

Essex LDP process evaluation update

Timescale: 01 October 2018 – 31 March 2019

The report has been produced for the purpose of Sport England's LDP process evaluation, and is for Sport England, their evaluation partner IFF, the Essex LDP team and key identified stakeholders.

Executive summary



Introduction

This process evaluation report for the Essex LDP covers the period of September 2018 to March 2019.

This report includes:

- A timeline of key activities as identified by the Essex LDP delivery team
- A review of activities and moments of change through the lens of a system change model
- A detailed review of successes and challenges

Method

This data and insight in this report have been collated through a workshop with the attendees of the Essex Delivery Team meeting on the 1st March, followed up by clarification telephone conversations and meetings, that concluded on the 20th March.

Table 1: Essex LDP Delivery Team members

Name	Organisation	Job Title	Role in LDP
Jason Fergus	ECC	Head of Active Essex	Project Lead
Rob Hayne	ECC	Strategic Lead Business Operations	Senior Project Manager
Kerry McDonald	ECC	Senior LDP Project Manager	as job title
Jo Foster-Stead	ECC / Intelligent Health	Head of Behaviour Change	Core team support
Will Herbert	ECC	Senior Equalities and Partnership Advisor	Social Movement Lead
Neil Coggins	ECC	Project Manager	Project/Admin Management Support
Grant Taylor	Basildon Council	Interim Manager of Leisure, Open Space and Community Facilities	Local Authority Lead (Basildon)
Rory Doyle	Colchester Borough Council	Communities Group Manager	Local Authority Lead (Colchester)
John Fox	Tendring District Council	Public Health, Wellbeing and Environmental Protection Manager	Local Authority Lead (Tendring)
Rhiannon Vigor	Basildon Council	Public Health Improvement Practitioner	as job title
Louise Catling	Tendring District Council	Public Health Improvement Co-ordinator	as job title
Emma Regan	Colchester Borough Council	Public Health Improvement Coordinator	as job title
Gurnam Kasbia	ECC	Local Delivery Pilot Coordinator (Basildon)	as job title
Sarah Stokes	ECC	Local Delivery Pilot Coordinator (Colchester)	as job title
Cheryl Lomas	ECC	Local Delivery Pilot Coordinator (Tendring)	as job title
Adam Rigarlsford	Sport England	Strategic Lead - Local Relationships	Sport England Pilot Sponsor Lead
Marie Hartley	Sport England	Local Pilots and Priority Places Manager	Sport England Local Pilot Manger
Hayley Chapman	ECC	Active Essex Relationship Manager (Colchester and Tendring)	as job title
Juliette Raison	ECC	Active Essex Relationship Manager (Basildon)	as job title
Penny Arbuthnot	Genesis	Genesis Director	Communications Partner Lead
Chris Evans	Basildon CVS	Chief Officer Basildon CVS	CVS Lead Basildon
Tracey Rudling	Colchester CVS	Chief Officer Colchester CVS	CVS Lead Colchester
Sharon Alexander	Tendring CVS	Chief Officer Tendring CVS	CVS Lead Tendring

Reviewing key activities and “moments” in a system change model

A core ambition of the Essex LDP and the Sport England LDP programme is whole system change.

In our strategic investment plan we developed a theory of change (page 10), and worked with Collaborate CIC to develop a system change model and route map (page 13). These are central to our work going forwards. For reflecting on our process evaluation to date, we have also identified and are using the Collaborate system change model and Kotter’s 8 step process for leading change.

Figure 1 Kotter’s 8 step process for leading change.



We believe that in terms of Kotter’s model, we have created the climate for change and are currently at the stage of engaging and enabling the organisations, and we are having early success in implementing system change in the membership and governance of local Health and Wellbeing Boards, an Essex County Council motion on physical activity, and the adoption of the LDP by the Essex Assembly and Essex Partners.

Successes

Essex LDP overarching successes

- The LDP core and delivery team have a clear common purpose, a clear vision and passion for the agenda, we work together very well; this became particularly apparent at the Birmingham LDP community of practice event.
- The LDP ways of working in Essex are strong. From the relationship with Active Essex and building on the expertise there, to the working relationship between the three district councils. That we are able to think together, challenge together, and develop a stronger programme as a result, this is a real strength.
- Met with community groups who don't work in the physical activity sector but work closely with our target audiences and they were really engaged. They're already doing good work e.g. lottery funding across Essex, they're already working with our 3 target groups. They said that it was the first time they'd been brought together in the room, they were really engaged and keen to help. We will keep working from this group as an expert community group, and embed co-design and group learning. We also learning about how the lottery give out funding in their community fund, overriding message “Don't do things to us, do it with us”. The lottery writes the bid with them/for them.

