to develop further, more detailed guidance for planners, designers and developers- the Essex Healthier Places and HIA guidance notes. There are specific sections on active environments and HIA includes the SE Active design checklist. • The final element of this work has been led by Chelmsford City Council with support from SE, AE and ECC PH which is a developer accreditation and charter scheme. The LDP has supported the development of this which is to recognise development in Essex that contributes to active environments. This is endorsed by SE as exemplar practice. 	<ul style="list-style-type: none"> • Ensuring the principles of the Essex Design Guide is embedded into the planning work of the 12 district councils and 2 unitary authorities.

UNDERPINNING THEMES PROCESS EVALUATION

Main Successes and Challenges in underpinning themes across the LDP in Basildon, Colchester, Tendring and Essex-wide

DATA & INSIGHT	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Baseline data to be collected in time for first Implementation Group meeting in October and for LDP Senior Researcher (Hannah) to attend future Implementation Group to present her data and insight. 	<ul style="list-style-type: none"> • Pulling together the right data that tells the necessary story and it is data that the LDP can meaningfully use.
Colchester	<ul style="list-style-type: none"> • Colchester BC has a research team who are willing to become more engaged with the LDP. • More conversations happening about working together to gather new insight between Colchester LDP Team and One Colchester and C360. 	<ul style="list-style-type: none"> • Training key organisations and stakeholders in how to collect and use data and insight.
Tendring	<ul style="list-style-type: none"> • The physical activity data and insight collection and usage is not developed at all. • The LDP Senior Researcher (Hannah) is helping with a plan to improve the collection and usage of data and insight and embed this into all key organisations across Tendring, including TDC. 	<ul style="list-style-type: none"> • Using data and insight intelligently and regularly to make informed decisions about new ventures and interventions to increase physical activity levels.
Essex	<ul style="list-style-type: none"> • Hannah Taylor was appointed as Senior Researcher for the LDP in June, and will lead the data and insight work. Hannah will be supported by Strategy, Insight & Engagement colleagues at Essex County Council and work closely with the ECC Public Health Insight team. Hannah has created an LDP data and insight team that includes three colleagues from ECC mainly focusing on analytics. • Hannah will co-produce the Essex Centre for Data and Analytics project on physical activity. Essex Centre for Data and Analytics (ECDA) has been exploring opportunities to use predictive analytics to support the LDP. • Hannah has influenced the initial work of our evaluation partner, especially about the creating of baselines, which she has supported the creation of LDP reference data rather than baselines. • Hannah LDP visited Basildon, Colchester and Tendring in August to start to understand data and insight developments across the three pilot areas. 	<ul style="list-style-type: none"> • The challenge is to develop a close working relationship between the LDP data and insight team and the LDP evaluation partner. • Develop a clear plan for data and insight collection at Tier 1 and Tier 2. • Provide training and support to a wide range of stakeholder organisations in the effective use of data and insight to inform successful decision making.

COMMUNICATIONS & SOCIAL MOVEMENTS	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Some experimental work around empathy mapping, storytelling, and developing a brand identity. • Basildon comms manager has a history in social listening. 	<ul style="list-style-type: none"> • Need to use effective communications to bring system leaders on the LDP journey with us.
Colchester	<ul style="list-style-type: none"> • Some experimental work around empathy mapping, storytelling, and developing a brand identity. 	<ul style="list-style-type: none"> • Working with LDP Comms lead to reach the ‘right’ people to consult proved challenging • Poor communication between different locations and between two tiers, even within same locality. Some people getting messages and not cascading to others, assumption other people must already know. • Our communities need to come up with their own social movements so they happen organically; and not be told what a social movement is by a comms team. • Concerns the Social Movement training could put our community members off LDP if it is not pitched at the right level – need more information of what it entails.
Tendring	<ul style="list-style-type: none"> • Some experimental work around empathy mapping, storytelling, and developing a brand identity. 	<ul style="list-style-type: none"> • The # identity brand with communities’ timescale was not enough (now not going ahead) • Messages from the core team not always reaching the right people • Rushing of the social movement training and not fully understanding the 5 day training. This has now changed and is being looked at so the LDP team can recognise and support local social movements if required.
Essex	<ul style="list-style-type: none"> • The national LDP meet re communications in May was important as it challenged us about the approach we were taking to communications. 	<ul style="list-style-type: none"> • The implementation of the new communications strategy is very important, due to a number of false starts with the LDP communications work during 2018 and 2019.