- Essex LDP has the full backing of our DPH, he is genuinely and proactively supportive of the LDP, we know that this cannot be underestimated.
- We've had positive responses from Essex CC public health; planning and transport; education; Adult social care *"the door is open they are listening, they are motivated to do business with us"*
- We've had positive responses from the Local Economic Partnership – South East (Essex, Kent and Sussex)
- Health watch is very influential org in Essex, HWBB member, a real community voice and leader in community engagement – we have gained strong buy in and support from their CEO who is also member of our LDP stakeholders' group.
- The Essex Assembly, the LDP is one of the 7 chosen sponsor projects, the Essex Assembly is a forum of 100 major system leaders, and is home of the Essex vision.
- We've also had positive conversations with major sports clubs e.g. West Ham FC and Essex CCC. etc in partnership with London Sport on how they can support the LDP and also learn from us
- We saw a really positive outcome from bringing experts support from both within and outside the council, for example in November Dr William Bird met with Mike G to sort out the evaluation tender and as a result we have an excellent specification and are in a strong position going out to tender. *"Bringing in expert support has been helpful, Dr William Bird was crucial in making evaluation brief fit for purpose."*
- We have really positive collaboration and openness from Sport England colleagues; they have genuinely helped maintain momentum, and they are doing things differently, we see them as part of our team.
- There is increased synergy between CSP team and LDP core team
- Support and commitment of district leads is massive and crucial – they have a very strong and positive working relationship with the LDP core team
- Positive meetings with key system delivery partners eg Essex Cares in March
- Developing the system infographic, known locally as the "Balloon" has been a massive breakthrough in planning/context/ideology.
- Having a close working relationships with the LDPs in Manchester/Birmingham/Hackney has been invaluable.
- It was a major decision to go for maximum grant in November, we see our ability to write the strategic investment plan for maximum grant in December, subsequently approved by Sport England on December 16th as a significant achievement, and a testament to how the team, leadership and Sport England have worked together.
- We presented at all three Sport England learning events in Leeds/Nottingham/London, the only LDP to do this
- The media announcement on 4 February 2019 about the £10.685m Sport England / National Lottery funding attracted over 39 items of television, radio, print and web coverage, reaching an audience of around 5.6 million.
- One media highlight was the BBC Look East Evening News and Late News interview with Active 4 Life and Cllr. John Spence on 15 February, which reached over 2.3 million viewers.
- A social media schedule over the four month period reached over 38,539 people across Facebook, LinkedIn and Twitter, culminating in 2,147 interactions. 363 people directly accessed the ELDP website pages on the Active Essex website as a result.
- Two e-newsletters were issued, in November and February, to 848 tier 1 and tier 2 stakeholders. In total, 473 people opened the emails and 92 people clicked through to the ELDP webpages.
- Following the media announcement, social media schedule and newsletter, 671 people visited the ELDP webpages in total.
- Stakeholder management - During December 2018 and January 2019 a series of engagement events took place involving over 150 people. Three were held with workforce and partner audiences and at

least seven other briefings, forums and 'think tanks' took place with ECC public health team, ELDP Project Group, ELDP Sponsors Group, Local Members Briefings in Basildon, Tendring and Colchester and with County and District County and Local Health and Wellbeing Boards.

District specific successes

- Gained a 100% discount on business rates for "Motivated Minds" *"Great news, just to let you know that Basildon Council have decided that the work that Motivated Minds carries out is charitable and they are offering Carla 100% discount on business rates so the Happy Hub in Basildon lives to see another day!"*
- (Basildon) Health and well-being partnership was previously a "talking shop" with different partners providing updates, however the LDP has supported galvanising action and really brought the group together with a common purpose. It has particularly helped having the LDP reporting in Basildon to the partnership. As a result, the partnership now has a much clearer vision on their role and what they should be doing, including really understanding and valuing their strengths at a district level in particular their work with vulnerable communities. The partnership has realigned its role to focus on these assets, refreshed its terms of reference.
- There has been a real shift in (Basildon) the district council understanding their unique place in influencing the system - for example moving away from wanting to focus on activities that are outside of their gift to influence in the health arena and focusing on their strengths, such as valuing their ability to work closely with communities and take a community development/asset-based approach
- Previously (Basildon) district would have said "no that's not us" if health as an intervention area was raised. Since Basildon's CEO is now the lead CEO sponsor for the LDP, this has influenced the lens through which Basildon District Council sees its role. For example, health is now an outcome that Basildon considers as part of its every day work, such as when doing housing checks, checking that the resident is feeling safe and well as part of these. Maximising the districts most valuable asset - the ability to engage with communities, telling the communities stories and influencing up through tier one and beyond.
- Talked to elected members about the LDP in Basildon, asked them their opinion - they said this is about Basildon not us. We have the councillors support to be able to really focus on the needs of the community, not pet projects
- Strong buy in from Basildon and Brentwood CCG and NE Essex CCG
- Tendring team have really good relationships with key staff members and the community
- Tendring and Colchester – the CCG have given them £300k for mental health and housing; and 90k for forest school projects, there is a real opportunity to leverage this funding as match for the LDP and influence delivery.
- That you can see collaboration in action, for example for the "Action research projects" we worked in partnerships with CVS to decide on which community projects to fund.
- Bringing in different skillsets, moving away from traditional sports development for example having a lead in a district with a community development background.
- Action research projects - catch 22, a crises housing project, have changed their model in how they work, as a result of the LDP, and are keen to continue in this way.
- Colchester One Partnership involvement has led to a different representation of people than traditional health and wellbeing boards. Physical activity is one of the 4 priorities which would not have been included if we were not part of the representation. Heightened sense of importance around physical activity.
- One Colchester strategic partnership – is now closely aligned to the LDP, this is influencing their other work, for example using an existing funding stream called "active Colchester investment" to leverage the LDP and focus on a community development approach, rather the traditional sports development.