	<ul style="list-style-type: none"> • The National Social Marketing Centre (NSMC) provided a briefing on developing social movements to the LDP delivery team in May and delivered a workshop to Essex Assembly on 17th September. NSMC pitched a 5 day social movements course aimed at key influencers in local communities, but decided not to proceed. • The comms lead was taken over by ECC internally through the Equalities and Partnerships team. Testing took place in June and July of the development of LDP 'brand identity' models using empathy mapping to understand the lifestyles of the LDP target audiences. The brand identity and empathy mapping work was perceived as rushed and premature, especially by colleagues at Tier 2. • A rethink of our communications work took place in August, engaging the support of Healthwatch Essex and Storm Creative agency. This led to a new communications strategy being presented to Strategic Sponsors Group on 10th September which was well received. The new strategy recognises 'business critical' elements for effective communications (eg Government to Government, Government to Business, People to People). • The LDP remains completely committed to the value and importance of encouraging local social movements to stimulate new physical activity that is sustainable. We are exploring our understanding of social movements and the most effective way to encourage and support them. 	<ul style="list-style-type: none"> • It is important that Active Essex benefits from the LDP communications/social movements lessons and work.
Evaluation	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • Ensuring that any interventions or investments are understood by the evaluation partner, and clear decisions are made about whether the evaluation partner will play a proactive or passive role. • Using the standard evaluation framework produced by our evaluation partner to ensure all interventions and investments consistently collect mandatory data, and are supported to collect wider discretionary data. 	<ul style="list-style-type: none"> • Ensuring that we are able to collect information as required by evaluators without this resulting in asking too much of communities and partners.
Colchester	<ul style="list-style-type: none"> • Ensuring that any interventions or investments are understood by the evaluation partner, and clear decisions are made about whether the evaluation partner will play a proactive or passive role. • Using the standard evaluation framework produced by our evaluation partner to ensure all interventions and investments consistently collect mandatory data, and are supported to collect wider discretionary data. 	<ul style="list-style-type: none"> • UoE consortia have just come on board, and the speed of the plan of action needs to be managed appropriately.

Tendring	<ul style="list-style-type: none"> • Ensuring that any interventions or investments are understood by the evaluation partner, and clear decisions are made about whether the evaluation partner will play a proactive or passive role. • Using the standard evaluation framework produced by our evaluation partner to ensure all interventions and investments consistently collect mandatory data, and are supported to collect wider discretionary data. 	<ul style="list-style-type: none"> • Building a strong working relationship with our evaluation partner.
Essex	<ul style="list-style-type: none"> • The procurement process of the evaluation partner was protracted and difficult, mainly due to a new ECC procurement process involving a third party called Bloom. The difficulties continued with the completing of a contract with the evaluation partner. • The LDP evaluation partner was appointed in June. The partner is a consortium comprising five organisations (Universities of Essex, Sheffield Hallam, and Brunel) as well as specialist insight and analytics organisations JUMP and Reason Digital. The evaluation contract is initially until December 2021. • LDP evaluation workshop held in August led by the evaluation partner in conjunction with the LDP evaluation group chaired by Dr William Bird. The workshop scoped the framework that needs to be developed, and worked with community groups and citizens to understand their views on how the LDP can best be evaluated. • The operationalising of the evaluation is underway in September, focusing on the evaluation of the holiday hunger testing programme, and the establishment of baselines which are now called 'reference data'. • University of Essex completed their evaluation of 17 action research projects that have received financial investment from the LDP. 	<ul style="list-style-type: none"> • The main challenge is the assimilation of the evaluation partner with the wider LDP team. The partner is made up of five organisations which adds an extra layer of complexity, with the University of Essex leading the consortium.