- Active Colchester remodel. Different representation around the table which includes limited sport partners (previous model was all sport partners) and those organisations who represent our key audiences.
- The capacity to have a role (i.e. in Colchester the LDP Co-ordinator Sarah) who explores beyond the usual suspects. Identifying and connecting people to each other. *"It is not just about identifying the assets it is about the magic that happens when people are connected to each other."*

Challenges

	Challenges that have been overcome, or are being faced now	What's changed/needs to change as a result, what have we done/doing; what have we learnt
1	<p>The ongoing challenge of managing expectations - This applies to all stakeholders at all levels of the system. Now we have announced that this is going to happen, we have individuals, community groups, elected members all demanding immediate action and wanting to know how they can access funding, whilst we are not yet ready. The media push in February, highlighted this issue in particular. <i>"The challenge is that the winning of the 10 mill is in the public domain (very much) and in a way it has put more pressures on the LDP and the work that we are now doing is around one, now there is expectation, an awareness level that we need to manage and at the same time recognise that there is going to be a pause while the plans are put in place for the next stage. People are now saying "come on what's going on" "We've identified how important communication is for bringing about system wide change and achieve the ambitions of the LDP, in that it needs to be a core theme that runs through every strand of thinking and activity that the LDP does, however there is an overriding feeling that we aren't yet looking at communication as a whole, that we don't yet have a strategy in place for this that everyone gets and it bought into, or a plan that is being delivered across the programme with everyone upskilled to do this"</i></p>	<p>Whilst we have PR support in place, demonstrated by our media coverage in announcing the successful funding. We've identified that we need an overarching marketing and communication strategy with clear calls to action segmented by audience and stage of the programme. We are in the process of working with Essex CC communications team to scope this in detail including identifying capacity for delivery.</p>
2	<p>The pace of procurement processes within the council/s is out of step with the pace of the LDP</p> <p>There has been a particular challenge in getting the LDP evaluation out to tender, the tender was finalised in December, it then had to go through a complex internal sign off procedure, the tender will only go live on the Bloom procurement framework on the 28th of March. The council has worked hard at this and tried to do things differently, for example buying into the Bloom</p>	<p>We are trying to do things differently ... and we are learning from what works and what doesn't</p> <p>Sport England's terms SLA grant condition may help with this, as we will be able to be more agile and flexible with how we procure support for the LDP</p>

	<p>framework but it turned out to increase our timeframe</p> <p>Sport England also took time to review how they give grants, which also then has had a knock-on time (December 16th – draft funding March 8th) which is now with our lawyers</p>	
3	<p>We have recognised that there is a danger that the LDP could replicate past challenges, our ambition is to engage, empower and harness the power of our target audiences (older adults, families, those living with poor mental health) in deprived communities. However, already the more empowered residents and community groups following the media announcement are demonstrating their ability to being able to form coalitions and be first and more able to respond.</p> <p><i>"How do we identify which part of the community we want to engage with, how to we get to the right part of that community, how do we make the change sustainable? Again, how do we make sure it isn't the more affluent and activated communities who get the focus of attention, because they already have the skills, they are already empowered and can be "quick wins"</i></p>	<p><i>"We've seen it before it's happened, so we can plan for it, when we're ready to deliver we will be empowering the communities."</i> We are building this into our marketing and communication strategy and key messages, including messages for council decision makers. We are ensuring that this is at the heart of our implementation plan, including ensuring that a community development approach is taken.</p> <p>We are also building this into our workforce training through an "asset-based community development" training programme delivered by nurture development, this is already underway</p> <p>We also have had all sorts of other ideas that we've explored e.g. ENSO, on social movements but decided not to go with it, we are constantly looking for opportunities (this is a success)</p>
4	<p>There has been concern that other districts in Essex may feel that they have "missed the boat" there is a feeling that they aren't buying into the vision and mission, for example there were no questions from these districts on the presentation at the recent Essex wide public health meeting. This could impact on the ambition of leveraging the learning in the 3 districts into other areas.</p>	<p>We believe we have different levels of engagement across the system at different levels. For example Rochford, attended the meeting with the Sport England CEO to show that it isn't just about the 3 areas ... it is something that we are very mindful of.</p> <p>Whilst a core focus of the LDP is on the three areas, the programme is also Essex wide, the marketing and communication strategy will include engagement with these districts demonstrate how it will help them, whilst the Essex wide work will provide tangible evidence. It's expected that their engagement will be built over time.</p>
5	<p>District and Essex political pressure to focus on "quick wins" is leading to a danger to of taking a less robust approach to realising the benefits of the LDP. Taking a community development approach takes time, identifying and empowering assets in the community is not "quick" but is more sustainable in the long run. If this is undermined, we won't have an effective outcome. <i>"This is a "wicked issue" and it needs to be tackled and discussed and consensus and agreement is needed</i></p>	<p>This pressure has now subsided, we are now managing this through our governance processes and most importantly through our implementation guidance that provides a check list of what we will fund and wont fund, including the outputs that this will need to achieve, underpinned by our 7 strategic objectives of which community development is one. This will go to the HWBB for approval in May.</p>

	<i>with both Sport England and senior council leaders"</i>	We have reflected on the 20 action research projects, when these were first funded we had assumed they could be managed locally, but this was before they had local LDP co-ordinators, and we see now that a lot more handholding was needed. We have used the learning to inform our future investment guidance and processes that we will follow.
6	<p><i>"Many of the partners that we are working with have had significant core funding cut in recent years, and yet more is being asked from them for less money by statutory funders, we will need ensure we have a view going forwards how we manage this "elephant in the room", are we prepared to plug gaps in their funding so that they are able to support the delivery of a specific intervention, if they are a key route to market for our "unusual suspects".</i></p> <p>We also are aware that many voluntary groups and organisations are used to chasing funding pots and move from one to the next, adapting their offer to meet the needs of the funder. It may not be easy to shift this thinking.</p>	<p>Our governance processes, our partnership with sport England and buy in from our senior council leaders, all help us to manage this "wicked issue" as does most importantly does our implementation plan for our investment strategy, by having a clear check list we will be able to confidently and in an evidenced way decide what we fund. <i>"funding street lights because the insight and evidence show that it will make a massive difference to physical activity levels in a target community versus just plugging a funding gap"</i></p> <p>Another recent example of this influencing: <i>"I have a bill for 30k for business rates and I have to close down 60% of my services can you pay it"</i> no but we influenced it so the bill was dropped</p>
7	Across Essex at a county and a district level community development is typically seen as a team somewhere, rather than approach taken by everyone. We acknowledge that a community development approach needs to be owned at a strategic level to build this shift in both thinking and ways of working.	<p>This is underway but it needs to continue and it will need to underpin all implementation and funding decisions, we also need to ensure that relevant council officers and service providers have this skillset. We are figuring out exactly how to embed community development into everything we do, but we have identified a solution, for example we have identified "Asset Based Community Development" model and are currently rolling out training.</p> <p>Our stakeholder mapping at a local level will also help with this.</p>
8	As we prepare for moving from planning implementation into actual delivery, we will need our target communities to own / co-own the next steps, but this won't be easy, they are "hard to reach" for a reason, health inequalities exist for a reason.	We believe our community development approach, and building this into our implementation plan will mean that this will take place and we will check and challenge this every step of the way.
9	There is a lack of understanding by some senior stakeholders including key elected members who don't understand or fully buy in to the vision of the LDP. <i>"One Cllr recently raised that they expected to have a third of the 10 million for the district, and had a number of pet projects from local sports clubs that they wanted funding and couldn't understand why this couldn't happen now, they wanted one of the sports clubs to come and talk at</i>	The marketing and communications strategy, governance processes and the implementation plan that will be signed up off by the HWBB will help with these. The challenge is the timescales for these, we need them now and we don't have them yet, but it is acknowledged and is underway.

	<i>the next LDP delivery team meeting and pitch for funding"</i>	We also acknowledge that this is the traditional way of working, so it doesn't come as a surprise that this is a challenge that we are facing.
10	Marketing and communication have also faced challenges, for example timescales and partnership working. E.g. the press release for the funding announcement <i>"pulling together one overall release that everyone could buy into and agree to and gathering all the stakeholder quotes from SE/Ecc and local councils. Trying to ensure we had examples to help bring it to life"</i> was a challenge.	<p>We did have some challenging feedback on how the media work, particularly the press release was managed by our PR partner. We acknowledge that in part this has been about capacity in the LDP team to manage expert partners we are putting additional capacity in place at the moment.</p> <p>For this specific issue we've identified that for media related activity we need key messages and lines to take that are signed off in advance by the different stakeholders, this will be part of our future marketing and communications plan.</p> <p>We also recognise that our district colleagues need to understand that their feedback has been heard and we are taking decisive action.</p>
11	That whilst it is taking a long time to get the agreement signed with Sport England and actually realise the funding <i>"man it is taking a long time to get this money"</i> and a concern about the impact of this on the programme finish date, that the ambition of the Sport England LDP programme doesn't match up to the timescale provided. However, there is also a real worry that also we aren't yet ready, we don't yet have our delivery and investment plan and processes there	<p>We identified all the actions that needed to be taken, and the outputs and outcomes that needed to be in place in order to "operationalise the investment plan" this is now underway, and will be going to the HWBB in May. As part of this we have identified some further challenges such as ensuring access to expertise within the council and we are leveraging our senior leadership support and the ground work we have done to get good buy in across departments and positive working relationships to unlock this.</p> <p>We also acknowledge that some of this pressure is internally driven, to meet expectations of leaders and to maintain momentum rather than being driven by Sport England.</p>
12	Capacity in the Essex LDP core team and delivery team is a challenge, ensuring that we have the right people with the right skills in the right place at the right time. We have identified that this is, in part, about being able to identify and rapidly bring in skills and expertise. The challenge is that council processes can work against this. This also links to challenges that those leading the LDP have more than one senior role that they are delivering on which can affect momentum, the same goes for the districts, the LDP is not the day job it's part of people's jobs - we think that this makes things more sustainable, but this can be challenging re	<p>Capability and capacity have been identified as an issue, the districts are currently undertaking a training needs analysis and we are building a leadership programme for the delivery team and wider to support this.</p> <p>We are also leveraging our senior leadership support and the ground work we have done to get good buy in across departments and positive working relationships to unlock expert capacity within other departments.</p>