COMMUNITY CAPACITY & DEVELOPMENT	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • 2 x community engagement workshops delivered that went down really well. • Visiting programme now being carried out by Co-ordinator to understand what system players got from training, how they have used it, who they have shared it with, what are the outcomes and plans? • We are also following this up with a “party” to get participants back together to discuss how we can take the LDP forward together using the collective ABCD energy. • Agreement to co-produce Activity Centres plan with committees, service users and staff with Nurture Development. • LDP providing specialist business support to Motivated Minds who are a leading social enterprise using physical activity to support people with poor mental health. 	<ul style="list-style-type: none"> • Understanding the needs of the VSC sector in Basildon, and prioritising how the LDP can prioritise the work to support their needs. • Developing sustainable business models for Motivated Minds and Sport for Confidence.
Colchester	<ul style="list-style-type: none"> • Lot of people on board with idea (e.g. Movement group). Number of people trained up already (27 on first day in Colchester; second day set for early October). 	<ul style="list-style-type: none"> • Constantly challenging the default position.
Tendring	<ul style="list-style-type: none"> • ABCD training dates booked for Tendring in October, 1 day in Jaywick Sands and 1 day in Harwich to connect with people in those communities, the training is open to community members, organisations and those who work in those areas, and in the vein of doing things differently we are holding it in a pub! • We are attending ABCD training and are using this approach when engaging with our communities. 	<ul style="list-style-type: none"> • Prioritising the community capacity building support

Essex	<ul style="list-style-type: none"> • ABCD has had a strong influence on the culture, knowledge and mindset of the wider LDP team, and has strongly influenced the content of the three new LDP plans at Tier 2, and the forming of the three local implementation groups. • The ABCD training has been provided to over 200 organisations and 250 people so far, with excellent feedback. • Nurture Development delivered a successful workshop at Essex Assembly on 17th September • Started testing the use of a specialist business advisor for organisations that are ready to replicate and scale up their work. The initial testing is with Motivated Minds based in Basildon. 	<ul style="list-style-type: none"> • How to develop our ABCD training and support so it has the most impact. • How to develop our business support to organisations that want to replicate and scale up.
SHARING LEARNING	Successes	Challenges
Basildon	<ul style="list-style-type: none"> • We have committed to sharing the learning in our agreed governance model. • We have participated in all local and national sharing exercises that we have been invited to. 	<ul style="list-style-type: none"> • Doing it and keeping people interested whilst we are building up to it. • Ensuring that shared learning is received by people interested in the results and who are open to changing their assumptions, approaches and commissioning based on it.
Colchester	<ul style="list-style-type: none"> • One Colchester meeting – acknowledgement of working together on consultations e.g. DEFRA funded piece of work at CBC on Air Quality – they are using our discoveries to inform their next steps. • If the learnings from ABCD etc. were fully embraced this could diminish the requirement for certain roles (a success AND a challenge!). 	<ul style="list-style-type: none"> • Getting other organisations to use the learning. • Readiness for change e.g. quality not quantity. KPIs and agendas are reasons for why people behave the way they do. • Easy to slip into default mode -do people really want to change? Takes time and investment at this stage.
Tendring	<ul style="list-style-type: none"> • Withernsea visits both too and from • Birmingham community of learning event • Sharing days held by LDP and Active Essex 	<ul style="list-style-type: none"> • Would be good to get more of the unusual suspects and unsung voices to share at learning days.

<p>Essex</p>	<ul style="list-style-type: none"> • Essex LDP presented to over 150 delegates at all three of the Sport England LDP national learning workshops in Birmingham, London and Leeds sharing progress from all 12 LDPs • Members of the core team were welcomed to Withernsea LDP in Yorkshire to share ideas about how to use physical activity to help tackle coastal deprivation. • Birmingham LDP visited Essex LDP on 26th April to share their learning and different ideas for working within the community with Delivery team and Essex community partners • Over 20 staff from Sport England spent the day visiting the Essex LDP in June, including visits to meet community organisations in Colchester and Basildon. Two Sport England staff were motivated to write blogs • Essex LDP presented at the national Elevate conference in London with presentations from Dr William Bird, Jason Fergus, and Charlotte Luck from the Harwich Fit Club • Ran 2 sharing learning events promoted to a large number of organisations from across Essex representing the different system settings and the different target audiences. The learning events were attended by over 25 organisations. 	<ul style="list-style-type: none"> • The plan is to develop a comprehensive and high quality learning programme, with a number of different channels, including events, thought leadership seminars, webinars, e-learning, and e-communication. • Train the LDP wider team and wider stakeholders to be distributors of learning and good practice.
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