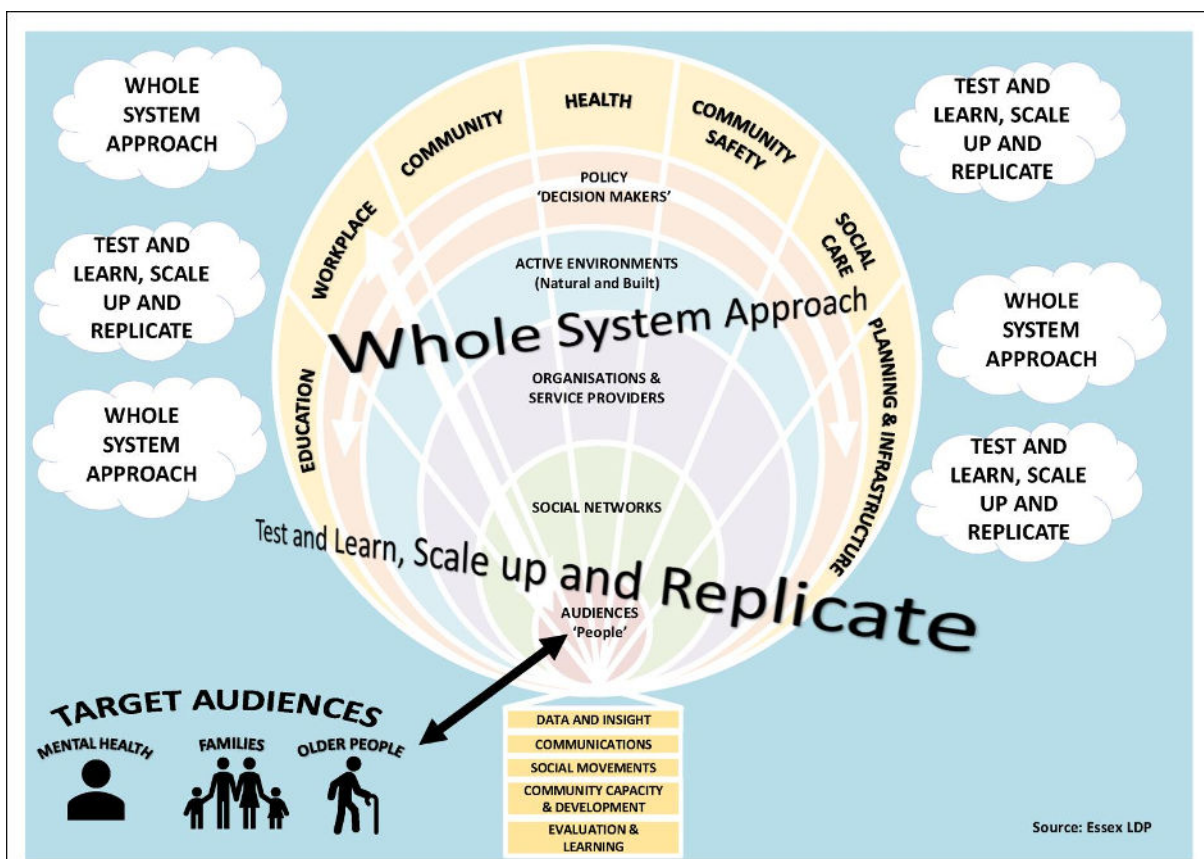
	timely action. This also applies to some of the expertise we want to bring in, e.g. data, insight, research and communication. Ideally, we want to use the capacity in the council and balance embedding the LDP into the council for sustainability versus getting the skills and capacity in when needed.	We have also established dedicated time for key LDP team members to come together for dedicated protected "core team time" as well as the wider "delivery team" including key district team members, so that the solutions are co-created. The LDP is a work in progress and we are seeing all aspects as action learning and we are constantly looking to problem solve, including actions around delegated decision making, overcoming procurement, getting the wider council to support and so on.
13	Empowering local communities from our target audiences who come from lower socio-economic groups to play a key role in making local decisions for investment will be difficult. They are likely to see the amount of money proposed for spending on interventions and system change obscene and will not understand the purpose. (Basildon has experience of this being the case - working with a local community who were awarded £1m from the lottery as part of the Big Local programme). There is risk that engaging communities in this way will mean that we struggle to make the level of investment in the system that is necessary within the required timescales, but the risk of not involving them is high too. There is the potential that we will just fall back to 'doing to them'.	We've acknowledged this and we are building this both into our marketing and communication strategy, and also are looking at carefully how we engage and empower our audiences in an evidenced way embedding community development techniques. Including Nurture Development providing ABCD training provided for CSP team and LDP delivery team. In addition to Nurture Development providing bespoke community engagement support to three areas.
14	Sport England 'knowledge hub' not as effective as it could be, there is surely evidence and insight that we could be accessing that we do not feel that we are aware of, or isn't available in a digestible format that we could easily use.	
15	We have found that IFF is not proactive with specialist advice and support re: evaluation. This has had a twofold impact, both in developing the tender for our evaluation, but also had an impact on collecting information for the process evaluation and diverting resource at a crucial time planning implementation.	We have bought in expertise to support us.
16	Replication and Scaling is emerging as a priority issue – this was flagged up by both Nick Bitel and Tim Hollingsworth on their visits to Essex.	We are already working on this, for example we have met with community groups and the national lottery community fund to discuss what replication and scaling means to them to understand it from their perspectives. We are building this learning into our approach.
17	There are challenges around shared/joint roles and our current system is set up to support only those within one organisation e.g. HR, parking, telephony, IT systems etc. Disparity in terms of when a person is considered 'staff' and when they are not. There will be more and more of these roles and it is difficult to navigate.	Being an innovator means we hit these barriers first. As we recruit additional capacity into the core LDP team we plan to focus on challenging these.

18	There has been a feeling that there is sometimes a lack of clarity around programme planning	We have recognised that both the core LDP team and delivery team have been under significant pressure. We have recognised that we need an agile project management methodology, that allows for a high-level road map of key mile stones, but allows for a fluid response on a day to day basis. The challenge is the capacity to do this, to get everyone to buy into this as Agile only works if everyone does it. We are reflecting on this and with the additional staff recruitment we are planning on putting this in place and seeing whether this works to help this challenge.
----	--	---

What's coming up next

The work in April, May and June is focused on “operationalising the strategy” by preparing structures and priorities for investment.

Part of this is our infographic of how we are approaching the system, we have found this useful to both understand our place, settings and how we influence through and across the system to bring about change. As well as to plan how move from planning into delivery.



The following is a review the detail of our timeline of activity against the key principles identified through Kotter’s system change model. We’ve found this helpful to frame our thinking at this point in time and reflect on activities and achievements to date.

1. Form a powerful coalition

We’ve **identified the effective change leaders** in our organisations and also our key stakeholders, we’ve **requested and gained their involvement and commitment** towards the entire LDP process. **We’ve formed a powerful change coalition** ensured this involves many influential people from various cross functional departments and working in different levels of Essex CC, three districts and key stakeholder organisations. This is demonstrated by the activities below:

September	October	November	December	January	February	March
Strategic Sponsor Group initiated, coinciding with visit of Sport England CEO chair Nick Bitel “ <i>his endorsement of our LDP was very important for morale and reputation</i> ” and SE director Mike Diaper; in addition to Cllr Spence as chair, District CEO's Ian Davidson, Pamela Donoly, Scott Logan; CVS CEO's for districts; Public Health; PHE; David Solace - Health Watch. The meeting showcased the work of Collaborate -system thinking findings; university of Essex -Action research; Intelligent Health. The group developed a common purpose and goal		LDP wider stakeholder group (CCGs, EEC Public Health, PHE, Health Watch, University of Essex, CVS) a "think tank" introduced the strategic priorities, aiming to get their buy in and discuss how it would impact on their area of work	Strategic Sponsors Group met to agree the 7 strategic priorities and assign specific sponsors for each priority	Tendring HWB - agreed to set up a delivery plan for the obesity and physical activity, this is led by Cheryl LDP co-ordinator and Lisa Andrews from CVS	Cabinet leadership briefing in Colchester	
		Tendring Health and Well-being board, approved the board strategy that integrated physical activity as a strategic priority (as have one Colchester in summer 2018)	One Colchester strategic partnership - The partnership is a multi-agency group with representation at a level to determine the work plan with the ambition to make high level decisions and be in a position to break down operational barriers. The partnership meets regularly through the year, with strategic and operational meetings closely aligned to the LDP.	LDP Stakeholder group met, to update on the investment strategy and seek their views on how to best role this out investment. Also scoped a new leadership course for the LDP led by Collaborate. Discussion on ELDP governance and management structures.		

		Basildon - Presentation to Basildon Health and Wellbeing Partnership, agreed to be governance lead for Basildon	County and District Health and Wellbeing Board forum (purpose / outcome) meets every 6 months, the members (Cllrs) for health and communities for the 12 local districts, come together to discuss the priorities and what is going on within each council - to help get everyone together and in some agreement, and have some agreed agenda - particularly for the work of the public health co-ords	One Colchester engagement event: One Colchester is the local strategic partnership for Colchester Borough. LDP engagement event was held following an operational meeting to gauge opinions of attendees.	One Colchester strategic partnership update: very positive, they particularly liked hearing about things from a community perspective, new connections made.	
		Briefing with Basildon CEO Scott Logan	Tendring District CEO elected members briefing on the “journey so far” and “the impact the LDP will have on Essex” strong buy in as a result. All Member briefing held in Basildon attended by Dr. Bird / Kerry / Jason / Grant.			

Create a sense of urgency

Request the involvement and support of wider stakeholders, industry and communities on the issue of changes needed, why is the LDP important and what do we need from them, build a common purpose.

September	October	November	December	January	February	March
	Essex partners – presentation at the forum, attended by leading Cllrs and CEO’s	Meeting with ECC public health team to get understanding, and buy in, and ensure updated helping thinking through maximising any links and connections.	Colchester Borough Council Staff engagement event - aimed to generate a sense of importance for the meeting, being a voice for the exec director in terms of trying to highlight it was something she wanted people to be involved in, good attendance and positive feedback	Tendring local authority internal engagement event – Cheryl cherry picked a diverse mix - aimed to raise awareness but also look at officer links to the community (and gain more contacts) 97% of staff live in Tendring, so also members of the community, so also our target audience and their friends and family, and also looking at people in different departments who might want to give some capacity to it, got some really good ideas	All staff briefing in Tendring, general awareness raising, an hour-long time with the CEO telling all staff what is important at the moment - 15 mins focused on the LDP	
		Presentation to Colchester senior management team	Presented an update to the 12-district health and well-being board forum		Kerry and Rory met with CVD lead for Colchester Tracey Rudling to discuss collaboration	

					One Colchester operational group, this has a number of key programmes of work, one of which is physical activity successfully influenced it to have this - work very closely with them in an ongoing way.	
--	--	--	--	--	---	--

Create a vision for change

We determined the core values of the LDP in Essex, we defined the ultimate vision and the strategies for realising a change in Essex.

September	October	November	December	January	February	March
Initiated planning on the strategic investment paper with Sport England	Completion of technical reports to support funding bid development, including physical activity data and insight; readiness for system change; action research, understanding what works in Essex already	Strategic investment plan (a.k.a chapter 2) co-created with input from across the districts and county council, and key system partners; agreed 7 strategic priorities	Submission to Sport England of our strategic investment plan (a.k.a chapter 2)		The Sport England grant of c£10m was announced	Draft Legal agreement received from Sport England
	Co-creation of our mission report "Getting reading for system change" (a.k.a Chapter 1) setting out the Essex's vision for leading an LDP programme, developed in partnership across the district and county and with key external partners	Submission to Sport England and publication of our mission report "Getting reading for system change" report (a.k.a Chapter 1) following approval by HWBB	Strategic investment plan agreed by Sport England board			
		Sport England board met to discuss future LDP investment approach				

Communicate the vision

Communicate the change in the vision very often powerfully and convincingly.

Decision making stakeholders across settings (education, community safety, community, planning and infrastructure, workplace, health, social care)

September	October	November	December	January	February	March
Visit from Sport England Chair to Essex meeting key Essex leaders and local community members/demonstrations, attended and galvanised the new strategic sponsorship group (detailed above)	Basildon Communities Committee update	Colchester travel plan club, local businesses across Colchester (e.g. new building) a networking group, about 25 organisations are involved, meet quarterly to discuss active travel and travel plans - helping staff be healthy - interested in the LDP - spoke to them and will be speaking again in May	Children and young people's partnership in Colchester - interested in how can work together, a collaboration lead by Essex cc children's services and lots of different high-level stakeholders in both Colchester and Tendring - give regular updates	Starting and developing well - under 5's CCG group - also interested in	Met with Colchester ALDC - arm's length development company – in relation to the planned “future high st” bid, another real opportunity	Basildon CCG meeting, strong buy in: invited to attend next GP shut down day to do some training and identify 5 GP champions; invited to their next senate to talk about physical activity; GP champion for prevention was completely bought in; CCG have asked for a further meeting and develop a plan - particularly how it might link to their priorities e.g. mental health, maternity health,
		Promotion to Essex stakeholders of our mission/vision (a.k.a chapter 1) including via, video and website and newsletter	NE Essex Alliance (health) a priority of community model, that includes physical activity, working in neighbourhood teams (covers Tendring and Colchester)	Colchester learning network - museums, art galleries, signals (digital media) orgs that deliver education and learning from a culture/multi-media perspective - talked to them about LDP, and they are interested in understanding and how they can get involved	Media announcement of funding agreement, 4 February	Ongoing communication to keep the LDP as a priority on agenda across the council's and with key stakeholders
		Update on LDP to one Colchester operational group	Livewell Colchester event on 14 th December, over 30 attendees to discuss implementation in Colchester	Embargoed announcement to key stakeholders of investment decision by Sport England	Rob met ECC highways to discuss LDP work, and possible involvement in cycle county active conference	Newly appointed Sport England CEO and DCMS Deputy Director of Sport visit to Essex LDP, meeting with key elected numbers, senior decision makers and members of the community. To help gain buy in to the approach of Essex LDP and got senior level focus on the LDP again.
				Rob met with ECC infrastructure delivery team to build relationships for the active environment's strategic priority	Basildon Communities Committee update	
				Sport England inaugural webinar on LDPs – Essex featured	Ongoing meetings with CVS to develop an action plan in Tendring	

				workforce event: Colchester Livewell group is made up of Colchester Borough Council staff, focusing on importance of collaborating on the health and wellbeing agenda and working together with partners to achieve significant outcomes. Meets monthly, LDP is regular part of agenda, incorporating Tier 2 colleagues in realising benefits of whole systems approach.	Linked to STP programme lead for prevention	Met with community groups who don't work in the sector, they were really engaged, already doing good work e.g. lottery funding across Essex, already working with our 3 target groups, focus was about learning together (what they understood by replication etc) for not a lot of money we could upscale their projects.
				Connection with British Cycling re Colchester northern gateway: application from Amphora Trading for capital funding from British Cycling for the new cycling track planned for northern Colchester. The assessment panel includes Sport England and the funding criteria rest on achieving physical activity targets and on meeting health needs around the young, lower SEG, BME, encouraging disability groups to use the facility as well as women and older people. LDP to explore any opportunities for bringing the aims for the target groups together with the cycling project – they got the grant of £545k		
Supported the community engagement day on apprentice opportunities “coach core employability”	Engagement with communities: 3 LDP coordinators making links with community leaders and groups in their locality through existing contacts and word of mouth, in order to get local passionate people involved in LDP, who want to create activities in their areas. Going out to speak with residents and working closely with them to understand what support people need. Compiling list which is sent to Core team and Genesis at the end of every month to update interested parties e.g. Tendring Victorian Christmas fayre - had a stand to talk to the community – stakeholder maps and lists created for the first time in three areas					
"never say die" pub, landlady, met harridge free fit club at a facilitated conversation at the Sport England visit, said come and use our pub - so they did						

Remove obstacles: Ensure that the organisational processes and structure are in place and aligned with the overall organizational vision; Continuously check for barriers or people who are resisting change. Implement proactive actions to remove the obstacles involved in the process of change; Reward people for endorsing change and supporting in the process.

We’ve broken this down into developing processes, developing capability and developing capacity

Develop process

September	October	November	December	January	February	March
			Started monthly LDP co-ordinator meeting	Fortnightly delivery group meetings commenced (the delivery group includes both Essex CC and Tendring, Basildon and Colchester District staff working on the LDP)	Tier 2 leads met to discuss a consistent approach o working with ELDP partners	Essex LDP evaluation tender is published
			LDP co-ordinators and public health practitioners’ meetings start		Gained sign off of evaluation process and tender document, required significant influencing, some delays as a result of county council procurement processes. Procurement processes highlighted as a risk for all procurement related activity for the LDP	An "understanding replication" meeting with the funded action learning project leads, community groups who work with target audiences and the university of Essex and met with BLF best in show projects
						“operationalising” the investment plan – developing criteria, guidance and process
			Evaluation tender co-created with input from expert advisors, agreement that Essex CC DPH would lead the evaluation process and sub-group chaired by Dr Bird			Developing a marketing and communications strategy;
						Develop strategy for community capacity building – Nurture development commissioned

Building capability

September	October	November	December	January	February	March
Sport England “doing it differently” workshop for LDPs, attended by Jason and Rob	Birmingham visit to Essex, they provided a master class on community engagement in deprived areas, and shared how they had approached	System leadership training for senior leaders attended by key members of ELDP, commissioned by “Essex Partners”.	LDP Co-ordinators and core team attended an LDP induction course led by Sport England for all LDPs	Scoping with Nurture development to set up a comprehensive programme for ABCD training – Realising the vision of moving from traditional sports development to ABCD to Support inactivity	Representatives of the delivery group attended the Sport England LDP community of practice in Birmingham	ABCD two day training course for CSP team
	District leads attended Kings fund conference "community is the best medicine", supported shift in thinking	Essex LDP co-ordinators visited Hackney LDP to share knowledge and learning		Co-production of a leadership programme with collaborate, for spring/summer 2019, for LDP delivery team and wider stakeholder group	Co-production workshop led by collaborate with delivery team on a proposed new LDP leadership programme	
	Meeting with Health Watch who provided insight on how they work with deprived communities in Essex			Kerry met with Hackney and Ealing LDPs to share development	Sport England provided “pen portraits” on all LDP pilots www.sportengland.org/our-work/local-delivery-pilots-community-of-learning/all-about-the-pilots/	
				Mosaic training for LDP co-ordinators and active Essex leads		
				Sarah – LDP co-ordinator attended Suffolk’s event on “using sport and physical activity to address isolation and loneliness”		

Building Capacity

September	October	November	December	January	February	March
Genesis communications appointed to support LDP PR related activity	Sarah starts as LDP co-ordinator in Colchester	Gurnam starts as LDP co-ordinator in Basildon		Daily mile co-ordinator appointed in CSP team	Jo Foster-Stead, Intelligent Health, appointed to provide specialist support to the LDP core team.	
Cheryl starts as LDP co-ordinator in Tendring		Dr William Bird, Intelligent Health appointed to provide expertise to the LDP, agreement on chairing evaluation sub-group		University of Essex appointed to undertake the second phase evaluation of the initial test and learn action research programme		
				Scoping meeting held with the national centre for social marketing		

				Meeting held with head of research and insight at ECC to discuss LDP requirements		
--	--	--	--	---	--	--

Discovery vs Delivery:

By creating discovery vs delivery early in the change process, you can give a feel of victory in the early stages of change; Create many short-term targets instead of one long-term goal, which are achievable and less expensive and have lesser possibilities of failure; Reward the contributions of people who are involved in meeting the targets.

September	October	November	December	January	February	March
		Action research A2B started: Facilitating interaction between residents which revolves around activities, such as excursion trips and social groups, targeting residents within housing associations. Establishing walking groups and working with physiotherapy teams to develop exercise sessions for people who are inactive. The exercise sessions will focus on simple exercises which can be completed within the home and do not involve equipment.		started sport for confidence in Colchester	Start of intergenerational project - Action Research project to test whether activity levels in older people enhance through being in a setting with reception age children. This takes place in an older people's day centre in Basildon and is partnership working with the day centre committee and a local primary school.	Action research project - last one starting Colchester: Five Ways to Wellbeing was delivered by Essex Youth Service and Mersea Outdoors having been commissioned by Colchester Borough Council and the Colchester Youth Strategy Group. The group is for young people who are showing signs of suffering from early stages of anxiety and borderline depression, but who have not had a diagnosis and can't cope with the day-to-day pressures. A mix of classroom and outdoor learning activities, such as orienteering and low ropes obstacle courses developed leadership and teamwork qualities. Plan is to expand services countywide and offer more support, especially in deprived areas and possibly expand it to Year 11 students prior to GCSE exam season.
						Final action research projects in Tendring go live, e.g. gardening
						Early identification of projects would like to fund, e.g. an urban ranger/beat the street